



SOUTH AFRICA



ANNUAL REPORT 2011

**Electoral
Commission**

ELECTORAL COMMISSION



SOUTH AFRICA

ANNUAL REPORT TO THE NATIONAL ASSEMBLY FOR THE
FINANCIAL YEAR ENDED 31 MARCH 2011

The Honourable M.V. Sisulu

Speaker of the National Assembly

Section 14(1) of the Electoral Commission Act, 1996 (Act 51 of 1996) requires the Electoral Commission to submit annually to the National Assembly, an audited report of all money received from sources other than the money appropriated by Parliament, as well as the audited statements on income and expenditure and a report in regard to the functions, activities and affairs of the Commission.

Section 40(1)(e) of the Public Finance Management Act, 1999 (Act 1 of 1999), requires the Chief Electoral Officer as accounting officer, to submit to Parliament the Commission's Annual Report and financial statements together with the Auditor-General's Report on those statements.

In compliance with these statutory requirements, we hereby convey to you for formal submission to Parliament, the attached report and financial statements together with the Auditor-General's audit report for the financial year ended 31 March 2011.



Chairperson

Date: 31 July 2011



Chief Electoral Officer

Date: 31 July 2011

Table of Contents

1. GENERAL INFORMATION

Vision, Mission and Values	2
Organisational Structure	3
Constitutional and Legislative Mandates	4
Statement by Chairperson	5
Overview by Chief Electoral Officer	7

2. INFORMATION ON PREDETERMINED OBJECTIVES 10

3. ANNUAL FINANCIAL STATEMENTS

Report of the Audit Committee	76
Report of the Auditor-General	78
Annual Financial Statements	81
Accounting Officer's Report	83
Accounting Policies	85
Statement of Financial Performance	96
Statement of Financial Position	97
Statement of Changes in Net Assets	98
Cash Flow Statement	99
Notes to the Annual Financial Statements	100
Detailed Income and Expenditure Statement	Appendix A 118
Departmental Expenditure Statement	Appendix B 121

4. OTHER INFORMATION

Acronyms	124
Contact Details	124



SECTION

1



SOUTH AFRICA



1.1 VISION, MISSION AND VALUES

VISION

To strengthen constitutional democracy through the delivery of free and fair elections in which every voter is able to record his or her informed choice.

MISSION

The Electoral Commission is an independent and impartial permanent body created by the Constitution to promote and strengthen constitutional democracy in South Africa through the delivery of free and fair elections at all levels of government.

VALUES

To enable the Commission to serve the needs of stakeholders, including the electorate, political parties, the media and permanent and temporary staff, the organisation subscribes to the following organisational values:

i. Following best practices

- Stopping all forms of waste
- Driving for results and success
- Planning and working to maximise the use of all inputs

ii. Being sensitive to race, culture, language, religion, disability and gender issues

- Taking note of diversity in experience and ability
- Caring and showing respect for others

iii. Being ethical, honest and truthful

- Communicating in an open and honest way
- Carrying out our work independently and impartially
- Acting with integrity and opposing corruption
- Promoting the image and credibility of the Electoral Commission

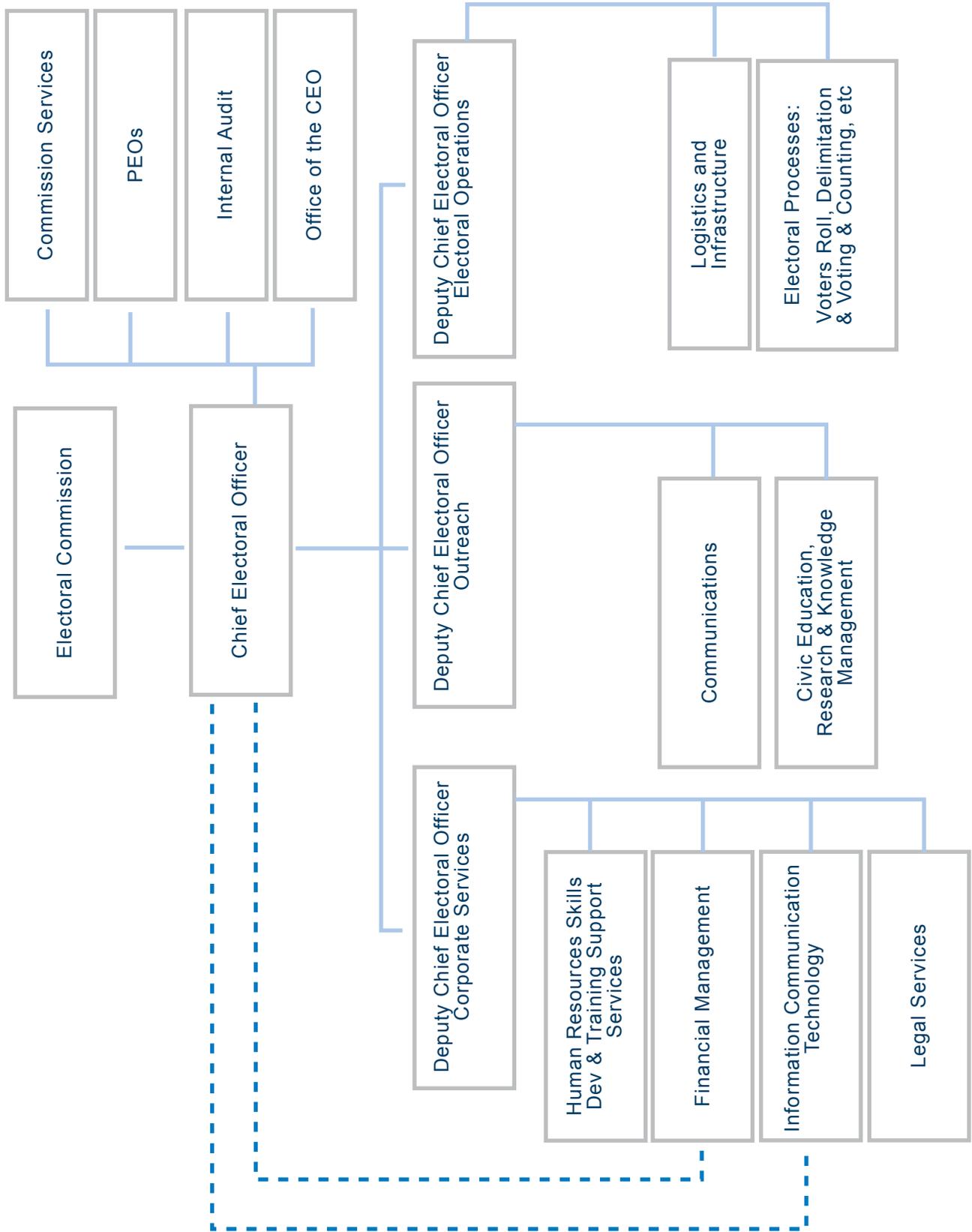
iv. Improving continuously

- Maximising training and development opportunities
- Supporting and inspiring each other
- Fostering collaboration between teams and team members
- Fostering the achievement of common goals

IEC STRUCTURAL ORGANOGRAM

Amended Exco 4/3/2008

1.2 Organisational Structure



Constitutional and legislative mandates

Constitutional mandate

In terms of Section 190 of the Constitution of the Republic of South Africa (Act 108 of 1996), the Electoral Commission must:

- a. manage elections of national, provincial and municipal legislative bodies in accordance with national legislation
- b. ensure that those elections are free and fair
- c. declare the results of those elections within a period prescribed by national legislation, and that is as short as is reasonably possible.

Legislative mandates

The duties and functions of the Electoral Commission are defined in Section 5 of the Electoral Commission Act, 1996. These include to:

- a. manage any election
- b. ensure that any election is free and fair
- c. promote conditions conducive to free and fair elections
- d. promote knowledge of sound and democratic electoral processes
- e. compile and maintain a voters roll by means of a system of registering eligible voters by utilising data available from government sources and information furnished by voters
- f. compile and maintain a register of parties
- g. establish and maintain liaison and co-operation with parties
- h. undertake and promote research into electoral matters
- i. develop and promote the development of electoral expertise and technology in all spheres of government
- j. continuously review electoral legislation and proposed electoral legislation, and make recommendations in connection therewith
- k. promote voter education
- l. promote co-operation with and between persons, institutions, governments and administrations for the achievement of its objects
- m. declare the results of elections for national, provincial and municipal legislative bodies within seven days after such elections
- n. adjudicate disputes which may arise from the organisation, administration or conducting of elections, and which are of an administrative nature
- o. appoint appropriate public administrations in any sphere of government to conduct elections when necessary.

Statement by the Chairperson

The Electoral Commission was established in terms of Chapter 9 of the Constitution of the Republic of South Africa. According to the Constitution, the primary responsibility of the Commission is to manage elections and to establish and maintain the national common voters roll. Additional functions of the Commission are detailed in section 5 of the Electoral Commission Act, No. 51 of 1996.

This Annual Report is for the year 2010/11 and describes the work of the Electoral Commission in fulfilling its Constitutional mandate and in meeting its obligations as dictated by the Electoral Commission Act and other applicable legislation.

In this period, a number of exciting developments that are an indication of change for the better have unfolded in our electoral process. In preparation for the 2011 Local Government Elections, a number of amendments were made to our legislation. One of these amendments resulted in the provision of special votes during Local Government Elections for the infirm and those who would not be able to cast their votes on Election Day. It is the first time in South Africa that special votes have been extended to elections of this nature and this has certainly contributed to the increased interest.

Since 1998 when the first voters roll was developed, the Electoral Commission has progressively increased the number of registered voters. For instance, there were 18 million voters registered for the 2000 Local Government Elections. This figure has increased to just over 21 million in 2006. On 5 and 6 February and on 5 and 6 March 2011, we opened our voting stations so that eligible voters could register to vote in the 2011 Local Government Elections. The two registration weekends increased our voters roll to 23.655 million. These increases reflect the enthusiasm of South Africans, especially the youth to participate in our democratic processes.

In line with this remarkable increase in the number of registered voters and also with the newly demarcated ward boundaries, the Commission had to augment the number of voting stations to ensure even greater accessibility, from 18 873 to 20 859.

One of the most critical factors that characterise democracy is the acceptance and adoption of mutlipartyism. Since the dawn of democracy in this country, there has been a steady growth in the number of registered political parties. A total 194 political parties was registered during this period. Of these political



parties, 121 registered to participate in the 2011 Local Government Elections, representing more than 53 000 candidates, including independent candidates.

The 2011 Elections had fewer incidents of violence and intimidation. Political parties and independent candidates adhered persistently to the Electoral Code of Conduct, so did their supporters.

The Electoral Commission would like to thank political parties, candidates and the electorate for their support in this regard and for their unwavering commitment to ensuring that elections are held in an environment that is conducive to free and fair elections.

According to the Constitution, organs of State are required to provide assistance to Chapter 9 institutions, including the Electoral Commission as and when requested. In the past year, the Electoral Commission continued to receive support from a number of

Government Departments including the Police, State Security, Education, Cooperative Governance and Traditional Affairs, Home Affairs and Public Works. With this support, the Electoral Commission was able to provide voters adequate facilities, personnel and security on registration days and on Election Day. We therefore express our appreciation to these departments for their commitment to our voters and in ensuring that peace and stability thrives in South Africa.

We also would like to express our appreciation to Parliament and in particular, the Portfolio Committee on Home Affairs which has always provided guidance and advice in the performance of our mandate.

The Electoral Commission continues to play a major role in participating in the SADC region and beyond through partnerships with relevant organisations such as the Electoral Commissions Forum of the SADC region and the International Institute for Democracy and Electoral Assistance. It is through interactions with these stakeholders that we continue to learn and improve on our systems.

Lastly, we would like to express our gratitude to the Chief Electoral Officer and the rest of the staff of the Electoral Commission for their dedication and hard work. Throughout the years, this commitment has made South Africans confident in our ability to deliver free, fair and credible elections.

Overview by the Chief Electoral Officer



In compliance with Section 65 of the Public Finance Management Act, we take pleasure in providing an account of the manner and extent to which we have discharged our functions and duties during the 2010/11 financial period under the authority and mandate of the Electoral Commission Act of 1996. The Electoral Act mandates us to manage elections in South Africa. This mandate is at the core of our performance and drives us to ensure that we deliver elections that are free and fair.

Strengthening electoral democracy and positioning the Commission as a continuously improving world-class organisation

In recent years, there has been an increase in the number of disputed elections in various parts of the continent. We have thus resolved to consult and interact extensively with a number of stakeholders, including political parties, the legislature, other Chapter 9 institutions and, in particular, other election-management bodies to ensure that we continue to share and build on principles that instil democratic principles in election management. During the reporting period, and in view of it leading up to an election year, we conducted a number of briefing sessions with the legislature and Chapter 9 institutions for this purpose.

In the period leading up to the 2011 municipal elections and during the elections themselves, we increased the number of consultations with represented political parties to ensure that the electoral process, in particular voting and counting, was as transparent as can be.

To prepare the political environment to be conducive to free and fair elections, we conducted several high-level multi-stakeholder discussions with numerous stakeholders, including unrepresented political parties, traditional leaders, farming communities, media and election observers.

Although the bulk of our financial and human resources were focused on the municipal elections, we also succeeded in managing 102 elections of other institutions in South Africa, observe elections in seven countries, participated in three study tours, and hosted six delegations of election-management bodies from other countries during the period under review. In all these respects, we exceeded the performance targets, which we set for ourselves.

Developing, implementing and monitoring strategy and policy to ensure the effective and efficient functioning of the Commission

The management of the Commission embarked on an extensive process of refining the strategic objectives of the Commission to ensure that the performance targets are streamlined, and that performance programmes and the allocation of financial and human resources are in line with clear policy objectives.

To highlight our commitment to operating within principles of best corporate governance practice, we streamlined our performance environment towards compliance with legislative requirements, in particular, Treasury Regulations.

During the period under review, we channelled our efforts and resources to focus on urgent areas, with a view to tailoring appropriate corrective programmes to ensure that we received a clean audit. With the assistance of co-sourced service providers, our internal audit activity consolidated management audits with compliance audits for all our performance areas. We also set up the Risk Management framework, which is functional in all our offices. The statutory Audit Committee met on six occasions to discharge their responsibilities during the reporting period.

Optimising voter-registration opportunities to achieve an accurate, comprehensive and up-to-date national voters roll

A national common voters roll is one of the founding provisions of the Constitution. To this end, the Commission is legally bound to compile and maintain the voters roll by affording all eligible voters the opportunity to register, check their registration details or update their registration details where applicable.

We take pride in our voter-registration systems, which ensure an accurate voters roll, as no voter may be registered in more than one voting district.

The voters roll, at the end of the financial year, contained more than 23 million eligible voters who had voluntarily added their names for inclusion on the roll. This figure exceeded the performance target published in our strategic plan for this financial year.

Furthermore, we determined and secured 20,859 voting districts and stations in order to ensure that registered voters nationwide had reasonable access to voting stations. We exceeded the target, which we set ourselves for this particular key performance area.

Effectively facilitating the participation of political parties and candidates in the electoral process on a continuous basis

Political parties and candidates are the major stakeholders in our effort to strengthen electoral democracy. During the reporting period, we conducted 2,002 meetings with political parties. We were able to fill all the ward vacancies that emerged during the reporting period within the 90-day period required by law. Furthermore, we filled all the Proportional Representation seats that became vacant, also within the 35-day period requirement.

We have functional performance systems that enable us to meet our performance targets and requirements within required frameworks. Ahead of the municipal elections scheduled for May, we registered a total of 121 political parties.

Providing electoral operational systems and infrastructure to support the delivery of credible elections in accordance with election timeframes

The bulk of our logistical preparations for the 2011 municipal elections were made during the previous financial year. We also ensured that the bulk of electoral materials were distributed to provincial offices during this financial year.

Our material distribution is facilitated through a network that boasts 10 warehouses. There is a warehouse in each province with the central warehouse located close to the national office. Distribution of by-election material is also facilitated through the warehouse network. To ensure the planning, procurement and control of election material, we make use of a Logistics Informational System (LIS), which provides for a comprehensive bill of material through detailed material planning that stems from voting stations to inform national requirements.

Our current voting station network has increased to 20,859 stations used during the municipal elections. Of these stations, 19,704 were permanent, 1,188 temporary and 37 mobile. Schools constituted the majority of our voting station footprint at 66.1%.

For the municipal elections, we appointed Municipal Electoral Officers (MEOs) in each of our 237 municipal

offices throughout the country to ensure functionality during registration and voting processes.

Planning and implementing strategies to educate, inform and co-ordinate programme delivery of civic and democracy education to civil society, through partnerships, research and knowledge management on a continuous basis

Elections are the cornerstone of democracy, and should be conducted with care, diligence and transparency. Winning the confidence of, specifically, the electorate is at the core of our operations. To ensure that the electorate is empowered with a full understanding of voting processes and what is required on voting day, we have dedicated our resources to comprehensive voter-education programmes, reaching 3,403,834 individuals through our voter-outreach programme.

During the reporting period, we recruited 61 Outreach Project Co-ordinators to drive our outreach programmes, including the distribution of voter material education, illustrated booklets and balloting education pamphlets.

For the reporting period, we conducted two major research projects aimed at ensuring that electoral processes in the country remain relevant. We conducted a national voter participation survey in partnership with the Human Sciences Research Council (HSRC), to investigate voter behaviour in view of electoral trends. We also conducted the Impact Assessment study in partnership with the Educational Support Services Trust to evaluate the effectiveness and impact of our Civic and Democracy Education programmes and campaigns.

Developing and maintaining effective business processes (in respect of legal services, human resources management, support services, financial management, and information and communication technology (ICT) services) in order to ensure the effective functioning of the Commission

Without a skilled and dedicated workforce, the Commission would not be able to achieve its objectives. For the reporting period, the staff establishment comprised 808 filled positions. We are committed to filling vacancies in line with employment equity targets.

We appointed 10 interns and awarded 57 bursaries to employees. Our training unit conducted numerous training sessions on voter registration and election administration.

We received a parliamentary grant of R1,438 million for the reporting period. Our expenditure was R1,1 billion.

In addition to electoral expertise, our constitutive act requires the Commission to develop expertise in technology. We take pride in the extent to which our ICT structure has developed over the years. Our ICT systems include election-specific tailored programmes that enable us continue to deliver accurate voter registration and election results.

SECTION

2



SOUTH AFRICA



INFORMATION ON PREDETERMINED OBJECTIVES

Strategic Objective 1: To interact nationally and internationally with relevant bodies in order to strengthen electoral democracy and position the Commission as a continuously improving world-class organisation

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To engage in national liaison	Frequency of reporting to Parliament and liaison with other legislatures and the executive	Reporting to the Portfolio Committee on Home Affairs in Parliament on proposed legislation/amendments (1)	3	
		Reporting to Portfolio Committee on Home Affairs on management of elections (1)	2	
		One visit to each relevant Ministry per year (4)	4	
		One visit to each provincial legislature per year (9)	6	Not all provinces could be visited within the financial year due to the availability of members of the legislatures and preparations for the 2011 municipal elections
	Number of liaisons with other Chapter 9 institutions	Meetings with Chapter 9 institutions to revive the Forum of Independent Statutory Bodies (FISB) (2)	3	
	Number of interactions with stakeholders	Multi-stakeholder discussions nationally and provincially (2)	2	
		Briefing of political parties and other relevant stakeholders on legislation/amendments per year (2)	1	One meeting with unrepresented political parties was scheduled to take place after the reporting period
		Number of elections managed for other institutions	Managing at least four elections of other institutions per annum per province (36)	102
To engage in international liaison	Number of technical assistance programmes provided to other EMBs	Participation in two technical assistance programmes (2)	3	
	Number of elections observed in other countries	Observation of elections in at least four countries (4)	7	
	Number of study tours	Participation in at least two study tours to other countries (2)	3	
	Number of international delegations hosted	Hosted six international delegations (6)	6	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
	Number of meetings of international organisations	Participation in at least two meetings of each of the following: the SADC ECF, International IDEA, the AAEA, the AU, the Commonwealth (10)	8	Participation in all meetings takes place at the invitation of the relevant organisations. No AAEA meetings were held during the reporting period
	Number of briefing sessions for elections observers in the country	Facilitation of one briefing session for election observation in South Africa (1)	0	The briefing was scheduled to take place in the next reporting period due to the date of the 2011 municipal elections being later than originally anticipated
	Number of briefing sessions for members of the diplomatic corps	Facilitation of one briefing session with members of the diplomatic corps (1)	1	

Strategic objective 2: To develop, implement and monitor strategy and policy to ensure the effective and efficient functioning of the Commission

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To develop and review policies	Number of policies developed and reviewed	<p>The review of policies in HR, Financial Services, Electoral Operations, and Outreach</p> <p>Eight HR Policies were developed and approved by 30 June 2010</p> <p>Existing HR policies were reviewed and approved by 31 March 2011</p> <p>ICT policy review was conducted by 15 December 2010</p>	<p>A total of six HR policies were drafted or amended and submitted to the Policy Committee: Gifts, Bereavement Support, Recruitment & Selection, Disciplinary, Grievance, Performance</p> <p>ICT policy review was conducted</p>	The policy review process was not completed due to preparations for the 2011 municipal elections

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
Monitor policy implementation	Extent of compliance with policies	100% adherence to 75% of policies and procedures audited	Policies and procedures reviewed during internal audits	
		Predetermined objectives, indicators and targets	Adherence not adequate	Policy finalised and issued but procedures not documented at time of review
		Risk management (updated fraud prevention policy and business continuity policy)	Not reviewed	Updated fraud prevention policy and business continuity policy – not available at time of review
		HR recruitment and selection policy	Not reviewed	
		IT disaster recovery policy	Not reviewed	
		Financial policies with business process maps for national, provincial and municipal levels	Adherence not adequate Provincial and municipal partially adhered to	Policy found to lack details Financial policies with business process maps for national level not finalised
		SAP standard operating policies and procedures	Not reviewed	Training in provincial and municipal policies conducted during October 2010
		Legal* compliance checklist/matrix-not finalised and approved by management by reporting date	Reviewed but adherence could not be tested	SAP standard operating policies and procedures not finalised Legal* compliance checklist/matrix-not finalised and approved by management by reporting date

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
Risk management and fraud prevention	Extent of implementation of risk management framework	<p>Assignment of Chief Risk Officer role</p> <p>Risk Management Committee quarterly reports and monthly management reports on emerging risks</p> <p>To review the effectiveness of risk management during audit fieldwork and pronounce in the statutory quarterly reports to CEO and Commission</p> <p>Develop a framework for whistleblowers and establish the anonymous fraud-prevention facility</p> <p>Conduct forensic investigations and issue reports to HR, CFO and legal services for appropriate action</p> <p>Provide monthly updates on irregularities to the Finance, IT & Audit Committee of Commission</p>	<p>Chief Risk Officer appointed</p> <p>One Quarterly report (Q1) for the period under review tabled to Audit Committee and issued to CEO and the Commission</p> <p>Internal audit fraud response plan will be developed in response to updated fraud-prevention plan, whistleblowers framework and establishment of anonymous reporting facility</p> <p>No instances requiring forensic investigations were reported or discovered during the reporting period</p> <p>No instances of irregularities were reported or discovered during internal audits conducted during the reporting period</p>	
Develop and adopt a strategic plan for the organisation	Extent of compliance with Treasury Regulations regarding strategic planning	<p>One strategic plan</p> <p>One Operational Plan</p> <p>One Internal Audit</p> <p>Three-year rolling internal audit plan is aligned to the risks impacting the achievement of the strategic objectives</p>	<p>Strategic and operational plans exist</p> <p>One risk-based Internal Audit three-year rolling internal audit plan approved by the AC exists</p>	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
Monitor implementation of strategic plan	Extent of compliance with Treasury guidelines regarding management of performance information	<p>Submission of strategic and operational Plans to Parliament in line with Parliamentary framework</p> <p>Submission of monthly reports by 15th day of the month (in agreed format)</p> <p>Submission of monthly reports by the CEO to the Commission</p> <p>Submission of Quarterly reports to the Commission (15 days after the end of the quarter)</p> <p>Submission of Annual Report to Parliament in accordance with PFMA timeframes</p>	<p>Current strategic plan was tabled in previous financial year (3 March 2010)</p> <p>Monthly reports are submitted to the office of the CEO</p> <p>The CEO submits monthly reports to the Commission</p> <p>The CEO submits quarterly reports to the Commission</p> <p>The Annual Report for the previous financial year was submitted to Parliament in accordance with PFMA timeframes</p>	
Facilitate internal audit functions	Extent to which audit recommendations are implemented	<p>Three Audit Committee meetings with full attendance by relevant stakeholders preceded and/ or followed by closed sessions with Commission, or as requested by stakeholders</p> <p>70% of recommendations implemented</p>	<p>A total of six Audit Committee meetings were held during the reporting period on 28 May 2010, 31 May 2010, 8 June 2010, 29 July 2010, 14 September 2010 and 25 January 2011</p> <p>Not adequately implemented</p>	Structured monitoring fully implemented from November 2010 only

Internal audit activity

The internal audit activity is an integral part of the corporate governance framework by which the Commission maintains effective systems of accountability and control at all levels. In assisting the Accounting Officer and the Commission, Internal Audit and related independent services are rendered under the direction and leadership of the Chief Audit Executive (CAE). During the period under review, the following co-sourced firms partnered with the in-house internal audit unit to implement the approved 2010/11 risk-based internal audit plan (RBAP):

- KPMG Consortium, consisting of Afripeak Management Services (Pty) Ltd, KPMG Services (Pty) Ltd, Manase & Associates Finance CC, and SAB&T BIG.
- Sekela-Matasis Consulting (Pty) Ltd
- Messrs PricewaterhouseCoopers (from 1 October 2009 onwards).

While the basis for comparative internal audit ratings was established during the previous audit cycle, formalising the rating scale has been deferred in favour of re-focusing the combined assurance approach to best suit the Commission's business model. Accordingly, the period under review provided an opportunity to further consolidate risk-based internal audit planning to ensure the most cost-effective use of oversight resources.

The appropriateness and timing of the audits, reviews and advisory services for the year ending 31 March 2011 (as indicated in Table 1) was confirmed in consultation with the Audit Committee and supported by the Accounting Officer.

Table 1: 2010/11 Internal Audit Coverage

No	INTERNAL AUDIT COVERAGE	TYPE OF AUDIT/REVIEW
1.	In-year reporting	Management, risk-based compliance audit and follow-up review
2.	Risk management	Compliance audit
3.	Performance audit – Communications and Voter Registration	Performance audits
4.	Information Technology <ul style="list-style-type: none"> • Disaster Recovery • SAP General Controls (GCR) and follow-up reviews • Systems Supporting Performance Information • ESS (Electoral Staff System) – GCR 	IT reviews
5.	Creditors and debtors management	Financial discipline, management review, risk-based compliance audit, follow-up review
6.	Human Resources and PAYE review	Financial discipline, management review, risk-based compliance audit, follow-up review
7.	Documentation management	Management review, risk-based compliance audit
8.	Stock on hand	Management review, risk-based compliance audit
9.	Voting station rental and payment plan	Management review, risk-based compliance audit
10.	Represented Political Parties' Fund (RPPF)	Risk-based management and financial statement readiness review
11.	Office relocation project: National Office <ul style="list-style-type: none"> • IT Systems relocation • General Office relocation 	Risk-based management review
12.	Financial policies and procedures review – Manual controls	Financial discipline, management review, risk-based compliance audit, follow-up review
13.	Registration/Electoral staff recruitment and payment plan	Financial discipline, management review, risk-based compliance audit, follow-up review
14.	Elections and by-elections – Provincial and Municipal Electoral Office (MEOs)	Financial discipline, management review, risk-based compliance audit, follow-up review

No	INTERNAL AUDIT COVERAGE	TYPE OF AUDIT/REVIEW
15.	Predetermined objective, indicators and targets <ul style="list-style-type: none"> • Phase I – Framework and 1st quarter policy roll-out • Phase II – 3rd quarter reporting and supporting documentation 	Management review, compliance audit, follow-up review
16.	Month-end/period-end closing and year-end financial statement readiness – per component	Financial discipline, management review, risk-based compliance audit, follow-up review
17.	Review of 2009/10 Annual Report <ul style="list-style-type: none"> • Annual financial statements disclosures • Performance information and other non-financial information 	Risk-based management and compliance audit, follow-up review
18.	Supply chain management and tender reviews	Financial discipline, management review, risk-based compliance audit, follow-up review
19.	Ad-hoc assignments <ul style="list-style-type: none"> • Investigations into irregularities associated with financial loss, fruitless, wasteful, irregular expenditure and unauthorised/irregular use of assets • Reviews to address emerging risks • Advisory services for best-practice business process alignment and IT governance 	Emerging risk reviews
20.	Standing Committees	Governance review
21.	Legal compliance	Risk-based management and compliance audit, follow-up review

Table 2: 2010/11 Provincial and Municipal Offices Internal Audit Coverage

EC	FREE STATE	GP-MATASIS
PEO	PEO	PEO
PEO Warehouse	PEO Warehouse	PEO Warehouse
EC101 – Camdeboo (Graaff-Reinet)	FS162 – Kopanong (Trompsburg)	GT422 – Midvaal (Meyerton)
EC103 – Ikwezi (Jansenville)	FS172 – Mangaung (Bloemfontein)	GT461 – Nokeng tsa Taemane (Cullinan)
EC108 – Kouga (Humansdorp)	FS192 – Dihlabeng (Bethlehem)	GT462 – Kungwini (Bronkhorstspuit)
EC109 – Kou–Kamma (Kareedouw)	FS193 – Nketoana (Reitz)	GT481 – Mogale City (Krugersdorp)
EC131 – Inxuba Yethemba (Cradock)	FS195 – Phumelela (Vrede)	GT484 – Merafong City (Carletonville)
EC133 – Inkwanca (Molteno)		
EC142 – Senqu (Barkly East)	KZN	LIMPOPO
NMA – Nelson Mandela Bay (Port Elizabeth)	PEO	PEO
EC441 – Matatiele (Matatiele)	PEO Warehouse	PEO Warehouse
EC104 – Makana (Grahamstown)	KZN215 – Eziqoleni (Izingolweni)	LIM352 – Aganang (Moletji/Matlala)
EC121 – Mbhashe (Idutywa)	KZN254 – Dannhauser (Durnacol)	LIM353 – Molemole (Dendron/Dikgale)
EC122 – Mnquma (Butterworth)	KZN261 – eDumbe (Paulpietersburg)	LIM354 – Polokwane (Pietersburg)
EC126 – Ngqushwa (Peddie)	KZN281 – Mbonambi (KwaMbonambi)	LIM365 – Modimolle (Nylstroom)
EC135 – Intsika Yethu (Cofimvaba)		LIM475 – Greater Tubatse (Burgersfort/Ohrigstad/Eastern Tubatse)
EC137 – Engcobo (Engcobo)	NORTH WEST	
EC153 – Ngquza Hill (Flagstaff)	PEO	NC
EC155 – Nyandeni (Libode)	PEO Warehouse	PEO
EC156 – Mhlontlo (Qumbu)	NW384 – Ditsobotla (Lichtenburg)	PEO Warehouse
	NW385 – Ramotshere Moiloa (Zeerust)	NC Pilot – Outreach staff payments
MPUMALANGA	NW391 – Kagisano (Ganyesa)	
PEO	NW393 – Mamusa (Schweizer-Reneke)	
PEO Warehouse	NW402 – Potchefstroom (Potchefstroom)	WC
MP307 – Govan Mbeki (Highveld Ridge)	NW371 – Moretele (Temba): by-election	PEO
MP315 – Thembisile (KwaMhlanga)	NW373 – Rustenburg (Rustenburg): by-election	PEO Warehouse
MP316 – Dr JS Moroka (Mdutjana)	NW383 – Mafikeng (Mafikeng): by-election	WC Pilot – Area managers payments
MP321 – Thaba Chweu (Sabie)	NW402 – Potchefstroom (Potchefstroom): by-election	
MP322 – Mbombela (Nelspruit)		

Table 3: During the period under review, the internal audit activity deviated from the internal audit plan and, in consultation with the Audit Committee and supported by the Accounting Officer, earmarked the following scheduled audits for roll-over into the 2011/12 financial year:

NATIONAL OFFICE	TYPE OF AUDIT/REVIEW
Information Technology • SAP Business Process Analysis (SOP) Review	IT review
Financial Policies – (SOP) Review	Policy review
Electoral Staff Recruitment and Payment Review	Financial discipline, management review, risk-based compliance audit, follow-up review
Corporate Governance	Governance review
Performance Audit – Communications	Performance Audit
Represented Political Parties' Fund (RPPF)	Risk-based management and financial statement readiness review
Fraud-prevention policy and whistleblowers framework – fraud-response plan	Policy review and risk-based compliance review

Strategic Objective 3: To optimise voter-registration opportunities to achieve an accurate, comprehensive and up-to-date national voters roll

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To make facilities available for eligible citizens to register on a continuous basis	Number of registered voters	23,599,273 registered voters on the voters roll at the end of the financial year	23,655,046	
To develop and maintain systems for efficient registration of voters To encourage citizens to ensure that they are registered on the correct segment of the voters roll	The proportion of voters registered in correct voting districts	100% of voters correctly registered Voters roll checked against NPR monthly	No voter registered in more than one voting district 12	
To create and maintain a comprehensive network of voting districts and stations	Number of registered voters per voting district	Up to 20,500 voting stations secured and functionally equipped per registration and election event	20,859 voting districts and stations	An additional 359 voting districts (VDs) & stations secured against target of 20,500 owing to VDs being split by wards

Voting district delimitation

The Commission worked closely with the Municipal Demarcation Board (MDB) during the year under review in preparing the geography of elections administration for the 2011 municipal elections.

The MDB was responsible for the re-delimitation of ward boundaries ahead of the elections. The MDB was able to start with its ward re-delimitation programme for the 2011 municipal elections following the publication on 15 July 2009 by the Minister of

Co-operative Governance and Traditional Affairs of the formulae to calculate the number of municipal council seats. Thereafter, the provincial Members of the Executive Committees (MEC) for Co-operative Governance and Traditional Affairs determined and published the number of municipal council seats for municipalities in their provinces in the relevant provincial gazettes.

On 1 September 2010, the MDB provided the Commission with the final ward boundaries for the elections. The total number of wards for the 2011

municipal elections was 4,277, which represented an increase of 10% compared with the 2006 municipal elections (with 3,895 wards) – see Table 4.

The Commission then embarked on a project to geographically align voting districts that had been affected by the wards for the 2011 elections. Some 700 voting districts were affected by this process (representing 4% of the total number of voting districts). In addition to the alignment of voting districts impacted by the wards, the Commission updated its national network of voting districts in accordance with changes in human settlement patterns that had occurred since the 2009 national and provincial elections. Human settlement changes included the growth of informal

settlements, the intra-urban movement of voters, and urbanisation.

Ahead of voting day for the 2011 municipal elections, the number of voting districts stood at 20,859, which represented an increase of 6% compared with the 2009 national and provincial elections (19,726 voting districts), and an increase of 11% compared with the 2006 municipal elections (18,873).

Voter access to voting stations has improved by 42% since the 1999 national and provincial elections (14,650 voting districts in 1999, compared with 20,859 voting districts in 2011), as evident from Table 5.

Table 4: Number of Wards for Municipal Elections 2000 to 2011

PROVINCE	Number of Wards (2000)	Number of Wards (2006)	Number of Wards (2011)
Eastern Cape	601	636	715
Free State	291	300	317
Gauteng	446	423	508
KwaZulu-Natal	748	771	828
Mpumalanga	401	365	402
Northern Cape	173	174	194
Limpopo	437	513	543
North West	327	365	383
Western Cape	330	348	387
Total	3,754	3,895	4,277

Table 5: Number of Voting Districts – Elections 1999 to 2011

PROVINCE	Number of VDs (1999)	Number of VDs (2000)	Number of VDs (2004)	Number of VDs (2006)	Number of VDs (2009)	Number of VDs (2011)
Eastern Cape	2,646	3,087	4,115	4,368	4,482	4,560
Free State	1,075	1,061	1,063	1,186	1,263	1,320
Gauteng	1,841	1,979	1,956	2,172	2,238	2,480
KwaZulu-Natal	3,340	3,336	3,556	4,064	4,187	4,358
Mpumalanga	877	1,023	966	1,259	1,376	1,565
Northern Cape	357	396	347	621	625	655
Limpopo	1,954	1,796	2,170	2,274	2,455	2,781
North West	1,252	1,020	1,445	1,488	1,559	1,570
Western Cape	1,308	1,290	1,348	1,441	1,541	1,570
Total	14,650	14,988	16,966	18,873	19,726	20,859

Strategic Objective 4: To efficiently and effectively facilitate the participation of political parties and candidates in the electoral process on a continuous basis

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To maintain continuous liaison with political parties	Compliance with regulations	2,517 Party Liaison Committee meetings held at National, Provincial and Municipal spheres	2,002	The 2011 municipal elections were scheduled to take place in the following financial year. The number of PLC meetings were expected to increase closer to the time
To maintain political parties register	Turnaround time for registering political parties	Current register of political parties available at all offices of IEC on day-to-day basis	Achieved	
To process candidate nominations		Available record of processed nominations in accordance with election timetable	Achieved	
To fill municipal council seat vacancies	Speed with which declared vacant seats are filled	Ward by-elections held within 90 days of declaration of vacancies	Achieved	
		Proportional representation seat vacancies filled within 35 days of declaration of vacancy	Achieved	

Ward vacancy by-elections

During the period under review, a total of 126 ward vacancies occurred, which required the Commission to conduct by-elections to fill these vacancies. The number of ward by-elections decreased by 10% compared with 139 by-elections in 2009/10, and 161 by-elections in 2008/09. However, it should be noted that the year-on-year decline is partly explained by the moratorium on ward vacancy by-elections ahead of the 2011 municipal elections, which came into effect on 1 December 2010. Thus, any ward vacancies that occurred after this date were not filled ahead of the 2011 municipal elections.

Ward vacancies are required by law to be filled within 90 days of the date on which the vacancy occurs. All ward vacancies that arose during the period under review were filled within 90 days. The main reasons for the 126 ward vacancies were the expulsion of councillors (37%), death of councillors (36%) and resignation of councillors (17%).

Table 6 shows the number of by-elections that occurred during the period 1 April 2010 to 31 March 2011. Note that the information includes uncontested ward by-elections and a proportional representation (PR) by-election in Free State following the dissolution of an entire municipal council.

Table 6: Number of By-elections per Province

Province	By-elections	Number of voting districts	Number of wards	Number of registered voters
Eastern Cape	37	310	37	138,968
Free State	15	93	14	69,751
Gauteng	7	30	7	67,035
KwaZulu-Natal	22	121	22	102,136
Mpumalanga	13	36	13	50,770
Limpopo	9	38	9	36,626
Northern Cape	2	4	2	5,816
North West	5	23	5	26,679
Western Cape	16	89	16	170,102
TOTAL	126	744	125	667,883

Strategic Objective 5: To provide electoral operational systems and infrastructure to support the delivery of credible elections in accordance with election timeframes

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To provide stable and effective warehousing and distribution networks for distribution of electoral materials and equipment to cater for all electoral events	Materials distributed to voting stations in accordance with election timetables	100% availability of warehouses, storage facilities and distribution services to support electoral events Distribution of electoral materials compliant with the milestones set	100%	
To provide infrastructure requirements to local offices to ensure effectiveness	Percentage of MEOs appointed Percentage of municipalities in which local offices are established and are functioning	100% MEOs appointed for electoral events Local office infrastructure secured in terms of municipal agreements or IEC procurement processes, on a continuous basis	94.5% 100%	The municipal elections were only scheduled to take place in the following financial year at which point the target would be achieved.
To develop and implement voting, counting and results systems	Number of objections Speed with which results are processed	Publication of results within seven days of the elections	Achieved	
To implement controls to manage election-related conflicts, complaints and objections	Speed with which conflict is mediated	Mediators deployed to manage election conflicts within 24 hours	Not applicable	The conflict-mediation programme was only relevant for the period of the general municipal elections, which were scheduled for the following financial year

Electoral logistics

National registration weekends and election preparations

All necessary registration materials for use during the two national registration weekends, which preceded the 2011 municipal elections, were successfully procured and distributed to voting stations on time. Voter-registration equipment (PBSU scanners) was tested and serviced before distribution. The existing warehousing and distribution infrastructure performed well, with all materials being delivered according to plan and in good time.

In view of the voting date for the 2011 municipal elections being only six weeks into the following financial year, the bulk of logistical preparations for the elections were carried out in the last two quarters of 2010/11 – leaving only items reliant on election timetable activities (set after commencement of the new financial year) such as the final voters roll and printing of ballot papers, to be finalised thereafter.

Various tenders for goods and services were finalised during the year under review, in readiness for the 2011 elections. The Commission's electronic procurement system "Vota-quotes" was used extensively and with good results for the procurement of electoral materials.

The bulk of electoral material was distributed to provincial level prior to the end of 2010/11, where it would be readily available for distribution to municipal level and voting stations.

By-election support

Support for by-elections during the year comprised the following:

- Management of the ballot paper generation system (BPG). This system creates individual ballot papers for each ward by-election, and makes the papers available for printing at the local office of the Commission. The same applies to results slips.
- Management of the materials supply chain for by-elections. This includes procurement, preparation, picking and despatching of the necessary materials to voting stations for each by-election.
- Monitoring and maintaining adequate security materials stock.

The BPG system delivered reliable and consistently good results and will continue to be used with confidence in future elections.

Security materials were effectively despatched in support of by-elections, and the established processes will be maintained in the new financial year. Electoral materials for by-elections were replenished on time and within budget.

Logistics infrastructure

Logistics infrastructure consists of the Commission's warehousing network and the materials-handling resources at the warehouses. The network consists of 10 warehouses – one warehouse in each province and a central warehouse controlled from the national office.

Distribution of electoral materials is done by means of contracted-in resources. The Commission maintains minimal permanent resources in support of the logistics process.

Logistics information system: Planning

The Commission relies on a computerised Logistics Information System (LIS) for the planning, management and control of electoral materials. The logistics information system permits detailed materials-requirement planning (MRP), from the voting stations level upward to combined national requirements. Materials planning is based on a comprehensive bill of materials (BOM) for each electoral event. Materials are procured in accordance with the MRP requirements and are taken into stock. Distribution is planned in accordance with the MRP and managed through the provincial and municipal levels down to each voting station. The system is reliably used to plan electoral materials procurement for by-elections, national registration weekends, and full-scale elections, and also to manage the distribution of those materials.

PBSU equipment

The Commission puts in place measures to ensure the safe storage and maintenance of all programmable bar scanning units (PBSUs) used for voter registration. During the year under review, the PBSUs were successfully deployed for use at registration stations during the two national registration weekends for the purposes of voter registration.

The PBSUs were also successfully utilised during all by-elections that took place throughout this period – both for voter registration as well as voters roll information purposes. The PBSUs will also be deployed to voting stations during the 2011 municipal elections, carrying an electronic version of the voters roll.

Voting stations infrastructure

The current voting station network has increased to 20,859 stations planned for use in the 2011 elections, an increase of 6% from the 19,726 stations that were utilised for the 2009 elections. This increase was primarily in response to the new municipal demarcation data provided by the MDB during 2010/11, and the growth of population in various areas.

Of these stations, 19,650 are permanent, 1,171 are temporary and 38 are mobile voting stations. Schools make up the majority of the voting station footprint at 66.1%.

Voting stations continue to be secured through standardised lease agreements between the Commission and landlords. The average rental for voting stations is approximately R480 per event (to cover the overheads for such items as electricity, water and other domestic usage).

All voting stations were brought to an acceptable level of infrastructural functionality and activated for the voter registration weekends in February and March 2011. The stations remained in a state of preparedness for activation on election day in May 2011.

Voting stations infrastructure was furthermore maintained and activated periodically to support by-elections as they occurred during the year. When a by-election was held in a ward, the voting stations in that ward were prepared and opened.

Voting stations provide an essential platform for the delivery of elections, and continued emphasis is given to sanitising and improving the quality of data available on the Commission's voting station database. To this end, the Commission conducted regular surveys in various areas during 2010/11 to keep track of new developments countrywide.

Of the 19,650 permanent voting stations used for the 2011 elections, 16% (3,214) had no operating electricity, 6% (1,736) did not have available sanitation and 10% (2,743) had no clean drinking water.

The Commission, through various inter-departmental and other task-team initiatives, continuously seeks opportunities to improve facilities at existing voting stations – especially at schools and community centres – by co-operating with landlords, government departments and other stakeholders.

Local (municipal) office infrastructure

The Electoral Commission appoints a local representative, known as the Municipal Electoral Officer (MEO), in each of the 237 municipalities in the country. MEOs tend to be suitably qualified senior council employees, responsible for providing election-related assistance in their specific municipal area.

The Commission puts in place measures to ensure a valid MEO appointment for each municipal council. A local expansion model that includes the appointment of Sub MEOs and District Council MEOs was also approved and implemented in readiness for the 2011 municipal elections.

Day-to-day management of electoral matters and election-related projects requires full-time resources permanently located at municipal level. The Commission operates a modest office in each municipality to provide services to the public and to manage electoral matters at local level. These offices are staffed by Electoral Project Co-ordinators (EPCs) The Commission ensures that a valid rental agreement is in place for every local office, and that provision is made for basic office infrastructure that is expanded at times of heightened electoral activity.

Voting – 2011 municipal elections

On 3 March 2011, an election date of 18 May 2011 for municipal council elections was announced by Acting President Kgalema Motlanthe. On 10 March 2011, the election date was proclaimed in the *Government Gazette* by the Acting Minister of Co-operative Governance and Traditional Affairs, Mr Nathi Mthethwa. On 11 March 2011, the Electoral Commission published in the *Government Gazette* an election timetable for municipal elections to be held on 18 May 2011.

The voters roll to be used for the 2011 municipal elections was certified and made available for inspection on 18 March 2011. On 25 March 2011, political parties and ward candidates were required to notify the Commission of their intention to participate in the elections.

The candidate compliance procedures occurred during April 2011, which was after the period in review, as did the application period for special voting (15 April to 3 May 2011), special voting days (16 and 17 May 2011), and voting day on 18 May 2011.

Strategic Objective 6: To plan and implement strategies to educate, inform and co-ordinate programme delivery of civic and democracy education to civil society through partnerships, research and knowledge management on a continuous basis

Sub-objective 6.1: To inform and educate civil society on democracy and electoral processes

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To plan, promote and facilitate the implementation of civic and democracy education programmes	Range and quantity of information disseminated	One model	Model developed and written up	
		One national and nine provincial implementation plans	Plans submitted and reviewed	
		253,555 interventions	3,151,076 interventions	
		<p>Three generic materials to be diversified in terms of language and content, e.g.</p> <ul style="list-style-type: none"> Six million copies of illustrated LGE booklets, distributed between October and December 2010, and January and March 2011 (11 official languages, Braille and large font, languages, plain language) Six million pamphlets distributed from October to March (11 official languages, Braille + large font, one Khoi and San language, plain language, sign language) <p>LGE manual/facilitators' guide to be ready by end of October 2010</p>	Four materials, viz. illustrated booklet, one CDE pamphlet, the LGE Trainers' manual and the Gauteng CDE booklet developed, translated and distributed	Original generic CDE pamphlet abandoned in favour of using communication generic LGE pamphlet for cost-saving and integration
		61 OPCs recruited and trained	61 OPCs were recruited and trained in 1st and 2nd quarters	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To facilitate and support institutionalisation of CDE in formal curriculum	Number of interventions	<p>One national and nine provincial activity plans to accommodate LGE <i>*54 interventions (six per province across GET, FET and HET)</i></p> <p>One national intervention for HEIs (higher education Institutions)</p> <p>2,000 copies of Make Your Mark manuals distributed</p> <p>Three Memorandums of Understanding (MoUs)/ formal partnerships to facilitate enhanced delivery of CDE for 2011 Municipal Elections</p>	<p>Provincial activity plans submitted in May 2010</p> <p>Global interventions included interventions across GET, FET and HET.</p> <ul style="list-style-type: none"> HEI workshop took place from 19 to 22 Aug 2010. Report developed. 	MoU with DeafSA developed. Implementation deferred to 2012 fiscal year due to budgetary constraints.
To strengthen collaboration with stakeholders for advancing CDE	<p>Number and range of collaborative interventions</p> <p>Number and range of strategic partnerships</p>	<p>One national and nine provincial activity plans to accommodate LGE</p> <p>50 strategic partnerships: five at national level and five per province (April 2010 to March 2011)</p> <p>50 stakeholder interventions (five at national and five per province (April 2010 to March 2011)</p> <p>One national CSO forum and nine provincial CSO forums (National Forum on Human Rights and Democracy Education - NFDHRE) launched (July to November 2010)</p>		<p>See attached table 9 (national and provincial strategic partnerships).</p> <p>Forum launches deferred to next fiscal year due to heightened activities related to the 2011 municipal elections. Provincial forums launched in preparation for national launch. CSOs were invited to participate in the National Political Tolerance Summit held in March 2011</p>

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To implement multi-media education	Range of multimedia deliverables, and listenership and viewership numbers	<p>Television: three TV programmes, including a democracy drama series, a talk show and a documentary</p> <p>Three TV “fillers” or short campaign messages</p> <p>Viewership figures of 3 million per month (October-March 2011)</p> <p>Radio: Three talk shows on 13 national and regional stations</p> <p>Listenership figures of 2 million per month</p> <p>Three radio “fillers” or short campaign messages</p> <p>Website: 20,000 hits on the X for Democracy website</p> <p>Six outside Broadcasts: (OBs) (three community and three HEI)</p> <p>25 community radio stations delivering CDE LGE content to 2 million listeners</p>	<p>Deliverables after Content Workshop to be held in January 2011</p> <p>NB – TV fillers and radio fillers flighted in March 2011 and continued till before elections</p> <p>Three outside broadcasts were planned for communities – one held in March 2011. two scheduled for April 2011 – provincial diaries could not accommodate these in March, and April implementation ensures maximum impact before elections</p> <p>The need for three Higher Education OBs was reviewed. For cost-saving, these were cancelled as all tertiary campuses benefited from the Campus Activation programme, covered by the Communication budget.</p> <p>Number of hits on website still being established by SABC. To follow.</p> <p>100 community radio stations engaged with 40 stations which carried syndicated programmes and voter-education messages</p>	
To develop and implement monitoring and evaluation (M&E) system for Civic and Democracy Education	M& E/Impact Assessment report	<p>One M& E/Impact Assessment report</p> <p>One M& E systems and toolkit developed</p>	Implementation began in December 2010 and continued till end of March 2011	Part 3 of Impact Assessment, viz, M& E system and toolkit deferred to next fiscal year due to focus on elections

CIVIC EDUCATION (CE)

Civic education is imperative for a free and fair election, ensuring that voters are informed and educated and able to exercise their right to elect freely chosen representatives. It creates a climate of meaningful participation by all potential voters. The mission statement of the Electoral Commission requires every voter to be able to make an informed choice when casting his or her ballot in secret.

Civic education campaigns promote a climate conducive to free and fair elections, advocating

political tolerance, mutual respect, freedom of expression, movement, assembly and association.

The Civic and Democracy Education model enables intensified and continuous CDE, and is underpinned by the understanding that civic and democracy education is pivotal during the years between main electoral events. The model encourages active and informed citizens and meaningful public participation not only before, but also between and after elections.

The period under review preceded the 2011 municipal elections, and was therefore dominated by mass civic

and democracy education and voter-education (VE) campaigns to ensure improved voter turnout on 18 May 2011, and strengthen the rights of citizens to participate in the 2011 elections. The voter-education drive was supported by communication campaigns on all platforms, namely radio, television, print, outdoor and digital.

The objectives of civic education are:

- to promote a culture of democracy and human rights by creating and emphasising awareness of civic responsibilities
- to promote and increase knowledge and understanding of the electoral processes
- to empower target groups to participate fully in electoral processes in areas where voter turnout has been historically low
- to empower the electorate to participate effectively in the voting process, resulting in a decrease in the number of spoilt ballots.

April 2010 to March 2011 civic and voter-education implementation – Highlights

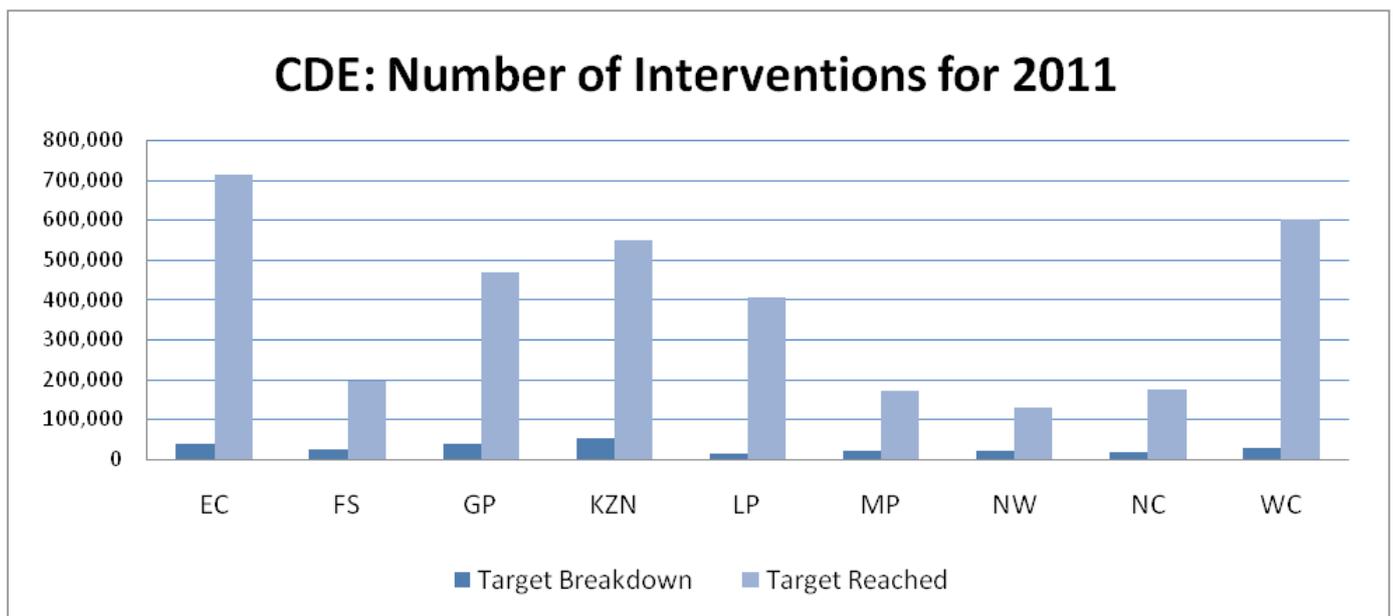
- Civic education interventions

The Commission aimed to conduct 253,555 civic education interventions in the provinces and nationally. During the period under review, 3,151,076 interventions were conducted. These include the actual number of participants who received VE directly at events.

NB - Interventions cover a range of direct interactions with the public, at events where groups of various sizes were addressed. The events took the form of formal and informal presentations, workshops, seminars, conferences, round tables, symposiums and briefings. Target audiences for these campaigns included rural communities, women, youth, educational institutions (schools and tertiary educational institutions), persons with disabilities, the elderly, farming communities, the private sector, traditional leadership, civil society organisations, faith-based organisations, and organised labour.

Table 7: Number of Interventions for 2011

Province Name	Target Breakdown	Target Reached	Difference
Eastern Cape	37,410	712,537	675,127
Free State	24,940	195,910	170,970
Gauteng	37,410	467,528	430,118
KwaZulu-Natal	54,035	547,970	493,935
Limpopo	20,783	404,245	383,462
Mpumalanga	12,470	172,588	160,118
North West	20,783	128,289	107,506
Northern Cape	16,627	174,925	158,298
Western Cape	29,097	599,842	570,745
Total	253,555	3,403,834	3,150,279
National		797	797
Grand Total		3,404,631	3,151,076



Key strategic partners included Chapter 9 institutions, the Department of Basic Education, the Department of Higher Education, tertiary institutions, various other government departments, the South African Local Government Association (Salga), traditional leadership structures, civil society organisations, SABC Education, the South African National Council for the Blind (SANCB), organisations affiliated to the Deaf Federation of South Africa (DeafSA), the Media Development and Diversity Agency (MDDA), and the National Community Radio Forum (NCRF).

Recruitment of Outreach Project Coordinators (OPCs)

An important aim of the CDE model was to heighten the Commission's civic education capacity and visibility at local level. The implementation of the model received a boost in the first quarter of the 2011 financial year, with the historic first-ever recruitment and appointment of 61 OPCs, who were successfully inducted, trained and deployed in all eight metros and 48 regions. This enhanced the Commission's compliance with various Chapter 9 review reports (viz. the Ad-hoc Review of Chapter 9 institutions¹ the *Ten-Year Review of Democracy in South Africa* (SAHRC, 2005) which recommended that particular attention be focused towards making local offices of the Chapter 9 institutions more visible.

A highlight in November 2010 was the National Outreach Workshop. The aim of the workshop was to provide support to the Outreach Project Coordinators (OPCs), and to monitor and evaluate the effectiveness of the CDE model, with particular emphasis on reviewing and assessing their work. The workshop provided an opportunity to assess OPC roll-out and related OPC adjustment challenges, and provided a platform to reflect on and share good practice.

Voter education (VE) materials for the 2011 municipal elections

In the period under review, a range of voter-education materials, accessible in all languages, helped to ensure that voters were ready, willing and able to participate in electoral events and in entrenching democracy.

Illustrated VE Booklet

For the 2011 municipal elections, an illustrated booklet was developed and made available in four categories and in 35 different versions:

- Main A5 booklet in 11 languages – 11 versions

¹*Constitutional institutions set up under Chapter 9 of the Constitution to support democracy*

- Large-font booklet for visually impaired persons (VIPs) in A4 in 11 languages – 11 versions
- Plain-language booklet for low literacy levels in 11 languages – 11 versions
- Braille version
- CD audio version
- Total – 35 versions

The booklet was well-received and acknowledged widely as an all-inclusive powerful tool for voter education. Through the Knowledge Centre, booklets were distributed to Chapter 9 Institutions, independent schools, state departments, e.g. GCIS, Department of Basic Education, Department of Co-operative Governance & Traditional Affairs Library, Department of Justice & Constitutional Development, Legal Deposit Libraries, university libraries, and the private sector (e.g. banks etc).

The booklet included a combination of information and explanation for prospective voters:

Information

- The role of the Electoral Commission
- The official date, times and type of elections, election timetable
- Identification and registration requirements
- The process of voting (balloting education).

Explanation of basic information, including:

- The roles, rights and responsibilities of voters
- The voting process
- Why voting is important
- Special votes
- Electoral system for Local Government Elections
- General civic and democracy education (CDE) content, e.g. constitutional values, political tolerance and creating a peaceful and conducive climate for free and fair elections.

Other types of materials used to educate the electorate and the populace in general included the following:

The Balloting Education pamphlet

This pamphlet was made available in the 11 official languages and in the Nama language.

Generic Pamphlet on the Municipal Elections

To cover intensified civic education and voter-education campaigns, the Commission developed,

printed and distributed a generic pamphlet profiling the Commission and raising awareness on the 2011 municipal elections and by-elections.

- **CDE model and sustainability – partnership with civil society organisations (CSOs)**

To promote sustainability, an important pillar of CDE work is the partnership with CSOs, as these assist in driving a major portion of CDE interventions. The Commission focuses on sectoral CSOs with similar educational mandates, who work in the area of democracy, human rights, peace and elections. The CSOs include non-government organisations, faith-based organisations and community-based organisations. They conduct CDE and non-partisan voter education. To protect the Commission's independence, the CSOs are trained, monitored and accredited by the Commission.

- **National Student Leadership Conference**

The National Student Leadership Conference, promoting the theme, *Citizenship, Democracy and Governance: The Role of Student Leadership*,

was held at the African Leadership Academy in Johannesburg from 19 to 22 August 2010, in partnership with the Department of Higher Education and Training (DHET). The conference was a success, with critical involvement and participation from SAUS (SA Union of Students) leadership and SRC members from all 23 tertiary institutions.

- **Expansion staff for Mass Civic and Democracy Education**

Table 8 illustrates the different approaches used in provinces and the additional staff contracted to conduct Mass Civic and Democracy Education campaigns for the municipal elections. Large numbers of short-term contract CDE staff were appointed. These consisted of different categories, viz. Democracy Education Facilitators (DEFs), Municipal Outreach Co-ordinators (MOCs) and Area Managers (AMs). Through community mobilisation and stakeholder-engagement activities CDE expansion staff assisted the IEC to facilitate better access to potential voters in rural and urban areas, through direct interaction with members of the public.

Table 8: CDE Expansion Staff for Mass Civic & Democracy Education

Province	Modalities As of 18 Feb 2011	No of MOCs	No of DEFs/ AMs	CSOs
EC	Area Managers (AMs) & Democracy Education Facilitators (DEFs)	0	1,051	
FS	Municipal Outreach Co-ordinators (MOCs) & DEFs	17	202	
GP	DEFs	0	211	
KZN	MOCs & DEFs	70	1,553	
LP		0	0	49
MP	Various approaches, including industrial and community theatre and partnership with traditional leadership structures – 63 service level agreements	0	0	
NW	DEFs		100	
NC	AMs		194	
WC	CSOs	0	0	Two CSO consortia
	Apart from the focuses above, provinces used other approaches including community radio	87	3,311	

- **CDE and the role of monitoring and evaluation (M&E)**

Ongoing quality assurance, and monitoring and evaluation of CDE work in the field occur at the local level. The M&E processes are being professionalised and will be institutionalised and built in to all CDE work through the impact assessment study, which is being conducted by the Education Support Services Trust (ESST). The study aims to assess and evaluate present and previous CDE programmes (from the 2009 National and Provincial Election VE campaign to the 2011 Municipal Election campaigns) and assess the overall impact and effectiveness of the programmes and the new model. The study will also design a customised M&E toolkit and training manual relevant to the needs of the Commission’s CDE programme.

- **CDE for persons with disabilities**

The issue of supporting persons with disabilities to ensure that they enjoy full citizenship rights and participate actively in electoral processes is an ongoing focus. In this regard, the Commission meets and works with the South African Council for the

Blind (SANCB), Blind SA, DeafSA and other civil society organisations and groups in the disability sector. In partnership with the SANCB, a national train-the-trainers for visually impaired persons (VIPs) programme was held in February. In consultation with SANCB, the 2011 municipal elections will see the usage of the first Braille ballot template in municipal elections. SANCB has also assisted with ensuring that the Braille version of the illustrated booklet was translated by SANCB-accredited translators, and assisted with distribution of the Braille booklet and the audio version.

All the Commission’s provincial offices worked closely with DeafSA affiliates to train-the-trainers on the 2011 elections.

- **IEC/SABC Education multimedia CDE campaign deliverables**

A 13-part television show aimed at the youth, *Wala Wasala*, was flighted on SABC1 on Thursdays at 18h30 from 10 March 2011. The show taught the youth about civic rights and duties, and encouraged active participation in the democratic processes of our country.

Table 9: National/Provincial Key Strategic Partnerships

Chapter 9 institutions	Civil society organisations
SABC Education	Faith-based organisations, including Hindu, Christian, Muslim, Jewish, Independent churches, indigenous faith-based groups, Baha’i, etc.
SABC Radio – national and regional	South African Council of Churches
National and Provincial Houses of Traditional Leadership	Department of Basic Education
DeafSA, (Deaf Federation of South Africa)	Representative Councils of Learners (RCLs)
South African National Deaf Association (SANDA)	Department of Higher Education
SANCB (South African Council for the Blind)	Higher Education Institutions (HEIs)
Disabled People South Africa	Department of Safety & Security
Various disability networks and groups across the sector	Department of Sport, Arts, Culture and Recreation
Media Development & Diversity Agency (MDDA)	GCIS
National Community Radio Forum (NCRF)	Department of Communications
Community radio stations	Salga
Media24	SASSA
National, provincial and community print media	Moral Regeneration Movement
Electronic media	Political parties
Provincial Legislatures and Office of the Premier	

- Voter-education roadshows and outside broadcasts (OBs)

The voter-education roadshows are high-impact interactive fun multimedia outreach events. The first of a series of roadshows was held in Driefontein, outside Piet Retief, Mpumalanga, with a live audience of 2,000 participants.

- X For Democracy website

The X for Democracy website was designed to maximise youth participation in the elections.

- Radio and TV registration fillers

Voter education messages encouraging the public and the youth to register to vote were flighted on all SABC public radio stations in all languages.

- Game Show: The Right to Win

During February and March, work began on commissioning a game show on democracy and human rights. *The Right to Win*, the first international democracy gameshow in its genre, will be flighted during the next fiscal year.

- **Community radio**

The partnership with the MDDA and the NCRF enabled a national train-the-trainers programme in February 2011 with 300 community radio practitioners. Across provinces and nationally, simultaneous broadcasts, talk shows and syndicated programmes were broadcast.

Sub-objective 6.2: To undertake and promote research on electoral democracy

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Performance Results (Year-to-date)	Reason for Variance
To undertake and promote research on electoral democracy	<p>Number of research projects co-ordinated and commissioned</p> <p>Range and scope of collaborative practice with individuals and communities of interest and practice</p> <p>Range of methodologies</p>	<p>Two research projects in regard to electoral democracy conducted (impact assessment and LGE Voter Participation Survey) (Aug 2010-March 2011)</p> <p>Conduct research into voter registration methods and trends</p> <p>Two conferences/forums/workshops/interventions (with external stakeholders) (Aug 2010-March 2011)</p> <p>At least two partnership initiatives in place (Aug 2010-March 2011)</p>	<p>A national Voter Participation Survey conducted by the Human Sciences Research Council (HSRC) before the 2011 Local Government Elections (LGE)</p> <p>An Impact Assessment Study, conducted by the Educational Support Services Trust (ESST), was commissioned to evaluate the effectiveness and impact of the Commission's Civic and Democracy Education programmes and campaigns, and to ensure that the CDE model has built-in monitoring and evaluation processes and is measurable for impact. The study will be concluded in the next fiscal year due to the fact that the remaining leg of the research coincided with the preparations for the 2011 elections</p>	
To design and implement a knowledge management strategy and system	<p>Number of seminars, round table discussions, forums and networks in place</p>	<p>Initiate and activate Phase I of RKM strategy – draft RKM strategy finalised.</p> <p>Three learning sessions (internal stakeholders)</p>	<p>Five learning sessions held</p>	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Performance Results (Year-to-date)	Reason for Variance
The establishment and maintenance of a library/registry, messenger and postal services, museum and resource centre	Increase in the library collection	Library collection increased by 1,000 materials annually	2,662	
		6,000 electronic records filed annually	8,447 electronic records filed	
		65,000 hard copy records filed annually	76,895 hard copy records filed	
		3,000 photographs archived annually	3,214 photographs archived	
		Institutional artwork collection acquired	Photographs framed and displayed throughout Election House	

During the 2010/11 financial year, the Commission undertook the following research projects,

1. A national Voter Participation Survey conducted by the HSRC before the 2011 Local Government Elections (further details below).
2. Towards the end of 2010, an impact assessment study, conducted by the Educational Support Services Trust (ESST), was commissioned to evaluate the effectiveness and impact of the Commission's civic and democracy education programmes and campaigns, and to ensure that the CDE model has built-in monitoring and evaluation processes and is measurable for impact. The study will be concluded in the next fiscal year due to the fact that the remaining leg of the research coincided with the preparations for the 2011 elections.

- **The Voter Participation Survey**

The Voter Participation Survey was conducted towards the end of 2010 and early in 2011. It was conducted six months prior to the municipal elections as it was important to assess voter perceptions on key issues that might affect the elections.

As in previous elections, the Commission strongly felt the need to rely on scientific national research and a systematic investigation on voter behaviour as well as electoral trends. The survey plays an important role in collecting scientific data for use in the Commission's overall planning and elections management. The value of such research is that it assists the Commission to assess its readiness for the elections.

The Voter Participation Survey included a substantive report covering various issues related to the study's overall objectives, which were as follows:

1. To inform and guide the Commission in its plans, policies and practices in order to assist the Commission to implement its mandate optimally
2. To evaluate voting behaviour in South Africa
3. To assess the perceptions of voters on the performance of municipal government as it impacts on voter participation.
4. To determine people's interest in, and perceptions of, the forthcoming local government elections.
5. To examine the electoral and political involvement of specific groups such as women, youth and persons with disabilities
6. To evaluate public opinion on the Commission and to measure people's trust in the Commission.

Research Methodology

The study relied on a combination of qualitative and quantitative research methods, including interviews, desktop research and focus group discussions. In terms of selecting the sample, one household member who was 16 or older at the time of conducting the study was selected from each household and given a questionnaire to complete, followed by a face-to-face interview conducted in the language of his or her choice. The interviews commenced on 10 November and finished on 20 December 2010.

Specifically, the study included the following variables:

- 500 enumerated areas (EAs) were randomly selected
- Seven households were selected from each EA
- 3 214 fully realised interviews were conducted countrywide.

Nine focus group discussions were conducted with six different target audiences from various parts of the country. The target audiences for these focus group discussions comprised community members and leaders, as well as professionals from selected provinces. The actual breakdown of respondents was as follows:

Community members: young people, adult males and adult females (elderly/pensioners, disabled);
Community leaders: religious leaders, traditional

leaders and local government councillors; and
Professionals: educators, nurses, medical doctors and social workers. The target population consisted of individuals aged 17 and older who resided in South Africa and who were eligible to vote in terms of the provisions of the Electoral Act and relevant legislation at the time of the study. This population specifically included individuals living in households, structures or hostels, but excluded those living in special institutions, e.g. hospitals and prisons.

Table 10 outlines the focus groups for the Voter Participation Survey.

The sample for the Voter Participation Survey is shown in Table 11.

Table 10: Voter Participation Focus Groups 2010/11

Group	Province	Age	Gender	Population Group	Language
Elderly	WC	65+	Mixed	Black	isiXhosa
Elderly	WC	65+	Mixed	White, Coloured	Afrikaans & English
Youth	GP (urban)	18-24	Mixed	White	Afrikaans & English
Youth	GP (urban)	18-24	Mixed	Black	Sesotho
Traditional leaders	KZN (rural)	Range	Male	Black	isiZulu
Persons with disabilities	NW (rural)	Range	Mixed	Black	Setswana
Community leaders	LP (urban)	Range	Mixed	Black	Sepedi
Local government leaders	KZN (urban)	Range	Mixed	All	English
Persons with disabilities	FS (urban)	Range	Mixed	White	Afrikaans

Table 11: Sample Realisation

Province	Number of replaced EAs	Ideal sample (N Households)	Realised sample (N Households)	% Realisation
Eastern Cape	1	455	405	89%
Free State	0	266	256	96%
Gauteng	0	581	564	97%
KwaZulu-Natal	2	651	623	96%
Limpopo	0	308	291	94%
Mpumalanga	0	266	247	93%
North West	0	259	179	69%
Northern Cape	0	259	243	94%
Western Cape	0	455	406	89%
Total	3	3,500	3,214	92%

Source: HSRC VPS 2011

Summary of questions asked in the survey

During fieldwork, the respondents were asked several questions that sought to establish their readiness and willingness to register and vote in the 2011 elections. These questions covered numerous variables on citizenship aimed at understanding the political culture of the respondents, including the following:

1. In the past five years, has life improved, stayed the same or worsened for... (respondent or someone else)?
2. How satisfied or dissatisfied are you with the way democracy is working in South Africa?
3. Are you registered as a voter? If you are registered, when did you register?
4. Did you find it easy to register as a voter? Are you registered in the district in which you currently reside? When you registered were you issued with proof such as a sticker or a manual pink/white/blue receipt? How long did it take you to register? If you do not intend registering soon or you are uncertain about registering, please give the MAIN reason?
5. If you did not vote in the last (2006) local elections, please state the main reason for not voting.
6. If local government elections were to be held tomorrow, would you vote? If no, what is your main reason for thinking that you would not vote if local government elections were to be held tomorrow? Thinking forward to the coming local government elections, can you think of anything that might encourage you to vote?
7. Have you ever experienced or observed any voting irregularities during elections (where you voted)? Do you think that any voting irregularities occurred during the 2006 local government elections?
8. The last time you voted, how satisfied or dissatisfied were you with... (various options)? How satisfied were you with the services of IEC officials in terms of the following (various options)?
9. Do you think that the election procedures were free and fair?
10. How pleased were you with the performance of the IEC during previous elections?
11. Have you ever received information from the IEC through its voter-education campaigns/programmes?

Similar questions were asked during the focus group discussions, which covered, among other things, identification documents, voter registration, electoral and political participation, voting patterns and the respondent's most recent voting experience, including specific challenges experienced by women, youth, traditional leaders and persons with disabilities during elections.

As indicated in Table 12, an attempt was made by the researchers to include several individuals and demographic groups countrywide to ensure wider coverage, thereby enhancing credibility in terms of the findings of the survey.

Table 12: Focus Groups for the 2010/11 Voter Participation Survey

Group Description	N	Location
Respondents with special needs:		
FG1: Black youth (18-24 years old)	10	Johannesburg
FG2: White (English/Afrikaans) youth (18-24 years old)	10	Pretoria
FG3: Coloured/White (Afrikaans) aged 65 years or older	10	Cape Town
FG4: Black (isiXhosa) aged 65 years or older	10	Cape Town
FG5: Persons with disabilities (Afrikaans)	10	Bloemfontein
FG6: Persons with disabilities (Setswana)	10	Rustenburg
Leaders:		
FG7: Local government officials	10	Durban
FG8: Community leaders	10	Polokwane
FG9: Traditional leaders	10	KZN Rural

Source: HSRC, Voter Participation Survey 2010/11

Key findings of the study

The study yielded valuable data and indicators that will enhance the Commission's operations and programmes as well as assist the Commission in its planning for future elections. The key findings are outlined in thematic sequence below:

Voting attitudes

- Previous participation and interest in politics, as well as satisfaction with political leadership, responsiveness and efficacy are all factors that positively impact the intention to vote
- Political disinterest and disillusionment is the primary reason given (65%) for not intending to vote
- Party loyalty rather than abstention remains the dominant electoral response to political parties not delivering effectively on their mandate.

Most recent voting experience

- Extremely high levels of satisfaction were expressed (over 90%) with all aspects of the voting process, Commission officials and voting stations.

Voting irregularities

- Very few voters (13%) thought irregularities had occurred during the 2006 local government elections.
- The majority of voters (86%) have not personally experienced any form of irregularity, including intimidation or interference by party officials.

Voting and special groups

- There was general agreement that the needs of women, youth, persons with disabilities and the elderly are being taken into account in electoral procedures.

Public profile of the Electoral Commission

- Most voters hold the Commission in high esteem for its efficiency and professionalism. Trust in the Commission increased 19% from 1999 to 2010
- There is high awareness of the Commission (86%), but the amount of knowledge about the Commission remains limited (56% have limited knowledge, 17% have no knowledge)
- Similarly, there are low levels of knowledge about voting processes (47% had too little/far too little information about voting processes)
- Television and radio remain the preferred sources for information.

Voter education

- There is greater awareness of voter-education programmes (58%) than actual involvement in programmes (35%)
- Respondents expressed very high satisfaction with the content of education programmes (96%) and with the channels used (84%).

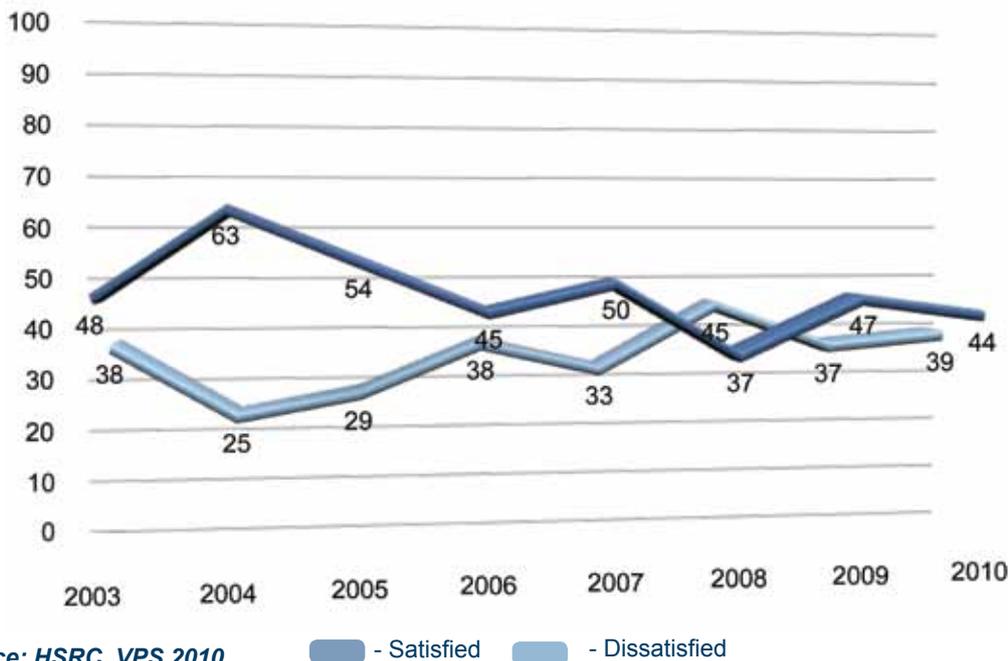
Focus group results

- Overall, the qualitative results from the focus group discussions generally confirmed the findings of the quantitative survey.

Satisfaction with democracy 2003-2010 (%)

Figure 1 highlights longitudinal data on respondents' satisfaction levels.

Figure 1: How satisfied or dissatisfied are you with the way democracy is working in South Africa?



Source: HSRC, VPS 2010

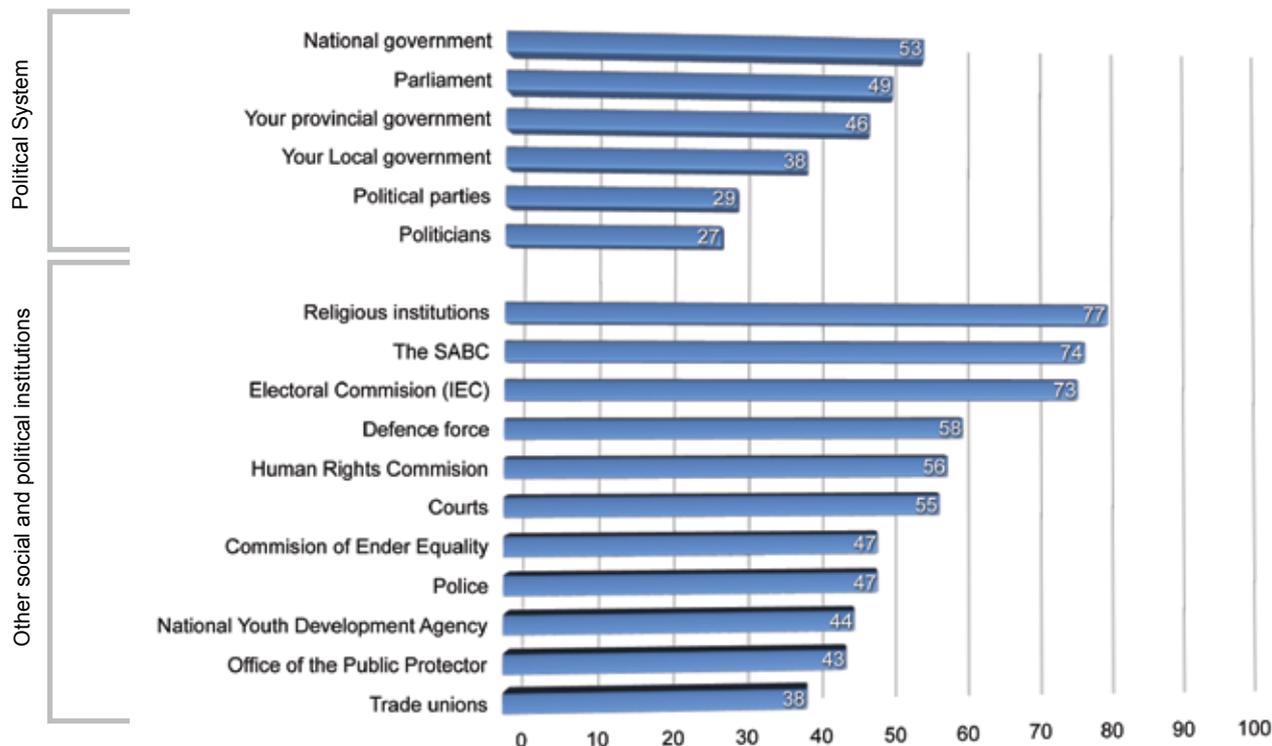
■ - Satisfied ■ - Dissatisfied

Similarly, the study yielded interesting findings on public confidence and trust in public institutions. The survey indicated that public trust and confidence in political institutions have become a variable of increasing interest in studies of democratic performance in recent decades. According to the HSRC, observers believe that this has largely been precipitated by a considerable, long-term trend in many advanced democracies across Europe and the USA towards increased scepticism and erosion of trust in central

democratic institutions such as national parliaments (see Figure. 2), politicians and political parties.

Additional questions were asked to assess the respondents' perceptions on local government awareness, in order to determine whether an association exists between local government awareness and voters' intention to vote. The results are depicted in Figure 3.

Figure 2: Trust in Institutions, 2010 (%)



Source: HSRC, VPS 2010

Figure 3: Local Government Awareness (%)

	Aware of ward committee in neighbourhood	Aware of ward councillor in neighbourhood	Seen or heard on radio notices calling for meetings by ward candidate
Yes	58	59	34
No	20	28	52
Do not know	14	7	4
Never heard of a ward committee/ councillor/ candidate	8	6	10
Total	100	100	100

Source: HSRC, VPS 2010

In terms of identity documents, the situation was as illustrated in Table 13.

Similarly, a comparative analysis of data for voter registration in the 2008/09 and 2010/11 surveys suggests minimal differences, as depicted in Table 14.

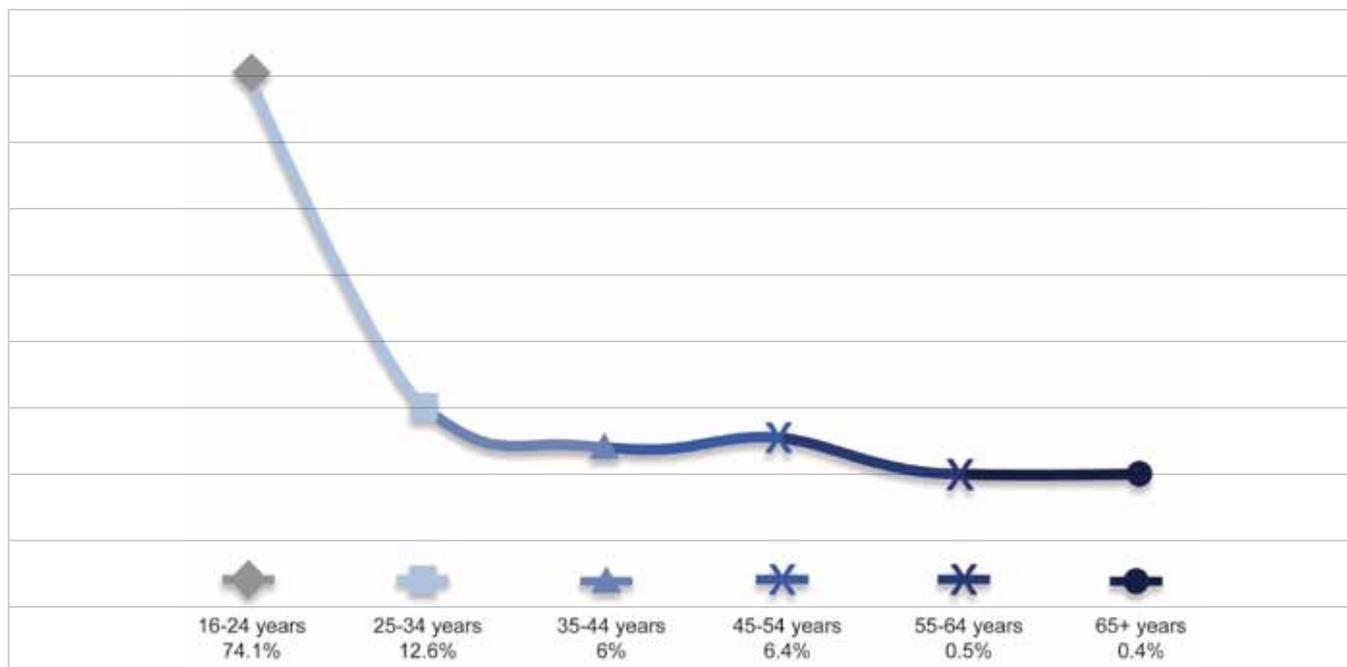
In addition, the data suggest that in the 2010 survey, young people aged 18 to 24 comprised the lowest share of registered voters (51%), but also the highest proportion that intended to register (75%); which further supports the fact that the Commission’s emphasis on campaigns for youth participation in elections is the right strategy.

Those NOT intending to register to vote

As indicated in Figure 4 on page 38, very few respondents did not intend to register to vote in the 2011 elections. Those who did not, gave varied reasons, citing “disillusionment” with the governance processes at local levels as the main reason.

Furthermore, registration data from the survey indicates that nine out of 10 people (91%) were registered in the voting district where they resided. When they registered, the majority (97%) were issued

Table 13: People Not in Possession of Identity Documents but Planning to Apply by Age (%)



Source: HSRC, VPS 2010

Table 14: Voter Registration

Voting age population (18 years and older)	2008/9 Survey	2010/11 Survey
In possession of legitimate bar-coded ID	98%	97%
Registered as a voter	73%	80%
Of those not registered:		
• Intend to register soon	76%	70%

Source: HSRC, VPS 2010

Figure 4: Reasons for Not Intending to Register to Vote

	Reasons for not wanting to register for the 2011 local government elections (Percent)
Administrative barriers	3
Don't know where to register	0
Don't know how to register	0
Facilities to register inaccessible	3
Disillusionment	74
Not interested in voting	59
Not interested in any of the existing political parties	15
Intimidation	4
Political intimidation	3
High crime rate in my area	1
Individual Barriers	7
Have not yet got around to it	5
Religious reasons	2
Other	10
Total	100
Base N	244

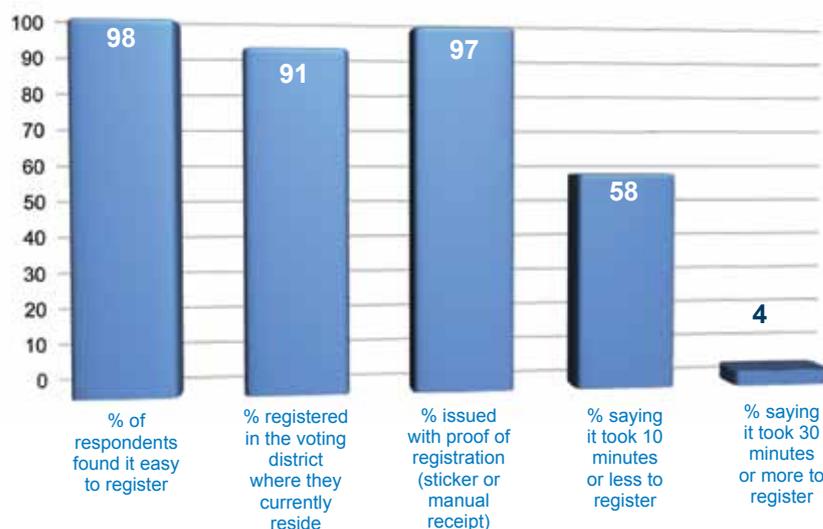
Source: HSRC, VPS 2010

with proof of registration and received a sticker or manual receipt. Just over one percent (1.2%) did not receive proof of application. Asked what the reasons were for not receiving proof of application, the majority did not know, since they claimed that no reason was given to explain why they were not issued with stickers or receipts. The rest cited no receipt book, no scanner, faulty scanners or no electricity as the reasons for not receiving proof of application.

Almost three fifths (58%) of voters stated that they had taken 10 minutes or less to register as a voter, whereas only 4% said that the process had taken

more than 30 minutes. The highest proportions of registrations that took more than 30 minutes were recorded for the Northern Cape and for people living in urban informal settlements. A mean was calculated to determine the average time that it took to vote. According to the mean calculation, it took 11 minutes to register as a voter on average.² Very little variation was found between the groups, but people in Limpopo recorded the shortest mean time (eight minutes), as opposed to Gauteng voters who recorded the longest time (13 minutes). A breakdown of the variables in terms of the registration process is outlined below in Figure 5.

Figure 5: The Registration Process



Source: HSRC, VPS 2010

²The mean was calculated by determining the midpoint of each category i.e. less than five minutes =2.5 minutes; 5-10 minutes=7.5; 11-15 minutes=13 minutes; 16-20 minutes=18 minutes; 21-30 minutes=25.5 minutes and more than 30 minutes=35 minutes.

Overall, the survey indicated a high level of satisfaction with the work of IEC officials as indicated in Figure 6.

Figure 6: Satisfaction with IEC Officials

Satisfaction / dissatisfaction with IEC in terms of	Very / Fairly satisfied	Neither nor	Very / Fairly dissatisfied	Don't know	Mean (1-5)
Helpfulness	93	5	2	1	4.29
Language used	92	4	3	1	4.26
Friendliness	92	5	3	0	4.25
Professionalism	90	7	2	1	4.24
Official IEC identification of voting staff	91	5	2	2	4.23
Efficiency	92	6	1	1	4.22
Impartiality	86	11	2	1	4.14
Punctuality	87	9	3	1	4.15
Electoral training guide	82	8	3	8	4.13
Conflict resolution	78	10	4	8	4.07
Absence of irregularities	76	13	5	6	4.05

Source: HSRC, VPS 2010

Another remarkable finding of the survey was its data on the level of satisfaction of the respondents with the Commission's voter-education campaigns (see Figure 7).

Figure 7: Satisfaction with IEC Voter Education Campaigns or Programmes

	Very or fairly satisfied	Neither nor	Very or fairly dissatisfied	Do not know	Total	Mean (0-100 scale)
Content	95	3	1	1	100	82
Communication style	91	5	3	1	100	80
Language used	91	5	4	0	100	81
Presentation style	91	6	2	1	100	79
Materials used	94	3	2	1	100	81
Channels used	84	8	4	4	100	77
Media used	89	4	5	2	100	79

Source: HSRC, VPS 2010

The Knowledge Centre

The Knowledge Centre of the Commission consists of the library, registry, and messenger and postal section. Annually, all documented information is filed and preserved according to relevant legislation, namely the National Archives and Record Service of South Africa Act No 43 of 1996, promotion of Access to Information Act No 2 of 2000, and the Electronic Communications and Transactions Act No 25 of 2002.

The targets and actual achievements for the Knowledge Centre during the period under review were as follows:

A total of 76,895 hard-copy documents and 8,447 electronic records were filed during the year under review. The photo collection increased by 3,214 photographs, while the library acquired 2,662 electronic and hard-copy books and materials.

The Knowledge Centre also held various exhibitions and learning sessions, namely for Youth Day, Women's Day, 2010 Soccer World Cup exhibitions and press-clipping displays, as well as Knowledge Centre tours. The various exhibitions, displays and knowledge centre tours were aimed at sensitising Commission staff to registry and archiving processes. The activities also aided in familiarising staff with the increasing knowledge content in the repository of election-related knowledge to enhance ongoing knowledge creation in election management.

Target	Actual
Filing of 6,000 electronic records	8,447
Filing of 65,000 hard-copy documents	76,895
Increase photo collection by 3,000 photographs	3,214
Increase library collections and material by 1000 materials	2,662
Institutional artwork collection acquired	Photographs framed and displayed throughout Election House
Hold three internal learning sessions	5

Sub-objective 6.3: To provide a blueprint for communicating with all relevant stakeholders utilising a variety of programmes and platforms (2010/11)

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To promote interactive employee engagement	Staff briefing sessions - Siyathetha	Four times annually (once per quarter)	3	The last session was missed due to heightened election activities
	Payroll inserts	12 inserts annually	11	One deadline was missed in the second quarter due to heightened election activities
	Vota News internal publication issues	11 issues annually	7	November and December's issue was combined into one due to lack of staff capacity
	Intranet updates	Updates are done every two weeks	Content being uploaded	
To enhance institutional branding and event management	Produce Corporate Identity manuals	336 manuals	0	Production delayed due to staff capacity during election period
	Updated register	100% support on requests	75%	Target not always met due to lack of staff capacity
	Events Management - Election-related events	Nine provincial events	9	
		Three election-related events	3	
Number of events	Five partnership initiatives	1	Election-related activities took priority	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To facilitate collaboration with the media	Number of activities	10 national media training workshops with provincial communication officers	0	Workshops were replaced by tele-conference meetings with provincial offices due to time constraints and limited staff capacity
		10 media briefings annually	10	
		10 media releases annually	36	
		1,000 media handbooks	0	Project deferred due to time constraints and limited human resource capacity
		150 interviews annually	193	
		Two press club meetings annually	0	Project deferred due to time constraints
		12 media analysis reports annually	12	
		One media resource centre at the ROC	0	The ROC was established only in the next financial year due to the timing of the 2011 municipal elections
Mass media communication	Number of interventions	700 billboards; 310,000 posters X 2 registration weekend; 3 million flyers X 2 registration weekend; 3 million flyers for elections; three ads for TV – registration weekend; three ads for elections; three ads to thank voters; two Ads for 11 languages – SABC Radio; 90 Ads on community radio; 90 Ads in community print; 15 Ads for commercial radio	500 billboards; 300,000 posters; 6 million flyers No flyers for elections Three ads for TV – registration weekend	Management took a decision not to print/distribute posters for Feb and 10,000 less for Mar weekend Due to duplication with Civic Education, no elections flyers were printed Most communication activities were scheduled in the following financial year due to the timing of the 2011 municipal election
To produce publications	External newsletters produced	4 issues annually	0	Deferred due to heightened election activity
	Election-related pamphlets produced	1,1 million	1,1 million	
	Annual Report produced	2,000 copies	2,000 copies	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To develop and implement policy guidelines	Communication guidelines produced	300 CDs	0	Production delayed due to limited staff capacity in an election period
To establish an efficient Call Centre	Efficiency with which calls are answered	Service level: 80% of all calls made to call centre to be answered in less than 20 seconds	80%	
		90% of all queries resolved by front-line agents without having to escalate the query to a supervisor	90%	
		Escalated queries resolved within a turnaround time of less than 60 minutes	60 minutes	
		Dropped-call rate to be less than 3% of calls to call centre	3%	

COMMUNICATION

Overview

The Communication focus in the first part of the year under review was on preparations for the municipal elections. The activities included procurement and production of election-related materials, briefing of youth ambassadors, branding material for national and provincial offices, finalising the upgrade on the Commission website which went live on 17 May 2010; finalising the 2009/10 Annual Report; and briefing service providers and media on municipal elections.

Consultative and briefing meetings were also held with Government Communication and Information Systems (GCIS), South African Local Government Association (Salga) and the Department of Home Affairs.

During the period under review, an awareness campaign aimed at tertiary institutions was implemented. The campaign sought to entrench electoral democracy through “swag” elections. These are interactive mock elections that provide students with insight into the voting process.

The first and the second phases of the campaign were a success and students in participating universities were involved in campaigning for candidates, registration, voting and the counting process.

The second part of the year was spent formalising service-level agreements (SLAs) with service providers, preparing for the first and second registration weekends, delivering election-related material to the

provinces and finalising media platforms.

The Commission launched the 2011 municipal elections on Wednesday, 12 January 2011 at the Gallagher Convention Centre in Midrand, at a function attended by more than 250 guests. The “Love Your South Africa” communication campaign was unveiled at the launch, and the event was followed by a national summit where political parties committed themselves to promoting peaceful elections on Thursday, 3 March 2011.

Internal and external communication

Internal communication

The Commission planned to conduct four staff-briefing sessions, execute 12 messages as payroll inserts, and produce 11 *Vota News* internal newsletters to keep staff informed. During the period under review, three staff sessions were held, 11 payroll messages were executed in the payrolls, and seven *Vota News* internal newsletters were released. Intranet, which is the internal website, was updated as planned.

Siyathetha is a forum hosted by the Chief Electoral Officer where employees, including managers and senior managers, dialogue on issues which are significant to the Commission. The informal structure of Siyathetha has provided a vehicle for managers across the Commission to share best practices and innovative ideas with staff. Pertinent information is also shared with staff, and feedback from staff is obtained within an informal environment. The last session was

deferred due to heightened election-related activities.

Vota News is an internal staff newsletter through which Commission employees can share initiatives, ground-breaking programmes and best practices. Real-life stories, international assistance, and programmes of other Chapter 9 institutions also feature in this newsletter. *Vota News* supports internal tools of communication and affords Commission staff an opportunity to share their experiences. For the period under review, seven editions of this publication were produced.

External communication

Media relations

The Commission has to communicate to a diverse South African electorate, characterised by different languages, cultures, values, norms and beliefs. Furthermore, discrepancies in education levels as well as the spatial distance between the urban and rural centres demand varying approaches to ensure that the correct message and channels are selected.

In order to ensure an effective and co-ordinated approach to engaging voters, a media relations campaign was planned and implemented in co-operation with print, electronic and media institutions. It was aimed at ensuring that all eligible voters understood and participated in the electoral processes which included voter registration, the legal environment that protected their rights to vote in secrecy and peace, and the actual voting process that led to the final results of an election.

The role of the media in the electoral democratic process is central, especially the role of community media. During the municipal elections, community media were in a unique position to shape public opinion in favour of election participation and therefore to lend credibility to the electoral process.

For the year under review, 36 media releases were issued and 10 media briefings undertaken. More than 193 interviews were conducted with local media.

The media platforms in preparation for the 2011 municipal elections included: print, radio and television adverts, billboards, posters, flyers, and adverts on Rank TV and Taxi TV, community television and radio, commercial radio, e.tv and eNews. Social networking on forums such as Twitter and MXit was also used to good effect.

Media monitoring

Monitoring of media coverage of the Electoral Commission in print and electronic media for the period under review continued. These reports provide

the Commission with benchmarks to judge whether the information provided to various stakeholders was relevant and adequate.

Through these reports the Commission was able to gauge coverage of the electoral processes and ascertain whether the electorate had increased their knowledge and information on elections. The coverage of elections in the media, and its analysis of election issues, provides voters with the information they need to make an informed choice on voting day. During the period under review, media monitoring enabled the Commission to ensure that voters were provided with the factual information needed to participate in an election, such as the day and time of voting, and the locations of polling stations.

Publications

The Commission produces various publications on a regular and ad hoc basis. For this financial year, 2,000 copies of the 2009/10 Annual Report were printed and distributed to all relevant stakeholders. A total of 30,000 copies of the corporate brochure were printed.

Public Call Centre

The Electoral Commission re-opened the Public Call Centre in preparation for the 2011 municipal elections.

The call centre was officially opened on 3 January 2011 with 30 call centre agents. This number was increased before the launch of the elections up to full capacity of 60 agents per shift, comprising two shifts per day, two weeks before the February registration weekend.

The purpose of this interactive, automated and computerised voice-response facility was to allow potential and eligible voters to clarify any questions they may have had with regard to voter registration, voter education and voting processes, so that they could participate meaningfully in the elections.

Voters were given the opportunity to obtain information in their preferred language, and multilingual agents were employed to cater for all 11 official languages.

Campaigns (advertising and promotions)

For the period under review which covers the preparation for the elections, the Commission produced a communication campaign that focused on the registration weekends and Election Day:

- 500 billboards were placed across the country
- 2 television adverts were flighted for the two registration weekends
- 6 million flyers were produced to publicise the registration weekends

- 3 adverts were flighted for the elections
- 2 adverts were produced in the 11 official languages
- 2 adverts featured on 90 community radio stations
- 2 adverts featured on 90 community newspapers
- 2 adverts featured on 15 commercial radio stations
- 310 000 posters were produced to publicise the second registration weekend

In total, 2,752 communication initiatives were recorded, which incorporated electronic and print media platforms. The Commission utilised SABC television, radio and online, e.tv, community television, commercial radio, community radio and print media.

Social media campaign

The 2011 municipal elections theme of “Love your South Africa” encouraged the Commission to embark upon a digital communication campaign that appealed to young voters. We were able to reach and encourage younger voters through social media rather than traditional media platforms.

In the preparations leading up to the elections, it became apparent that online communities were well-established and the digital campaign was crucial in engaging especially young voters. Besides creating awareness on voter registration and voting, the thrust of the digital communication campaign was to provide relevant information and content on elections for first-

time voters.

The digital communication mix that the Commission undertook included mobi site, Twitter, MXit and Microsite. Having gone mobile, the Commission was able to reach and interact with large numbers of younger voters in real time.

Partnership programmes

The Commission’s aim was to initiate five partnerships with different stakeholders, but the partnership secured with Lead SA, a Primedia Broadcasting initiative supported by Independent Newspapers, ensured that the Commission was able to access additional print and electronic platforms.

Lead SA recognises that there are millions of ordinary South Africans who continually strive to do the right thing for themselves, their families and their country. Lead SA therefore became a synergistic partner for the 2011 elections. The campaign got behind the municipal elections, and eligible voters were encouraged to register ahead of the elections. Radio stations (702 and Cape Talk) also appealed to listeners and readers of Independent Newspapers to cast their ballots – and to see democracy in action. This was done editorially, and generic Lead SA messages were produced for radio. A number of “town hall meetings” for the general public were held to further assist in creating awareness around the municipal elections and the importance of voting.

The Commission also continued its partnership with youth ambassadors who reinforced the importance of active participation in electoral democracy.

Strategic Objective 7: Developing and maintaining effective business processes (in respect of legal services, human resources management, support services, financial management, and information and communication technology services) in order to ensure the effective functioning of the Commission

Sub-objective 7.1: To recruit and retain competent, professional human resources and continuously train and develop them to deliver on the Commission's mandate

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To develop, implement and maintain an integrated, progressive and innovative HR strategy and plan aligned with organisational objectives	Adherence to set targets	Approved by 31 March 2011	Template developed and collation of information commenced. The information was collated on the organisational information	The finalisation of the HR strategy is dependent on the Skills Audit. Due to preparations for the 2011 municipal elections, this could not be finalised
To reduce staff turnover and vacancy rate	Vacancies filled within four months from date of request Speed with which vacancies are filled	100% compliance with plan and standard 100% of staff recruited and paid as per plan	808 of 871 (93%) permanent posts filled to date, leaving 63 vacancies All 61 (100%) OPCs appointed 367 of 374 (98%) APCs appointed to date – fluctuation due to staff turnover All nine (100%) warehouse posts filled 62,506 of 62,611 (99.83%) posts filled for REG1 in February 2011 and 62 117 (99.23%) posts filled for REG2 in March 2011 4,245 of 4,277 (99.04%) posts filled for REG1 in February 2011 and 4,033 of 4,277 (94.21%) posts filled for REG2 in March 2011	The APC vacancy rate fluctuated due to resignations
To co-ordinate the implementation of performance management in the organisation	Extent of adherence to policy	Approved by 30 April 2010 100% adherence	All staff members signed performance agreements for the period April 2010 to March 2011, bar those who were appointed in March 2011	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To develop, implement and monitor programmes and processes to ensure employee/employer well-being, conduct and stakeholder relations	Extent of implementation of programme Extent to which labour relations matters are dealt with	Approved by 31 May 2010 Report submitted two days after receipt of outcome/ judgment	Fourteen employees referred for professional assistance as a result of psycho-social occurrences to date Seventeen wellness events and awareness events raised on various wellness matters via e-mails Eleven disputes against the Commission were referred to the CCMA. Two are still pending. Four formal disciplinary hearings were conducted, one was concluded and three are awaiting approval	
To conduct and administer skills development for permanent staff	Extent to which plan is implemented	Phase 1 of skills audit finalised by March 2011	Competency database developed for six job categories (managers, middle-managers, senior administrators, administrative officers, assistant administrative officers, support staff)	Implementation has not begun due to preparations for 2011 municipal elections Outstanding skills audit sessions for two job categories (executive managers, senior managers)
	Proportion of staff who are trained	Train 40% of staff	235 (32%) of staff members were trained both in-house whilst 97 (12%) staff members participated in the bursary scheme Financial management for non-financial managers: 53 Conflict Management: 14 Risk Management: 26 SAP (Basic): 26 Train-the-trainer: 13 SAP (Super-user): 3 SAP (Logistics): 20 Case-ware training for Finance: 5 Other (Secretarial & Administration, Documentation, Supply chain): 16 Payroll: 2 PMDS Training: 78	Due to preparations for the 2011 municipal elections, Labour Law and Diversity Management training were deferred
	All new employees inducted within three weeks of appointment	Induction policy and programme approved by 30 June 2010	61 staff members on fixed-term contracts were inducted Policy to be submitted to the Policy Committee in June 2011	Draft policy and programme in place. The focus was on electoral staff training and induction did therefore not proceed as per the target

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To conduct training for Electoral Staff	Proportion of staff who are trained	100% electoral staff trained by 30 March 2011	<p>Registration Staff Training</p> <p>100% registration training</p> <p>70 staff members trained as National Lead Trainers in July 2010</p> <p>A total number of 54,191 learners (registration supervisors, registration officials, area managers) were trained on Module 1 and 57,405 on Module 2</p> <p>Election Training</p> <p>90 staff members trained as National Lead Trainers in January 2011</p> <p>As at 31 March 2011, a total number of 10,499 out of 46,224 (35%) Electoral officials (area managers/POs, DPOs, party agents and SAPS) were trained on Module 3</p> <p>70 SAPS personnel were trained for the 2011 LGE as at 31 March 2011</p>	Training was deferred to coincide with the preparations for the 2011 municipal elections, which were scheduled for May 2011
	User-friendliness	Material developed and delivered by 30 June 2010	<p>Registration training</p> <p>Registration training material was developed and delivered to provinces as per schedule</p> <p>Election Training</p> <p>The 2011 LGE Training Material Review Task Team met in January 2011 to finalise the material for inputs and finalisation</p> <p>600 copies of the 2011 LGE Training DVD were distributed</p> <p>700 copies of the 2011 LGE Voting Centre Diary were distributed to provinces</p>	
To facilitate and co-ordinate in-house capacity for CDE	Number of OPCs trained	<p>All 61 OPCs trained</p> <p>One Bridge training programme</p> <p>20 outreach staff accredited with Bridge train-the-facilitator/IIDEA (by November 2010)</p>	<p>All 61 OPC attended induction and were trained.</p> <p>The train-the-trainer course was offered instead of a Bridge Course. A total of 13 people attended</p>	Upon assessment it transpired that the team needed the train-the-trainer course

HUMAN RESOURCES MANAGEMENT

The Commission approved the creation of 65 posts and this led to the permanent establishment of 871 posts. As at the end of March 2011, 808 positions were filled, resulting in a vacancy rate of 7.2% (63 vacant posts) (see Table 15).

Table 15: Positions, March 2010

Component	Rank	Approved Posts	Posts Filled	Vacant Posts
Office of the CEO	CEO	1	1	0
	Manager	2	2	0
	Senior Admin Officer	1	1	0
Commission Services	Manager	1	1	0
	Deputy Manager	1	0	1
	Senior Admin Officer	2	2	0
DCEO Corporate Services	Deputy CEO	1	1	0
	Senior Admin Officer	1	1	0
IT Operations	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	8	2	6
	Assistant Manager	10	4	6
	Senior Admin Officer	4	0	4
	Admin Officer	5	3	2
	Assistant Admin Off	2	1	1
Chief Financial Officer	Senior Manager	2	1	1
	Manager	3	3	0
	Deputy Manager	4	3	1
	Assistant Manager	3	3	0
	Senior Admin Officer	7	6	1
	Admin Officer	19	15	4
	Assistant Admin Off	3	1	2
HR, Training, Skills Development & Support	Senior Manager	1	1	0
	Manager	3	3	0
	Deputy Manager	7	7	0
	Assistant Manager	4	2	2
	Senior Admin Officer	4	4	0
	Admin Officer	7	5	2
	Assistant Admin Off	5	3	2
	Senior Admin Clerk	2	2	0
	Admin Clerk	7	7	0
	Messenger/Cleaner	10	10	0

Component	Rank	Approved Posts	Posts Filled	Vacant Posts
Legal Services	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Admin Officer	1	1	0
DCEO Electoral Matters	Deputy CEO	1	1	0
	Senior Admin Officer	1	1	0
Logistics & Infrastructure	Senior Manager	1	1	0
	Manager	2	2	0
	Deputy Manager	2	2	0
	Assistant Manager	2	2	0
	Senior Admin Officer	2	2	0
	Assistant Admin Officer	2	2	0
Electoral Matters	Senior Manager	1	0	1
	Manager	2	2	0
	Deputy Manager	1	1	0
	Assistant Manager	2	2	0
	Senior Admin Officer	2	2	0
	Assistant Admin Officer	2	1	1
DCEO Outreach	Deputy CEO	1	1	0
	Senior Admin Officer	1	1	0
Communication	Manager	1	1	0
	Deputy Manager	2	1	1
	Assistant Manager	1	0	1
	Senior Admin Officer	1	1	0
	Admin Officer	1	1	0
	Assistant Admin Officer	1	1	0
Civic Education, Research & Knowledge Management	Senior Manager	1	1	0
	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	1	1	0
	Senior Admin Officer	1	0	1
	Assistant Admin Off	1	1	0
Provincial electoral staff: Limpopo	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	4	4	0
	Senior Admin Officer	10	10	0
	Admin Officer	1	1	0
	Assistant Admin Off	1	1	0
	Messenger/Cleaner	1	1	0

Component	Rank	Approved Posts	Posts Filled	Vacant Posts
Local	Office Supervisor	5	5	0
	Electoral Project Co-ordinator	44	44	0
Provincial electoral staff: Free State	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	4	4	0
	Senior Admin Officer	10	9	1
	Admin Officer	1	1	0
	Assistant Admin Off	1	1	0
	Messenger/Cleaner	1	1	0
Local	Office Supervisor	2	2	0
	*Electoral Project Co-ordinator	31	31	0
Provincial electoral staff: Mpumalanga	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	4	4	0
	Senior Admin Officer	8	8	0
	Admin Officer	1	0	1
	Assistant Admin Off	1	1	0
	Messenger/Cleaner	1	1	0
Local	Office Supervisor	2	1	1
	Electoral Project Co-ordinator	33	33	0
Provincial electoral staff: North West	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	4	2	2
	Senior Admin Officer	9	8	1
	Admin Officer	1	1	0
	Assistant Admin Off	1	1	0
	Messenger/Cleaner	1	1	0
Local	Office Supervisor	0	0	0
	Electoral Project Co-ordinator	36	34	2
	Cleaner	18	18	0
Provincial electoral staff: Northern Cape	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	1	1	0
	Assistant Manager	4	4	0
	Senior Admin Officer	10	9	1
	Admin Officer	1	1	0

Component	Rank	Approved Posts	Posts Filled	Vacant Posts
	Assistant Admin Off	1	1	0
	Messenger/Cleaner	1	1	0
Local	Office Supervisor	0	0	0
	Electoral Project Co-ordinator	35	33	2
Provincial electoral staff: KwaZulu-Natal	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	6	5	1
	Senior Admin Officer	15	13	2
	Admin Officer	2	2	0
	Assistant Admin Off	2	1	1
	Messenger/Cleaner	1	1	0
Local	Office Supervisor	5	5	0
	Electoral Project Co-ordinator	89	88	1
Provincial electoral staff: Eastern Cape	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	3	3	0
	Assistant Manager	5	5	0
	Senior Admin Officer	11	11	0
	Admin Officer	3	3	0
	Assistant Admin Off	2	2	0
	Messenger/Cleaner	1	1	0
Local	Office Supervisor	14	13	1
	*Electoral Project Co-ordinator	70	70	0
	Cleaner	33	33	0
Provincial electoral staff: Western Cape	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	5	3	2
	Senior Admin Officer	10	9	1
	Admin Officer	1	1	0
	Assistant Admin Off	1	1	0
	Messenger/Cleaner	1	0	1
Local	Office Supervisor	1	1	0
	Electoral Project Co-ordinator	34	34	0
Provincial electoral staff: Gauteng	Senior Manager	1	1	0
Provincial	Manager	1	1	0
	Deputy Manager	2	2	0
	Assistant Manager	6	6	0

Component	Rank	Approved Posts	Posts Filled	Vacant Posts
	Senior Admin Officer	8	8	0
	Admin Officer	2	2	0
	Assistant Admin Off	1	1	0
	Senior Admin Clerk	1	1	0
	Messenger/Cleaner	1	1	0
	Office Supervisor	4	4	0
Local	*Electoral Project Co-ordinator	37	35	2
	Cleaner	5	5	0
TOTAL		871	808	63

The vacant positions were a result of terminations or internal movement of staff through promotion (see Table 16). The services of 17 employees were terminated as a result of resignation, dismissal or death during the same period.

Table 16: Recruitment, Promotions and Terminations

LEVEL	Recruited	Promoted	Termination	Foreign employees
DCEO/Senior Manager	1	0	2	0
Manager	0	0	0	0
Deputy Manager	2	0	0	0
Assistant Manager	2	2	1	0
Senior Administrative Officer	6	4	0	0
Administrative Officer	5	4	1	0
Assistant Administrative Officer	37	2	13	0
Senior Administrative Clerk	0	0	0	0
Messenger/Housekeeper/Driver	0	0	0	0
Cleaners	56	0	0	0
Total	109	12	17	0

Employment equity

The Commission is committed to complying with the Employment Equity Act. In this regard, vacancies are filled as far as possible as per the set numerical targets. The Employment Equity Committee (EEC) met twice during this period, and the required EE report was submitted to the Department of Labour on 1 October 2010. Whilst endeavouring to meet the set numerical goals as indicated below, the Commission

is simultaneously engaged in a process of addressing the identified barriers (such as policy maintenance and alignment) in meeting the non-numerical goals as well.

Table 17 reflects the representivity of the organisation as at 31 March 2011 in terms of employment-equity numerical goals.

Table 17: Employment Equity

LEVEL	A/M	C/M	I/M	W/M	A/F	C/F	I/F	W/F
DCEO/Senior Manager	9	1	0	2	5	0	1	0
Manager	7	4	2	3	5	2	0	4
Deputy Manager	15	0	2	3	7	0	1	5
Assistant Manager	23	4	2	1	11	2	1	6
Senior Administrative Officer	37	8	0	2	42	5	2	10
Administrative Officer	23	1	2	0	26	4	1	10
Assistant Administrative Officer	175	23	2	6	172	30	2	13
SAC/Administrative Clerk	2	0	0	0	7	1	0	0
Messenger/Housekeeper/Driver	10	0	0	0	8	0	0	0
Cleaner	0	0	0	0	56	0	0	0
Total	301	41	10	17	339	44	8	48

Table 18 illustrates the Commission's commitment to ensuring compliance with the Employment Equity Act and the numerical goals as set out in the Commission's EE five-year plan.

Table 18: Employment Equity Goals – Comparison

YEAR	A/M	C/M	I/M	W/M	A/F	C/F	I/F	W/F
Numerical goals	348	52	17	60	305	53	10	47
Financial year 2008/09	246	38	11	19	233	40	8	47
Financial year 2009/10	288	41	9	18	264	41	8	50
Financial year 2010/11	314	42	13	20	270	45	9	48

Note: The numerical targets were revised in 2010/11 due to the incorporation of 60 additional posts.

The staff turnover for the Commission was 2.0% during the financial year, which remains below the national benchmark. Most of the terminations were from the provincial and municipal level offices due to better job and salary opportunities. In comparison, Table 19 illustrates the staff turnover trend due to terminations:

Table 19: Staff Turnover Due to Resignations

Year	No of resignations	Percentage
2008/09	10	1.6%
2009/10	21	2.9%
2010/11	17	2.0%

Performance management

As per the performance target to "implement performance management for the organisation", the Commission had set goals and entered into

performance agreements with all its employees by the end of April 2010, bar those who assumed duty in March. The performance moderation for the 2010 performance cycle was finalised and notch progress was implemented for the eligible staff members.

Expenditure on remuneration

The Commission managed to process payment continuously throughout the year within the agreed time-period, through the electronic transfer of funds. During this financial year, the Commission furthermore enlisted all its qualifying employees as members of the Government Employees Pension Fund (GEPF). It implemented inflationary increases for its non-SMS employees for July 2010 in November 2010 (mainly due to the delay in PSCBC negotiations, backdated to July 2010) and for SMS employees in January 2011.

Table 20 presents a summary of expenditure on remuneration for commissioners and executive management during the financial year under review.

Table 20: Personnel Expenditure (Salaries)

	Amount (R)
Commissioners	R 4,936,495
Executive Managers	R 9,055,231

Injury, illness, death

The Commission envisaged developing and implementing a programme to assist employees with their well-being and safety through which “free, confidential, voluntary, professional support could be provided to staff via telephone service, face-to-face contact sessions and website access”. Although the wellness programme was not implemented as envisaged and was not fully implemented, employees made use of the face-to-face professional support programme and there were a number of self-referral cases as well.

Table 21: Employees on the Electoral Commission Wellness Programme

Year	No of employees
2008/09	7
2009/10	18
2010/11	18

The average number of days sick leave taken and the inherent costs are reflected in Tables 22 and 23.

Table 22: Sick Leave

Total number of days sick leave taken	1,770.00
Estimated cost of sick leave taken	R1,844,235.04
Number of employees who took more than 15 consecutive days	24

In comparison with the previous two financial years, the trend of absenteeism as a result of sick leave is illustrated in Table 23.

Table 23: Sick Leave Absenteeism – Comparison

Year	Total no of sick leave days taken	Estimated cost	No of employees who took 15 consecutive days
2008/09	1,727 days	R1,686,145	11
2009/10	2,723 days	R2,993,025	17
2010/11	1,770 days	R1,844,235	24

In comparison with the previous financial year, the trend of sick leave taken per rank is illustrated in Table 24.

Table 24: Average Days Sick Leave by Rank

Rank	Days
Senior Manager	1.69
Manager	2.12
Deputy Manager	2.64
Assistant Manager	2.14
Senior Administrative Officer	2.27
Administrative Officer	2.19
Assistant Administrative Officer	2.79
Administration Clerk	4.0
Messenger/Cleaner	4.71

Cases of injury on duty were reported in the Western Cape provincial office and Limpopo province and two were reported in the Northern Cape. The Limpopo case and that in the Northern Cape involved electoral staff. Due processes were followed and all cases were reported to the Department of Labour’s Compensation Commission.

Three employees – listed in Table 25 – passed away during the past year:

Table 25: Employee Deaths

Province	Name	Date of Death
Free State	Buti Vicky Mbhele	18 April 2010
Northern Cape	Rene Simboya	17 September 2010
KwaZulu-Natal	Sanele Zulu	21 February 2011

In comparison with the previous two financial years, the average age of the deceased is indicated in Table 26.

Table 26: Employee Deaths – Average Age Comparison

Year	No of Deaths	Average Age of Death
2008/09	5	40.8
2009/10	3	43.6
2010/11	3	42

Collective agreements/Labour relations/disciplinary actions

No new collective agreements were entered into, besides the one entered into with the National Education and Allied Workers Union (NEHAWU) in 2007.

Formal disciplinary action was taken against four employees for reasons of financial misconduct, misconduct and/or fraud against the Electoral Commission. During the period under review, one case had been finalised, whilst three formal cases were still pending finalisation.

During the year under review a total of 11 matters were referred to the CCMA by current and former employees of the Electoral Commission, for various reasons. The applications were dismissed in five cases, whilst in one case the application was withdrawn. The Commission settled three cases and two were pending. Table 27 below indicates the nature of disputes lodged with the CCMA during the reporting period.

Table 27: CCMA Disputes

Nature of Dispute	Number of Employees
Unfair dismissal	7
Dismissal related to misconduct	1
Constructive dismissal	1
Section 191(5)(a)(iii) Reasons for dismissal not known	2
Total	11

Table 28 illustrates the trend of matters referred to the CCMA by employees for reasons of financial misconduct, misconduct and/or fraud against the Electoral Commission over the past three comparative financial years.

Table 28: Referred CCMA Disputes

2008/09	7
2009/10	11
2010/11	11

TRAINING AND SKILLS DEVELOPMENT

Skills development

As part of phase one of the Skills Audit, the competency database was finalised for six job categories and two were still outstanding. A total of 235 (35.5%) staff members attended various short courses, and 97 (12%) enrolled with various tertiary institutions to further their studies.

In a quest to improve the standard of the electoral staff training material and assessment of learners, sessions were held with the Services Seta. The agreements on this process will be finalised in the new financial year.

The Commission appointed 10 interns during the reporting period and they were based in various offices. The interns were exposed to working areas in line with their fields of study.

General Skills Development Activity Held in the Learning Centre

Name of Course/Learning Activity	Number of Participants
Performance-awareness sessions	78
Conflict-management training	14
Risk-management training	27
SAP (Basic training)	26
Financial management for non-financial managers	53
SAP training warehouse	20
Address capture, train-the-trainer	20
ESS training	20
Policy committee meeting	8
Employment equity committee meeting	25
Cancer awareness session	70
SAP CNS integration	10
Registration weekend training for national office staff	40
Registration weekend operations centre	60
Registration weekend operations centre	60
Omega Training	5
Workshop on promotion of access to information	23
POWA session	50
User-acceptance training session	10
Drug-awareness session	50
Accenture meeting	12
World AIDS Day	40

Bursaries

A total of 75 bursary applications were received for the 2010 and 2011 academic years. The Bursary Committee approved 57 applications and nine applications were declined. Six applicants withdrew and the other three were advised to reapply after the 2011 municipal elections because the courses they wanted to pursue were classified as short-courses.

MATERIAL DEVELOPMENT AND ELECTORAL STAFF TRAINING

Registration training

The training material review session was conducted in April and the materials were finalised in July 2010. In preparation for the training of provincial trainers, 70 master trainers were trained in July 2010. The purpose of the session was to familiarise the trainers with the new modular approach as well as training methodologies. The training of all 429 trainers was finalised in the second quarter.

Election training

The 2011 Municipal Elections Training Material Review team met in January 2011 to finalise the election-training materials. The national training session was conducted from 23 to 25 January 2011, and a total of 78 lead trainers were trained. The provincial training sessions for elections training commenced in February 2011 and a total of 503 trainers were trained as at 31 March 2011. The training was finalised in May, with a refresher session held before the elections.

The following material was developed, printed and circulated:

a) Registration and Module 1 materials

Material	Quantity
Module 1 - Introduction to the Electoral Commission	77,700
Registration guide	96,000
Facilitator's guide	1,800
Area Manager's diary	18,160
Registration diary	44,000
Posters (pack of 5)	44,000

b) Election Training materials

Material	Quantity
Election Guide	100,000
Area Managers' diary	20,000
Election diary	100,000
Party Agent's & Observer's leaflet	22,000
Training DVD	600
Voting Centre diary	700
Poster packs (pack of 7)	21,500
Voting Centre posters (pack of 7)	3,400

Sub-objective 7.2: To provide appropriate infrastructure and ensure a secure and productive working environment

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To provide auxiliary services for National and Provincial offices	Compliance with OHS&A	100% compliance with OHS&A	Only one incident of injury was reported in which a consultant fell on the stairs	
	Extent and quality of auxiliary services	100% provision of auxiliary services daily	All lease agreements were in place and valid	
To ensure the physical security of employees and assets at IEC	Guarding and access control services at IEC premises for the protection of employees and assets	Ongoing provision and monitoring of security services and systems as per request	<p>Conducted a security evaluation/survey of provincial warehouses at all provinces for the safeguarding and distribution of security materials</p> <p>The repair and upgrade of access control systems were completed and the systems were operational</p> <p>Security systems in Eastern Cape, Free State and Gauteng were repaired and upgraded</p> <p>SLAs were signed and implemented. Services were operational</p> <p>Installation of public address system within the Election House was completed and operational</p> <p>Participated in the NATJOC and National Priority Committees in preparation of security operations during the registration weekends for the 2011 Local Government Elections</p>	
Management of pool vehicles	Adequate and properly maintained pool vehicles available for operational needs	Well maintained and road worthy vehicles at all times	All vehicles were serviced and maintained in roadworthy condition	
		Vehicles evaluated and replaced as per replacement policy.	<p>14 vehicles were replaced, 10 were regional supervisors' vehicles and four were pool vehicles</p> <p>49 of the first order of 50 commercial EPC vehicles were received</p> <p>The second order of 75 EPC commercial vehicles were ordered</p>	Procurement process for vehicles through RT57 contract partially completed in this quarter

SUPPORT SERVICES

Provision and maintenance of office accommodation and infrastructure

For employees to perform their daily duties in a secure environment, appropriate office space was secured, with active lease agreements in place and renewed as required during the period. Office-space planning, procurement of furniture, moving of staff and certain assets, and building-related planning was finalised in

the September of the reporting year. The new National Office, Election House in Riverside Office Park, Centurion, was occupied on 13 September 2010. The Limpopo and Western Cape provincial offices also relocated to new premises.

Telecommunication services

The Voice over IP PABX telephony system was decommissioned in the old national office building and commissioned in the new national office building.

Occupational Health and Safety Act

The Occupational Health and Safety Act (Act 85 of 1993) was adhered to and no contraventions were reported. After occupation of the new building, a fire drill was conducted at the national office. There was only one case of a consultant who slipped and fell on the stairs, and no injuries were sustained.

Transport, travel and courier services

Efficient transport and travel services were rendered in compliance with organisational requirements. Eight pool vehicles were replaced, due to high odometer readings, with similar vehicles. A total of 49 new small commercial vehicles were procured for use by electoral project co-ordinators. Thirty-five incidents/accidents involving Electoral Commission vehicles were recorded.

Security services

The provision of security guarding services within the Electoral Commission has improved considerably during the reporting period. The improvement was as a result of management and maintenance of security systems at various Electoral Commission facilities, to ensure the continuous safeguarding and protection of assets and employees. A security survey was conducted in all provincial warehouses, and appropriate recommended security measures will be implemented in the new financial year. Incidences of a security breach from various Electoral Commission sites were reported. These were mainly burglaries and theft of assets. The total value of the lost assets was estimated at R39,438.00. Some R8,250.00 worth of the lost assets were subsequently recovered.

Sub-objective 7.3: To manage the adequate appropriation of funds and ensure compliance with the financial policy framework of the Electoral Commission

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To maintain a budget and project charter framework for the organisation	Limited number of audit queries relating to non compliance	Implementation of revised and approved framework by 30 January 2011	The budget allocations per project are enshrined within the accounting system. Actual expenditure is monitored against these targets on a weekly basis	
	Number of budget change requests (BCRs)	Budgets and projects aligned by 31 March 2010 80% adherence	Achieved	
	MTEF budget plan submitted within legislative timeframe	Submission of MTEF plans by 31 July 2010	Submitted to National Treasury on 22 August	Final bilateral with National Treasury only took place on 19 August
	ENE submitted within set timeframes	Draft ENE submitted within the first two weeks of December	Achieved	
	Number of expenditure and compliance reports to relevant Committees	Reports submitted weekly and monthly	Achieved	
	Number of organisational budget reviews and budget reprioritisations	Quarterly reviews in July 2010, October 2010 and January 2011	Three quarterly reviews conducted in July and October 2010 and January 2011 respectively	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To ensure adherence to the Represented Political Party Fund Act	Allocation of funds to qualifying political parties within legislative timeframe	Quarterly allocations in April, July, October 2010 and January 2011	Four quarterly allocations done in April, July and October 2010 and January 2011 respectively	
	Submission of financial statements within legislative timeframe	Submitted by 30 June 2010	Not achieved	Conflict between PFMA and RPPF Act not yet resolved caused delays.
	Submission of Annual Report within legislative timeframe	Annual Report submitted to Parliament within 30 days after the final report is received from the Auditor General	Achieved	
To adhere to financial legislation	Number of monthly reconciliations concluded successfully	Reconciliations finalised by the 10th of each month	All reconciliations were prepared in accordance with the targets	
	Limited provisions for payments for preceding months	Payments made within the prescribed 30-day period	To the maximum extent practical this has been achieved	Reasons for these vary from vendor to vendor, e.g. vendors not confirmed awaiting tax clearance, incorrect bank accounts provided by the vendors, etc. These cases are dealt with as they arise and recurrence is avoided
	Quality and integrity of financial statements ensured	Annual financial statements submitted by 31 May 2010 Audit Report and audited Financial Statements signed off and submitted to National Treasury and Auditor-General's Office by 31 July 2010	Achieved	

Goal	Key Performance Indicator	Actual Performance against Target		
		Target	Actual	Reason for Negative Variance
To maintain relations and ensure co-operation with auditors (internal and external)	Limited number unresolved audit queries	Receive audit queries, provide responses and submitted back to AG within agreed timelines	2010 Year-end Audit requests and audit queries received were attended to; there were delays in some instances. All audit requirements were submitted 2011 Year-end Achieved to date, although the audit is on-going	
	Number of issues resolved and rectified	Report monthly on corrective action taken	Issues raised in the last external audit report have been addressed A process for managing action on internal audit reports has been approved and implemented	
To maintain internal financial policies and procedures	Extent of adherence to policies/procedures. Limited number of audit queries relating to non compliance	Revised financial directives standard and operating procedures in place by end February 2011	Financial directives for PEO and MEO offices were circulated in September 2010	

Goal	Key Performance Indicator	Actual Performance against Target		
		Target	Actual	Reason for Negative Variance
To adhere to procurement legislation and internal policies and procedures	Extent of adherence to policies/procedures. Limited number of audit queries relating to non compliance	New SCM directives and/or practice notes from National Treasury received and reviewed monthly Reviews and alignment of internal policies – end of March	Procedures were compiled to ensure proper implementation of the new requirements and adherence to compliance issues	
	Limited delay in issuing of purchase orders to vendors	Process vendor master detail received from suppliers daily	Daily reports are completed on outstanding purchase requisitions	
	Number and nature of acquisitions known in advance for financial year	Inputs received for tender plans consolidated and tender plans in place by end April	Inputs received and captured in the tender plan which is up-to-date	
	Number of contracts issued and deviations reported	Reports prepared and submitted monthly	Monthly reports submitted to SARS and National Treasury on all new contracts and deviations	
To adhere to asset management legislation and internal policies and procedures	Extent of adherence to policies/procedures. Limited number of audit queries relating to non compliance	Policy review completed by end of January	Policy issues were addressed Procedures were documented and implemented to ensure proper management and control of assets	
	Number of unresolved discrepancies	Asset register is updated and maintained on a daily basis Month-end and year-end procedures are executed each month and after financial year-end respectively Quarterly asset verification is executed and discrepancies resolved	Monthly reconciliation of asset management accounts is performed Asset acquisitions are recorded and reconciled on monthly basis Asset losses are recorded and written off the asset register	
	Number of unresolved discrepancies	Monthly stock take was done and discrepancies resolved	Monthly stock takes completed	None

FINANCIAL MANAGEMENT

Overview of funds received and spent

The Commission received R1,438 million for the year under review by way of a parliamentary grant. Sundry income was generated, consisting largely of interest earned, bringing the Commission's total income to R1,462 million. No sponsorship income was received during this financial year. All funds were accounted for and are disclosed in the annual financial statements.

The initial budget of R1,664 million for this financial year was determined based on the parliamentary allocation, an estimate of interest receivable and roll-over funds from previous financial years.

Expenditure is mainly influenced by the elections cycle, peaking during preparations for an election and then decreasing to fund regular activities in non-election cycles. Expenditure has grown significantly from R458 million in 2006/07 to R1,1 billion in 2010/11.

When it became apparent that the 2011 municipal elections would not fall into the financial year ended 31 March 2011, but would take place during the 2011/12 financial year, a reprioritisation of expenditure was completed. From this exercise an amount of R470 million was identified to be carried forward to the 2011/12 financial year to cover election-specific expenditure in that year.

Key elements of expenditure for the 2010/11 year include:

- R421 million on employee costs. This represents an increase of 38% over the cost in 2009/10. The increase was, in the main, due to the employment of approximately 60,000 electoral staff for the two registration weekends held in February and March of 2011

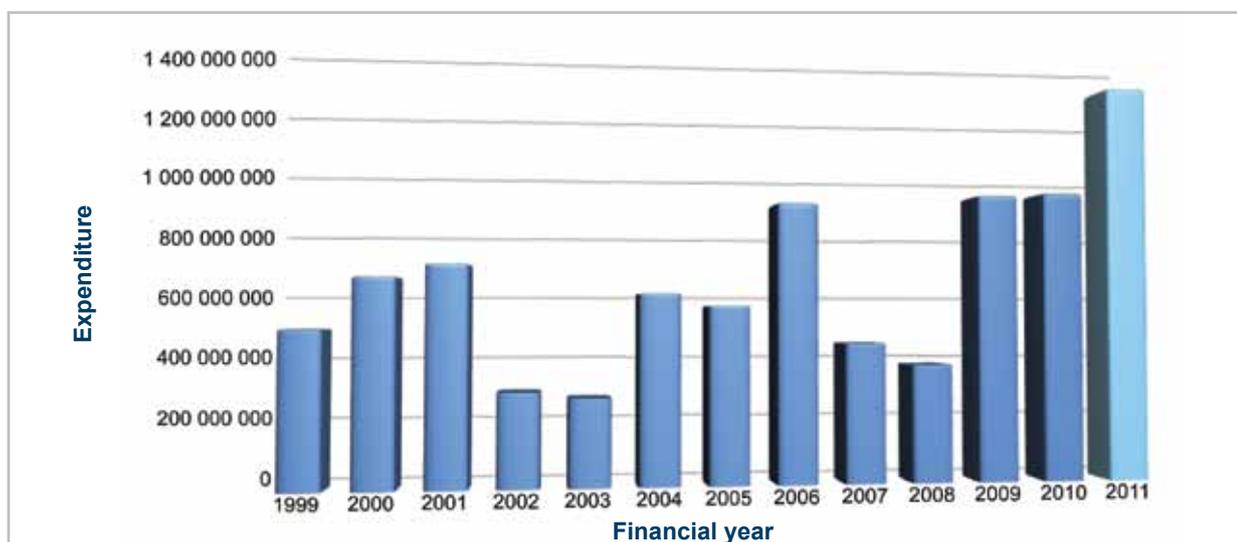
- R647 million on administrative expenditure, representing an increase of 9% over 2009/10. The increase can be ascribed to an inflationary increase and the heightened activity in the last quarter of the financial year as preparations for the election accelerated
- R52 million on depreciation, amortisation and impairment. The increase of 20% over the prior year is a reflection of the higher asset base of the Commission.

Property, plant and equipment to the value of R86 million were acquired during the year under review. These funds were accounted for as prescribed in accordance with the South African Statements of Generally Recognised Accounting Practice (SA GRAP).

Work continues to enhance controls and processes, and a number of new initiatives were undertaken during this financial year. These include: the implementation of routine period closes; scheduling and planning of year-end processes; and a review of the management reporting formats. Expenditure controls around *inter alia*, car rentals, travel and subsistence claims, accommodation, events, catering, telephone costs, promotional items, and appointment of temporary staff were refined. The eProcurement system was further enhanced to ensure continued cost-effective and transparent procurement processes, and to be effective at the lowest possible cost.

Approximately 60,000 electoral staff members were paid for the two registration weekends held in the last quarter of the financial year. In terms of the approved payment plan, these staff members were paid after the events by means of EFT, after the appropriate statutory deductions have been made. Cheques were issued as a last resort to staff members who did not have bank accounts.

Increase in Expenditure



PROCUREMENT AND ASSET MANAGEMENT

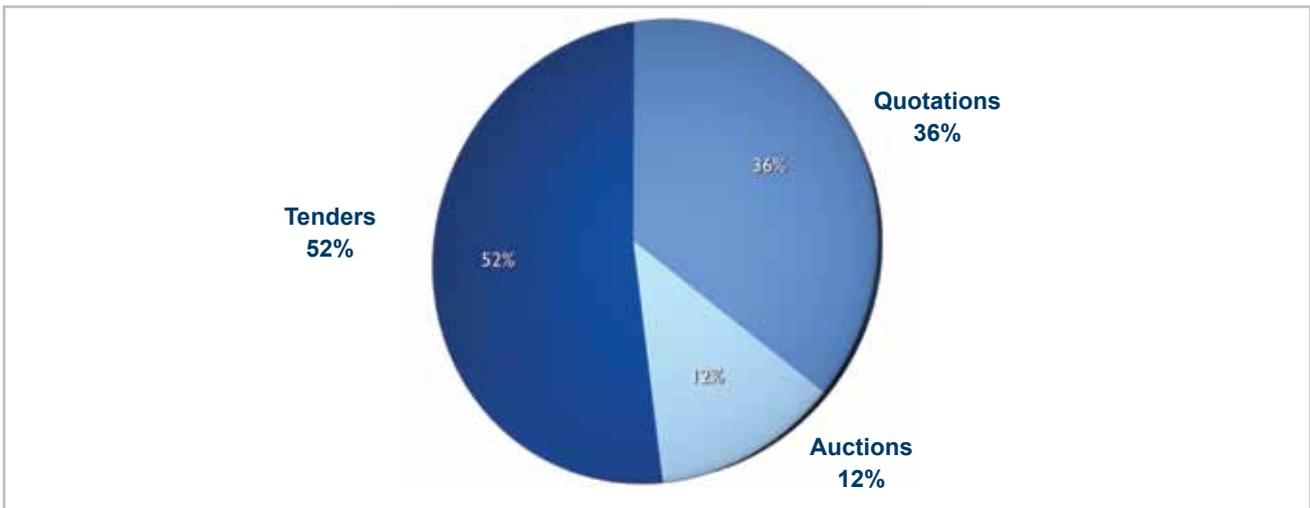
During the year under review, the Commission fully accepted its obligations in respect of supply-chain management in terms of Section 16A of the Treasury Regulations.

The Commission attended to the following in dealing with supply-chain management requirements, namely:

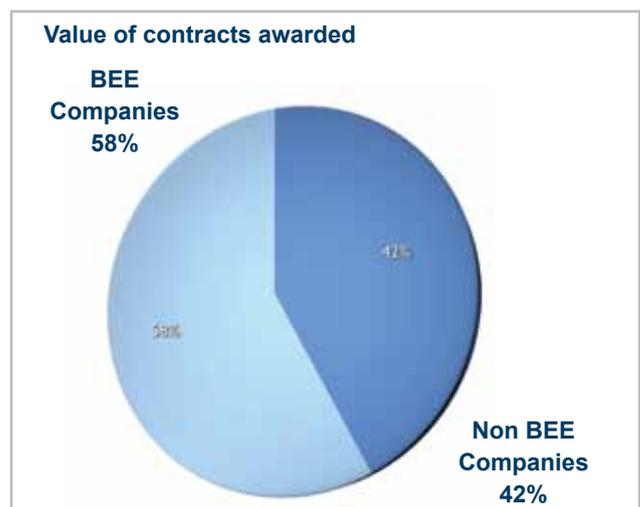
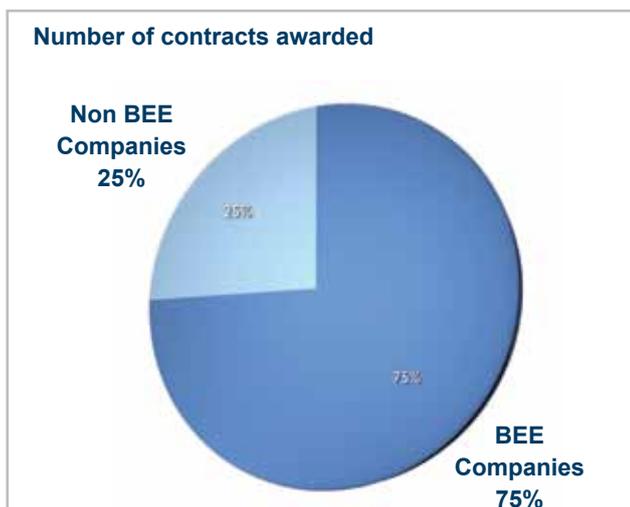
- a continuous review of procurement policies and procedures to ensure alignment with supply-chain management (SCM) requirements
- continued effective implementation and operational management of the electronic procurement system (eProcurement/Votaquotes)
- targeting of BEE and SMME suppliers in order to strengthen and enlarge the Commission's supplier data base
- stringent and effective due diligence audits on companies under consideration for contracts, especially to ensure the validity of supplier claims in terms of the provisions of the Preferential Procurement Policy Framework Act, 2000

- reporting as required to National Treasury in respect of contracts entered into and supplier detail. This included continuous adjustment, where necessary, of procurement systems and processes to enhance the Commission's reporting ability to the Auditor-General, National Treasury and SARS
- skills-development initiatives at the national and provincial offices for supply-chain management functions.

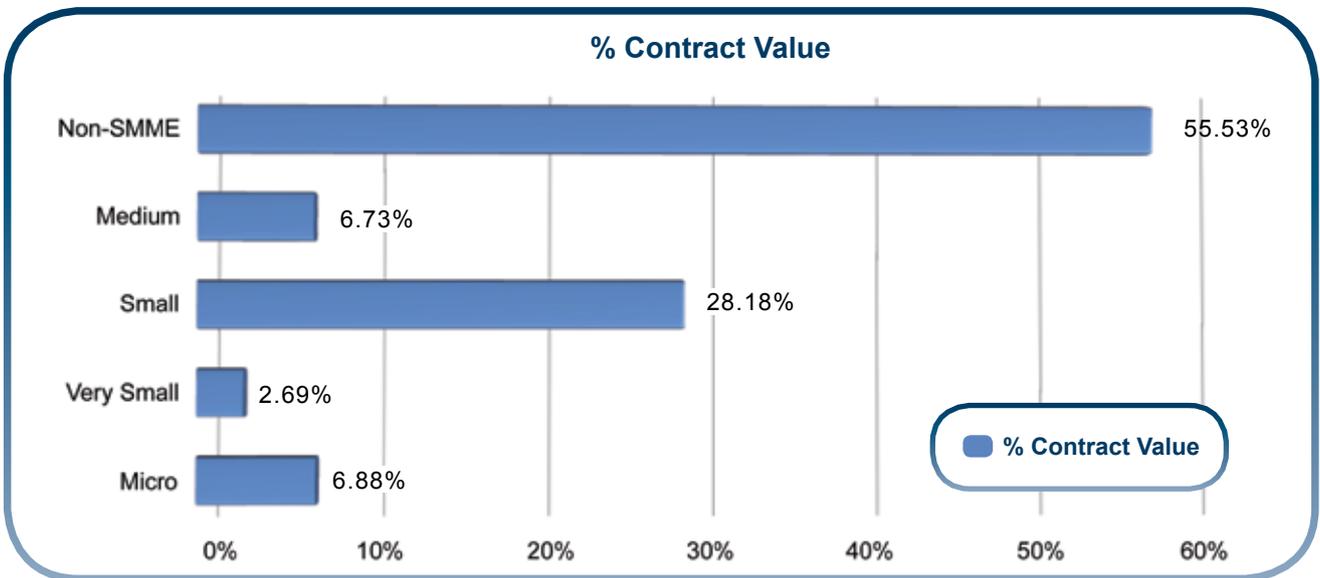
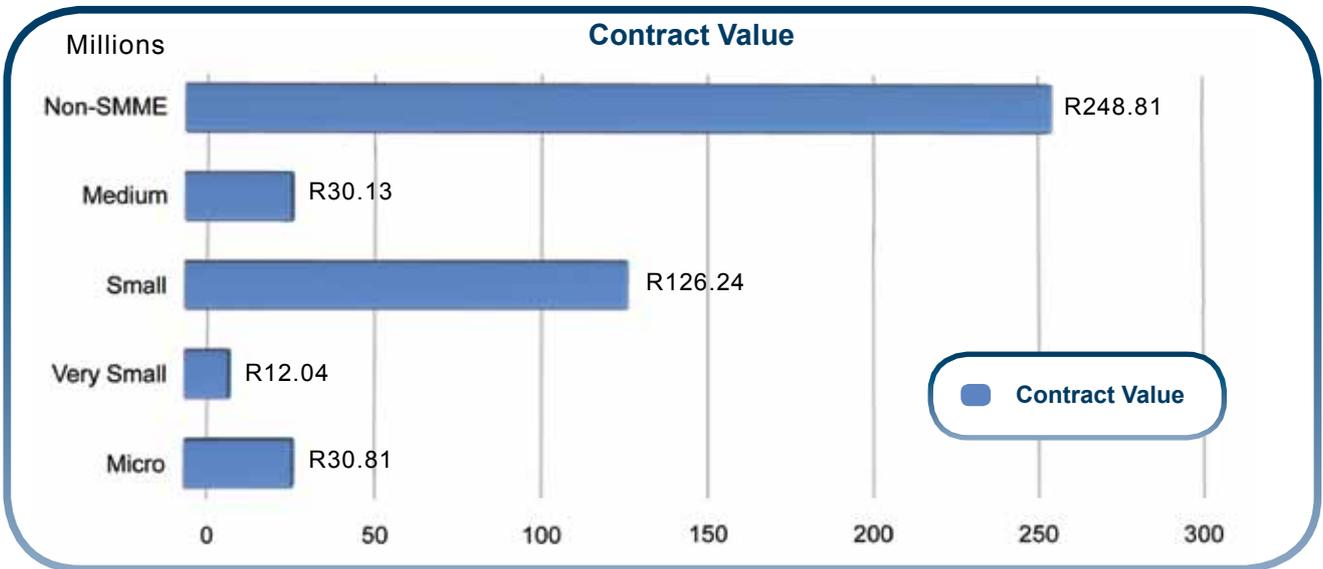
An assessment of the impact of the Electoral Commission's procurement processes on small business development and black economic empowerment (BEE) during the year under review has been performed. The Commission awarded 575 contracts to the total value of R448 million. These contract values are in respect of new goods and services procured, and are based on all tenders and auctions and for quotations reflective of contracts awarded for goods or services with a monetary value of R30,000 and higher awarded by the Electoral Commission during the reporting period.



Of the 575 contracts, 431 (75%) went to BEE companies (approximately R258 million or 58% of total contract value).



Key figures in respect of the impact of the Commission on small enterprises are set out below.



Sub-objective 7.4: To develop and provide enabling technology that is aligned to the core business, and to ensure accessibility, user-friendliness and an up-to-date and secure ICT environment

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
Application development and maintenance		Development implementation continued until completion in March 2011	VRS, BPG & EEM, Voting Centres for VSO and LIS, and ESS (Phase 1 & 2) 100% completed CNS enhancements slightly behind schedule at 100% VSO & VSM enhancements commenced and at 100% Voting Centres (EVS) for VSO and LIS 100% complete LGE Results System Enhancements – 99%	Securing appropriate resources lead to the CNS project being slightly behind schedule
		Continuous maintenance and user support Implement support packs every six months	By-election support, SAP, data queries and impact analysis performed in accordance with requests Implemented SAP support packs in August 2010	
	Developed REC1 scanning capability	Upload all scanned REC 1 images into database and link individual image to VRS data	Application developed for receiving and linking REC1 images	
	Support for REC 1 Bulk Scanning Project	Support for the duration of the project between April 2010 and July 2010	6.7 million scanned REC1 images were uploaded	
	Support for Address Capture Project	Support for the duration of the project	6.5 million voters' addresses were captured	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
GIS Maintenance and support	Delimitation of voting districts	<p>Receive ward boundaries from MDB by end of August 2010, validate and incorporate in spatial dataset by mid-September.</p> <p>Continuously source, validate and implement new GIS datasets</p>	<p>Ward boundaries received on 1 September from MDB</p> <p>Updated the IEC's voting districts delimitation set, leading to the final VD count of 20,859</p> <p>Updated spatial data as received from AfriGIS (cadastral data, towns); Knowledge Factory (street centre lines and suburbs); SPOT images from CSIR; and aerial photographs from Ethekewini. Black and white aerial photographs updated from CDSM and colour aerial photographs from Tshwane</p>	
	Map productions	<p>Service both internal and external map requests promptly and accurately</p> <p>Produce, print, QA and dispatch the working maps by October 2010.</p> <p>Produce, print, QA and dispatch the TCR maps by November 2010</p> <p>Produce, print, QA and dispatch registration weekend 1 maps by mid-January 2011</p> <p>Print, QA and dispatch registration weekend 2 maps by February 2011</p> <p>Produce, print, QA and dispatch election maps by March 2011</p>	<p>Serviced ad hoc map requests from political parties, municipalities, media, etc.</p> <p>Working maps 100% complete ahead of schedule.</p> <p>TCR maps 100% complete ahead of deadline.</p> <p>Registration 1 and registration 2 maps also completed ahead of schedule.</p> <p>Election maps are at 65% and on schedule.</p>	
Infrastructure maintenance and network management	Installation of new SAN	Install and configure new SAN and migrate existing data from April to December 2010	<p>All data migrated to the new SAN at the primary site. All data replicated to the DR SAN.</p> <p>New DR SAN relocated to the DR site.</p>	
	Infrastructure monitoring, maintenance and enhancements	<p>Reduce security threats by being up to date with security patches.</p> <p>Upgrade e-mail to Exchange 2010 by end October 2010.</p> <p>Implement SCCM by end January 2011.</p>	<p>Monitored, tested and patched all operating system, security and antivirus patches as they are made available.</p> <p>Exchange 2010 successfully implemented by end September</p> <p>Implement SCCM by end January 2011</p> <p>Done regular system maintenance according to our monthly schedule.</p>	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
	Backups disaster recovery	Perform daily incremental backups;	Completed daily backups everyday,	
		Perform weekly and monthly full backups	Completed weekly and monthly backups.	
		Maintain a 99% network availability	Maintain more than 99% network availability	
	Election readiness preparations	Assess election capacity requirements by 30 November 2010	Communicated timelines and requests for provincial submission.	
		Finalised results centres' infrastructure requirements – 15 December. Procure results centre services by 30 March 11	Incrementally upgraded network according to bandwidth requirements from time to time, such increased usage for PEO training centre, address capture, increased staff, etc., Finalised and confirmed all network and infrastructure requirements for LGE, including results centres and the SABC. Upgraded bandwidth capacity to an average of 256k per MEO office for registration processes by 1 February 2011.	
	Address Capturing facilities	Prepare provincial address capturing centres,	Prepared all 9 PEO training centres and/warehouse based address capturing centres. Upgraded network bandwidth according to operational needs	
Office relocations (moving offices to new buildings)	Office relocations: National office on 27 August Western Cape PEO on 30 June Limpopo PEO on 30 July 2010	Prepared and provided infrastructure for the new offices Successfully relocated national office on 10-12 September 2010 Successfully relocated Western Cape PEO office on 30 June 2010 Successfully relocated Limpopo PEO office on 30 July 2010		

Information and Communication Technology (ICT) continues to play a critical role in supporting the respective business processes of the Electoral Commission. The innovative implementation of technology is a key element in enabling the Commission to deliver a proficient service to all stakeholders including the electorate and political parties. To ensure continued support to the different business processes, a number of programmes have been initiated to provide the following:

- Stable applications to support and enable all business processes
- Closely integrated systems aimed at ensuring a seamless flow of information across the different systems
- Stable and consistent supporting ICT infrastructure, a stable network at both Wide Area Network (WAN) and Local Area Network (LAN) levels and the data centre
- Sufficient network and background server capacity, with the required capability of supporting increased election activity and network traffic
- Management of risks, disaster recovery and business continuity processes ensuring that the Commission can take advantage and fully utilise all available and relevant technologies in the information and communications market.

The services provided by the ICT department can be categorised into three components, namely, Business Systems, IT Operations and Special Projects. The programmes implemented in the respective units are summarised below.

Business Systems

Electoral Application Systems

- As part of streamlining the processing of voters at a voting station, the Commission introduced the concept of voting centres. The Voting Stations Operations (VSO) system was enhanced to support the introduction of voting centres. Using a predefined threshold for urban and rural areas, the VSO was modified to identify voting districts that qualified to have a voting centre. Once the voting centres are identified, the VSO then feeds into the delimitation database. In addition to the voting centre changes, the VSO was also enhanced to improve the overall administration of voting stations. To improve on the payment of voting station landlords, the lease-management module was enhanced. The process account verification was also introduced. The functionality allows for the verification of banking details before the payment of landlords is done. This verification ensures that payments are done into valid bank accounts and deals with potential

capturing errors. The introduction of regional supervisors also resulted in enhancements of the VSO. The reporting module was modified to allow regional supervisors to manage their assigned municipalities.

- During voter registration exercises, voters must complete an REC1 form. Over the years, the Commission has collected more than 30 million REC1 forms. As can be imagined, the Commission will incur huge costs in the storage of these forms. In addition to this, there is always the risk that the hard copies will be damaged or deteriorate to a state where they are not usable. From an administration point of view, it is always difficult to retrieve an REC1 form from a stack of papers should there be a need to address any voter queries.

To address the above challenges, the Commission engaged in a project to scan all REC1 forms. To date, more than 7,8 million REC1 forms have been scanned. When the scanned images are loaded into the database, they are automatically linked to the respective voter using barcode recognition. Images can then be easily retrieved simply by entering the voter ID number on the Voter Registration System (VRS) and viewing all REC1 images linked to the respective voter.

- As part of maintaining the country's voters roll, the Commission is also expected to produce a voters roll with addresses and make this available to parties contesting the elections. To achieve this, the Commission must capture all voter addresses as reflected on the REC1 completed by voters during voter registration. The "Address Capture" module on the Voter Registration System (VRS) was enhanced to improve the matching of the address to the National Address Depository (NAD). This was achieved by introducing new address-searching techniques that made it easy for the user to find addresses. As part of the Address Capture module, the Commission introduced the scanning of REC1 forms. Data capturers who captured addresses did not need the REC1 hard copy as the scanned images were displayed on their screens. The heads-up capturing improved the capturing rate as data capturers did not waste time finding hard copies and moving them around a capturing site. Another benefit was that the capturing sites were no longer required to provide storage space for REC1 hard copies as they only used electronic images displayed on their screens. As capturing sites completed the capturing of addresses for their assigned sites, they could easily assist other sites as the images were available online. Overall, the latest address-capturing exercise has been the most successful. More than 6.5 million addresses were captured and just over 79% of the addresses were linked to the NAD. Linking addresses to the

NAD goes beyond the generation of the voters roll with addresses. It also ensures the accurate location of the voter's physical address, and this can be used to determine the concentration of voters and ensure that they are registered in the correct voting district. The data can also provide valuable input in determining the voting districts' boundaries.

In addition to the Address Capture changes, additional functionality was introduced on the VRS. On an ongoing basis, municipal staff request the latest version of the voters roll to be used for ongoing voter-registration initiatives. To manage voters roll requests, the VRS was modified to allow for an online request of the voters roll. The system administrator can then enable certain sections of the voters roll, thus preventing potential misuse of the voters roll. Other changes were also introduced to improve the management-targeted voter-registration exercises.

- In order to streamline voting at the voting stations, the Commission introduced the voting centre for voting districts that met a set of predefined requirements. To support this process, the Logistics Information System (LIS) was enhanced to determine quantities for materials required at a sub-station level. This allows for more seamless and speedy processing of voters at very large voting stations, as each "sub-station" is allocated its own set of materials, and queues can therefore be expedited.
- To contest elections, political parties submit their lists of candidates and payments which are then captured on the Candidate Nomination System (CNS). Based on the lessons learnt from the 2009 National and Provincial Elections, the CNS was enhanced to improve the capturing of candidates and associated payments, especially central payments. The biggest improvement was in providing functionality to capture candidates submitted without identity numbers as well as functionality to update such candidates once appropriate documentation has been received. In addition to the above, the Party Documentation module was introduced to record all parties that have submitted notices to contest an election. The management of deposits paid by political parties is an important component of any election. The Commission must ensure that all cheques submitted by political parties are deposited with the bank. To support this process, an integration module with SAP was implemented. Details of the bank statement are uploaded into SAP and fed through to the CNS. Matching of payments captured on the CNS is done against the bank statement information, thus introducing the required controls.

- The Ballot Paper Generation System (BPG) allows the users to generate, print and manage the process of the ballot paper and result slip printing process. The system seamlessly integrates with the CNS to retrieve candidates and contesting parties. The system was enhanced to facilitate the bulk generation of ballot papers and results slips. Ballot papers and results slips can be generated into a directory structure thus allowing for easy access. The bulk generation also simplifies the printing of ballot papers as a directory, which can be easily copied into a CD and dispatched for printing.

- In accordance with the Municipal Electoral Act, the Commission is required to make provision for voters who are unable to vote on election day to cast their vote at a date before the proclaimed election date. This provision is officially known as "special votes" and normally takes place over a period of two days before the actual election date. To cast their votes as part of the special votes arrangements, voters are expected to apply at a Commission office in their registered municipality. To support the special votes process, the Commission developed a new system called the Special Votes Application (SVA). The voter completes the MEC35 form to apply for a special vote and the application is then captured on the SVA. Based on a set of predefined business rules, the application for a special vote can either be approved or declined. The SVA then prints a receipt that the respective voter can produce as proof of application for a special vote.

In addition to the printed receipt, the system also has multiple channels that can be used by voters to verify the status of their special votes application. Voters who provide a valid e-mail address receive an e-mail indicating the status of their application. There is also an option for voters to send an SMS to a predefined number and they will get an SMS indicating the status of their application. Voters with access to the internet can also validate their status on the Commission's website.

- As part of the election management process, the Commission is expected to open and close all voting stations at predefined times. When the voting station opens in the morning, every presiding officer is expected to report at the opening of the respective voting station. To support this process, the Commission implemented the Voting Station Monitoring (VSM) system during the 2006 elections. The VSM was enhanced to extend the functionality to the registration weekends that span a two-day period. The enhancements also ensured that the VSM can be used for by-elections.

- Based on the lessons learnt from the 2009 National and Provincial Elections, the LGE Results System was enhanced to further improve the management processes involved in the capturing of election results. The biggest innovation was in the area of exceptions management, in which voting districts are categorised based on the registered population. This allows the Commission to more effectively isolate and manage exceptions during the capturing of results, as well as detect and address any anomalies in the captured results. Another significant enhancement to the system was the introduction of the Results Slip Scanning module, which requires that all results slips for all ballots are scanned. To promote transparency, these results slips can then be viewed and compared with the captured system results.

A new module introduced into the LGE Results System is that of the Section 65 Appeals and Objections. This module allows the legal team to capture, manage and track all formal objections lodged by political parties.

- The Commission procures services and goods from different service providers throughout the financial year. To ensure transparency and encourage competition, the Commission uses an online electronic procurement system called VotaQuotes. The eProcurement system was upgraded to the latest .Net technology. The improved system ensures a much more simplified and user-friendly interface for service providers and internal Commission procurement staff. As part of the enhancements, various process and functional improvements were incorporated into the system, allowing seamless and real-time integration for purchase orders and quotations flowing between eProcurement and SAP systems. During the financial year, over 150 auctions were awarded based on quotations received via the eProcurement system totalling R54 million. The system recorded up to 35 quotations per auction, with an average of 12, far exceeding the Treasury Regulations for minimum number of quotations, and ensuring the best possible value for the Commission.
- In 2009, the Commission's website was made cross-browser compatible, while retaining the original design and structure. There were also concerns regarding the layout and structure of the website that was not as user-friendly. Furthermore, any changes to content required the intervention of the IT department, which resulted in delays in publishing information.

For these reasons, the decision was taken to completely redesign and redevelop the site using a content management system (CMS). The site was designed with a modern look, restructured

and reformatted content, and an easy-to-use layout. Use of a content management system continued to ensure cross-browser compatibility and more efficient publishing of content.

All downloadable documents were converted to PDF format to ensure that all users are able to access the information. In addition to this, election results reports were standardised to allow easier comparisons across elections.

- SAP continues to play a critical role in supporting back-office tasks. Processing of payments is one of the critical processes supported by SAP. To support the payment processes, changes were made to ensure VSO and CNS reconciliation regarding feedback of payments. The existing Standard Bank Business Online Solution (BOL) was supplemented with the Standard Bank Host to Host solution. The solution covers EFTS interface which incorporates the payment of salaries via the SAP HCM application and the verification of bank account details for salary personnel and vendors via the Standard Bank AVS interface. The SSVS interface, which contains payment of vendors via the SAP FI application, is still under development. The BOL is still be used to pay vendors.

Geographic Information Systems (GIS)

- During the period under review, the Geographic Information Systems (GIS) unit continued to source geospatial data (geo-images, geo-referenced physical addresses/NAD, streets, cadastre, etc). These datasets are used to support various processes such as maintenance of the 2011 voting districts, quality assurance on the location of voting stations and REC1 address capturing.
- For the demarcation of the 2011 wards, the unit assisted the Municipal Demarcation Board (MDB) by conducting additional quality assurance on geospatial ward data and published ward maps.
- In support of the final phase of delimitation, the two voter registration weekends and Election Day, the GIS unit produced nearly 430,000 maps as follows:

9,000	A1 Size Phase 2 Delimitation and Final Ward Maps
250,000	A3 Size Voter Registration and Voting Station Orientation Maps
2,000	A1/A0 Size Municipal Orientation Maps
167,000	A3 Size Election Day Maps

- Due to enhancements to the bulk map-production tool, “Mapear”, close to 430,000 maps were produced in just seven months. Mapear is a mapping application customised by the GIS unit to assist an operator to produce as many maps as possible in as short a space of time. One of the key enhancements to Mapear 2010/11 was the saving of cartographically corrected maps to a database management system. The saved maps made it possible to bulk edit and reproduce maps for other electoral events, or fulfil ad hoc requests without having to redo cartographic enhancements.
- During this period, the GIS unit also finalised the Elections 2009 Atlas of Results, which the Commission presented to the President in Parliament on 3 November 2010.
- For the first time, the GIS unit developed an online election-results mapping application (QuickMaps) for national and provincial elections. Ad hoc requests for geospatial reports and maps were also received and processed. The GIS unit conducted fieldwork address-verification during this period to assist the Electoral Commission in resolving objections against voters.
- In an effort to quickly service queries for “Where is my Voting Station?”, the GIS unit reviewed the online Voting Station Finder. The result was an entirely new, simple, intuitive and fast Voting Station (VS) Finder search and map experience. From 5 February 2011 to 31 March 2011, the VS Finder processed close to 70,000 searches. Most of the searches were from within South Africa, but there were also searches coming from other countries including Kenya, Algeria, Nigeria, Ghana, United Kingdom, United States, Germany, India, Australia, Switzerland, France and United Arab Emirates.

As was the case on the final voter registration weekend for the 2009 national and provincial elections, over 70% of queries over 5 and 6 March 2011 voter registration weekends were those concerning the location of voting stations. The processing of these queries was made possible using the Commission’s newly improved in-house developed GIS application called the VS Finder (Voting Station Finder). The VS Finder allows a call centre agent to identify on an interactive map where the caller lives, and then advise him/her where to register or vote.

IT Operations

The IT data centre was redesigned as part of the national office relocation project. It was designed to be a Tier 3 data centre with full redundancy. In addition to the data centre relocation programme, the following projects were embarked upon to provide stability, security and availability of the IT infrastructure:

- The IT Operations team is expected to roll out software to all Commission workstations throughout the country on an ongoing basis. To support this process, the team engaged on the design and implementation of Configuration Manager. The implementation will also support inventory management of all desktops on the Commission’s network. The roll-out to all desktops was completed in January 2011, ready for the roll-out of the result slip scanning software used for the 2011 municipal elections.
- Design and implementation of Operation Manager which gives the operational team the ability to proactively manage the data centre, especially the applications and the servers.
- Procurement and installation of Uninterrupted Power Supply (UPS) at all PEO offices to be able to provide four hours’ uptime of the server and telephony systems during a power failure. The installation is not completed for four of the nine provincial offices due to electrical work that must still be done by the landlord.
- The upgrading of the e-mail infrastructure to the latest technology (Exchange 2010) that provides the Commission with greater redundancy and high availability of the e-mail system.
- SAP plays a critical role in all the major business processes, hence the importance of its continuous availability and stability. To ensure this high availability, a project for the clustering of the SAP database was implemented. The project was completed successfully at the end of November 2010. This has now provided the organisation with hardware redundancy and high availability of the SAP production environment.
- In preparation for the high volume of traffic to the Commission’s public website, the public website (www.elections.org.za) was relocated to the data centre of the Commission’s Internet Service Provider (ISP). Relocating or hosting the website with the ISP allows for scalability of infrastructure and network bandwidth. This has also helped free up the network that is used by Commission sites at the municipal and provincial levels.

- To support the address capturing project, IT upgraded the bandwidth of the 10 address capturing sites to cater for the high traffic volume that was expected for the period of the project.

In preparation for the first registration weekend, a total of 266 WAN sites had their bandwidth upgraded to 256kb/s by the beginning of February 2011. This increase in bandwidth assisted with the ESS capturing and the uploading of registration files.

Special Projects

Call centre

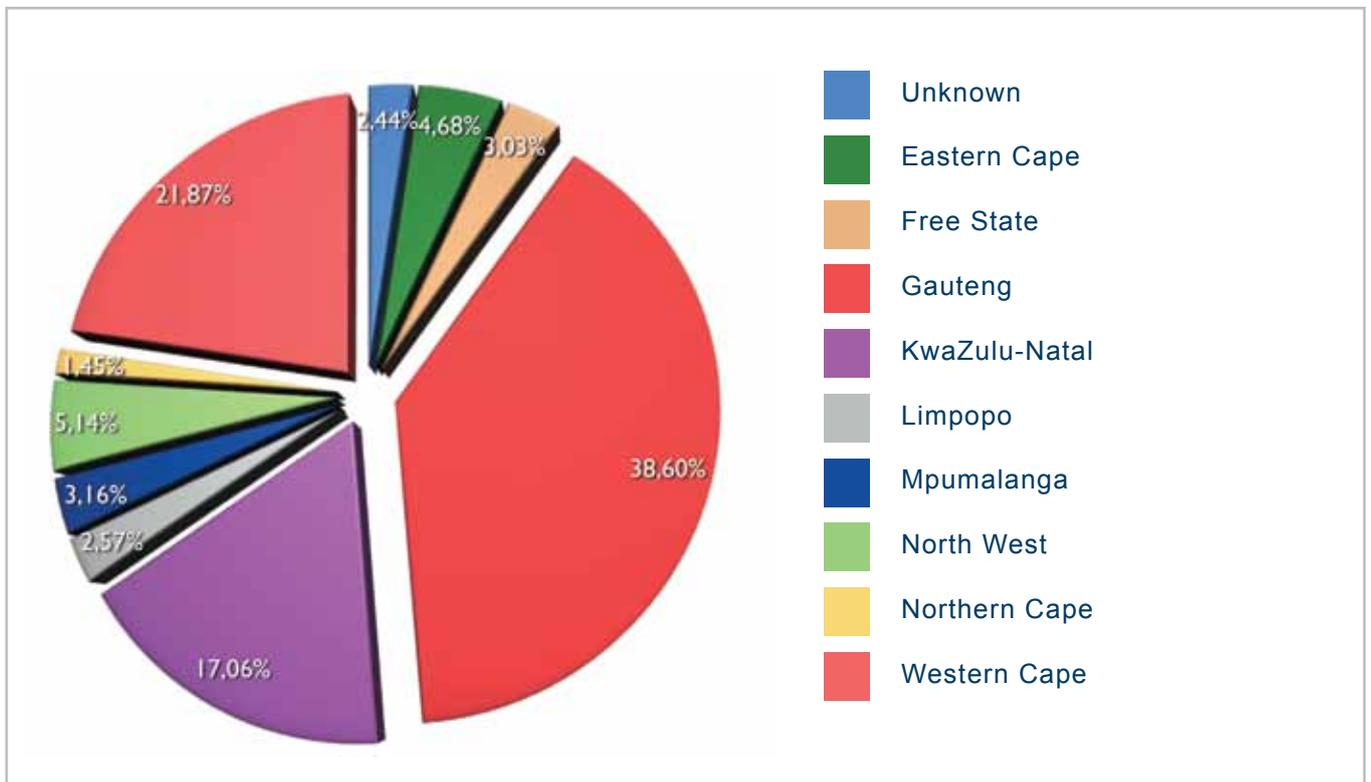
For the 2011 municipal elections, the Commission once again established a toll-free call centre whose aim it was to make information on the Commission and its services accessible to all, including those in the most remote rural villages.

As part of the preparations, 150 call centre agents were accredited from a pool of over 300 people who went through an intense and highly technical business process and GIS training. The 150 call centre agents cover a full spectrum of the 11 official languages, allowing the call centre to offer a fully multilingual service.

In order to complement call centre agents, the Commission once again implemented an Interactive Voice Response (IVR) system which frequently responded to common queries such as checking voter-registration status, documents required for voter registration and general election-related information. With the IVR, the call centre was able to process a large number of calls in a short space of time, 24 hours a day on every day of the week.

Due to lower call volumes compared with the last election when the call centre had the capacity to handle 900 simultaneous calls, the call centre infrastructure for the 2011 municipal elections was configured to handle 570 concurrent callers. Since going live on 3 January 2011, until 31 March 2011, the call centre processed 145,081 calls with an average wait time of three seconds. This means callers were never put on hold for more than three seconds before their call was answered. At its peak, the call centre handled 785 calls in 30 minutes. Over 70% of all calls to the call centre are answered by the IVR.

Of the 14,450 calls received on the last day of the last voter registration weekend (6 March 2011), most came from Gauteng, followed by Kwazulu-Natal and the Western Cape.



Number of calls received by call centre agents for all provinces

Sub-objective 7.5: To ensure that the Commission acts within applicable constitutional and legislative imperatives

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To ensure that legislative policy approved by the Commission is translated into law		<p>Submit first draft within 21 days after receiving the approved policy from Commission (primary legislation)</p> <p>Collate and publish secondary legislation that has been amended and approved by the Commission within five days of receipt thereof</p> <p>Proper implementation by staff and stakeholders</p>	<p>Municipal Electoral Amendment Act, 2010 effected</p> <p>Amendments to Municipal Electoral and Party Registration Regulations effected</p>	
To draft and publish legal notices	All timeframes regarding the drafting and publishing of legal notices have been adhered to	Draft legal notices with regard to national, provincial and local government elections and by-elections within five days of having received the request	During this year, Legal Services has drafted and published 16 Notices, including the ETT	
		Published notices that have been amended and approved by the Commission within five days of receipt thereof	Nil	For this period there have been no notices amended by the Commission that Legal Services has had to publish
To institute and defend legal proceedings	All timeframes have been adhered to	<p>The Commission's attorneys need to be appointed and briefed within five days of receiving a summons against the Commission</p> <p>The Commission's attorneys need to be briefed within 10 days of having received instructions to commence action against a party and/ or after the Commission has discovered that certain of its rights have been infringed</p>	The EC was a respondent in 33 cases. The majority of these cases related to the expulsion of councillors by parties and submission of candidate lists and/or related to the 2011 LGE	The EC has not instituted any legal action against another party
To draft and vet contracts	All timeframes with regard to the processing of general and IT agreements have been complied with	<p>General contracts submitted for analysis and vetting by Legal Services must be returned to the User department within 10 days</p> <p>IT contracts submitted to Legal Services for analysis and vetting must be returned to the user department within 14 days</p>	<p>Legal Services processed 265 general agreements this year</p> <p>Legal Services processed 19 IT agreements this year</p>	

Goal	Key Performance Indicator	Actual Performance Against Target		
		Target	Actual	Reason for Negative Variance
To provide legal advice, opinions and compliance	The timeframe for the submission of this opinion were adhered to	Internal legal opinions to be submitted to the relevant user department within 10 days after having received the request	Legal Services has provided 5 legal opinions this year	
	No external legal opinions were requested	External legal opinions to be submitted to the relevant user department within 14 days after having received the request	Legal Services has attended 53 Procurement Committee meetings this year	
		Procurement of goods and services in line with applicable prescripts		

LEGAL SERVICES

Revision of legislation and draft proposed amendments

The amendments to the Local Government: Municipal Electoral Act, 2000 and the consequential amendment to the Electoral Regulations were effected through the promulgation of Act 14 of 2010 and the publication of these regulations on 28 February 2011. The regulations relating to registration of political parties were also amended and published.

Drafting and publishing of legal notices

During the year under review, 16 election notices were published. These included by-election notices and the 2011 municipal elections timetable.

Instituting and defending legal proceedings

The Commission was involved in 33 legal cases during this reporting year. The majority of these cases involved vacancies and/or replacement of municipal

councillors and submission of candidate nomination lists for the 2011 municipal elections. The case involving the constitutionality of Section 55 of the Local Government: Municipal Electoral Act, 2000, which was instituted by the Police and Prisons Civil Rights Union (POPCRU) in the North Gauteng High Court, was settled and consequently withdrawn.

Drafting and vetting contracts

A total of 265 contracts and lease agreements were received, analysed and submitted for further action or approval for signature. A further 19 IT draft contracts were processed.

Providing legal opinion, advice and compliance

Five formal legal opinions were provided by the Legal Services during the period under review. Informal advice and/or opinions were not recorded.

Legal Services attended 53 Procurement Committee meetings, excluding tender closings.

SECTION

3



SOUTH AFRICA



Report of the Audit Committee

The Audit Committee is pleased to present its report for the financial year ended 31 March 2011.

1. Audit Committee Members and Attendance

The Audit Committee consisted of three members listed hereunder and meets at least twice per annum as per its approved terms of reference (charter). During the current financial year six meetings were held.

Name of Member	Attended	Apologies	Total Attended
Mr J F J Scheepers (Chairperson)	6	0	6
Ms K Rapoo	6	0	6
Ms C H Wessels	5	1	5

	25-Jan-11	14-Sep-10	29-Jul-10	8-Jun-10	31-May-10	28-May-10
Mr J F J Scheepers (Chairperson)	✓	✓	✓	✓	✓	✓
Ms K Rapoo	✓	✓	✓	✓	✓	✓
Ms C H Wessels	✓	✓	✓	✓	✗	✓

The External Auditors, Internal Auditors, Accounting Officer (Chief Electoral Officer) and Chief Financial Officer have a standing invitation to Audit Committee meetings and have attended most of the meetings during the year under review.

2. Audit Committee Responsibility

The Audit Committee hereby reports that it has complied with its responsibilities arising from Treasury Regulations issued in terms of the Public Finance Management Act 1 of 1999 (PFMA), as amended.

The Audit Committee also reports that it has adopted appropriate formal terms of reference contained in the Audit Committee charter as delegated to it by the Commission (Executive Authority), has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

3. The effectiveness of internal control

The systems of control are designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently and effectively managed. In line with the PFMA and Governance principles, Internal Audit provides the Audit Committee with assurance that the internal controls are appropriate and effective for the focus areas reviewed. This is achieved by means of the ongoing risk assessment process, as well as the identification of corrective actions and suggested enhancements to the controls and processes.

The instances of non-compliance with statutory requirements, key governance responsibilities and prescribed policies and procedures reported in the various reports of the Internal Auditors, the audit report and management letter of the Auditor-General have been reported previously.

Although management has given assurance that measures are being introduced to adequately address deficiencies and to actively monitor implementation of corrective progress and ultimate efficacy, the Audit Committee will, in consultation with the Accounting Officer structure regular feedback in the annual work-plan of the Committee to ensure that operational improvements are achieved within the agreed timeframes.

4. The quality of management, and monthly/quarterly reports submitted in terms of the PFMA

Whilst the improvements regarding the quality of financial statements submitted for this reporting period is acknowledged, achieving proper month-end closure practices that will be tested through preparation and submission of interim financial statements will ensure that the integrity of financial information is maintained throughout.

The Audit Committee is of the opinion that, as a matter of urgency, a proper analysis of the Commission's predetermined objectives should be undertaken to assist executive management to address the root causes of the weaknesses reported.

5. Internal Audit

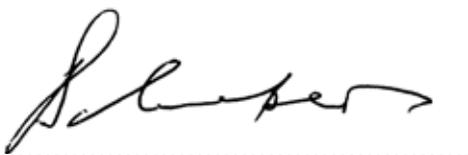
The Chief Audit Executive submitted quarterly reports on internal audit findings in respect of audits performed by the co-sourced Internal Audit Activity as well as progress made with implementation of the risk based audit plan approved by the Committee.

6. Evaluation of Annual Financial Statements

The Audit Committee has

- Reviewed and discussed the audited annual financial statements with the Auditor-General and the Accounting Officer;
- Reviewed the Auditor-General's management letter and the response of management thereto;

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.



J F J Scheepers

Chairperson of the Audit Committee

29 July 2011

Report of the Auditor-General

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON ELECTORAL COMMISSION REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Electoral Commission, which comprise the statement of financial position as at 31 March 2011, and the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information as set out on pages 85 to 117.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), section 55(1)(c) of the PFMA and the Electoral Commission Act of South Africa, 1996 (Act No. 51 of 1996) (EC Act) my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and General Notice 1111 of 2010 issued in *Government Gazette 33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

7. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Electoral Commission as at 31 March 2011, and its financial performance and cash flows for the year then ended, in accordance SA Standards of GRAP and the requirements of the PFMA.

Emphasis of matters

8. I draw attention to the matters below. My opinion is not modified in respect of these matters:

Elections of 2009

9. Included in note 4 to the financial statements is administrative expenditure paid for subsistence and travelling which included payments made to temporary electoral staff members for the elections held in April 2009 amounting to R121,024,188 for the year ended 31 March 2010. My opinion on the current year's financial statements is not modified due to the prior year modification as this has no effect on the comparability of the current and corresponding figures relating to the administrative expenditure.

Restatement of corresponding figures

10. As disclosed in note 29 to the financial statements, the corresponding figures for 31 March 2010 have been restated as a result of errors discovered during financial year ending 31 March 2011 in the financial statements of the Electoral Commission at, and for the year ended, 31 March 2010.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

11. In accordance with the PAA and in terms of General Notice 1111 of 2010, issued in *Government Gazette 33872 of 15 December 2010*, I include below my findings on the annual performance report as set out on pages 10 to 74 and material non-compliance with laws and regulations applicable to the trading entity.

Predetermined objectives

Usefulness of information

12. The reported performance information was deficient in respect of the following criteria:

- **Relevance:** A clear and logical link exists between the objectives, outcomes, outputs, indicators and performance targets
- **Measurability:** Indicators are well-defined and verifiable, and targets are specific, measurable and time-bound

13. The following audit findings relate to the above criteria:

Planned indicators and targets are not relevant to the objectives of EC (Relevance)

14. Planned and reported indicators and targets are not relevant to the selected objectives (objectives three, five and six) of the entity. The indicators and targets as per the strategic plan did not directly relate in 23% of instances to the institution's strategic goals and objectives as per the three year strategic plan.

Planned and reported targets are not time bound (Measurability)

15. For the selected objectives (objectives three, five and six), 41% of the planned and reported targets were not time-bound in specifying the time period for delivery.

Compliance with laws and regulations

Procurement and contract management

16. The evaluation criteria to be used in awarding preference points for quotations between R30 000 and R100 000 and the bid for office accommodation were not specified in the bidding documents. Therefore, sufficient appropriate audit evidence could not be obtained that the award was made based on criteria that was consistent with the original invitations for bids as per the requirement of Treasury Regulation (TR) 16A3.2.

17. Sufficient appropriate audit evidence could not be obtained that assets with a transaction value of over R500 000 were procured by means of a competitive bidding process as per the requirements of TR 16A6.1, TR 16A6.4 and National Treasury Practice Note 6 and 8 of 2007/08.

18. The preference point system was not applied in all procurement of goods and services between R30 000 and R100 000 and as required by section 2(a) of the Preferential Procurement Policy Framework Act.

19. Awards were made to suppliers who did not declare their employment by the Electoral Commission in the SBD 4 forms as per the requirements of Practice Note 7 of 2009/10. In addition, no proof could be provided that these employees had approval from the Executive Authority to perform other remunerative work.

Expenditure management

20. The accounting officer did not take effective steps to prevent irregular expenditure, as per the requirements of section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1. The accounting officer has investigated these instances of irregular expenditure and appropriate actions have been taken in this regard.

21. The accounting officer did not take effective steps to prevent fruitless and wasteful expenditure, as per the requirements of section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1. The accounting officer has investigated these instances of fruitless and wasteful expenditure and appropriate actions have been taken in this regard.

INTERNAL CONTROL

22. In accordance with the PAA and in terms of General Notice 1111 of 2010, issued in *Government Gazette 33872 of 15 December 2010*, I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

23. Management and staff do not fulfil their duties and responsibilities with regard to the overall process of preparing and reporting on predetermined objectives.

24. The Electoral Commission did not have sufficient monitoring controls to ensure the proper implementation of the overall process of planning, monitoring and reporting on predetermined objectives.

Financial and performance management

25. Non compliance with laws and regulations could have been prevented had compliance with laws and regulations been adequately monitored and reviewed.

OTHER REPORTS

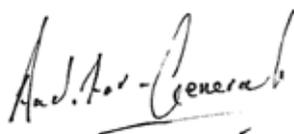
Investigations

Investigations in progress

26. The Electoral Commission is investigating one case where it was alleged that a supplier attempted to bribe an employee.

Investigations finalised

27. As at 31 March 2011, two investigations relating to procurement irregularities and financial misconduct was finalised for the period under review.



31 July 2011



A U D I T O R - G E N E R A L
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Auditing to build public confidence



SOUTH AFRICA

**Electoral Commission Annual Financial Statements
for the year ended 31 March 2011**

Annual Financial Statements for the year ended 31 March 2011

Table of Contents

	Page
Accounting Officer's Report	83
Accounting Policies	85
Statement of Financial Performance	96
Statement of Financial Position	97
Statement of Changes in Net Assets	98
Cash Flow Statement	99
Notes to the Annual Financial Statements	100
The following appendices do not form part of the financial statements and are not audited	
Detailed income and expenditure statement	APPENDIX A 118
Departmental expenditure statement	APPENDIX B 121

Accounting Officer's Report

For the year ended 31 March 2011

The Accounting Officer has the pleasure in presenting this report, which forms part of the audited Annual Financial Statements of the Electoral Commission (the Commission) for the year ended 31 March 2011. This report and the Annual Financial Statements comply with the requirements of the Public Finance Management Act No. 1 of 1999 (the PFMA) and the Electoral Commission Act No. 51 of 1996.

The Accounting Officer of the Commission is the Chief Electoral Officer in terms of section 36(2)(b) of the PFMA.

1. Nature of Business

The nature of the Commission's business is to manage elections of national, provincial and municipal legislative bodies in accordance with national legislation, to ensure that those elections are free and fair, and to declare the results of those elections within a period that is prescribed by national legislation and that is as short as possible.

2. Registration Details

The Electoral Commission is a constitutional institution established in terms of section 190 of the Constitution of the Republic of South Africa. The registered office is Election House, Riverside Office Park, 1303 Heuwel Avenue, Centurion.

3. Financial Highlights

The Commission received R1.438 million for the year under review by way of parliamentary allocation. Sundry income was generated consisting largely of interest earned, bringing the Commission's total income to R1.462 million. No sponsorship income was received in this financial year as it is not an election year.

All funds have been accounted for and are disclosed in the annual financial statements.

4. Internal Controls

The Accounting Officer has the responsibility for establishing a framework of internal controls. The controls are designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. The internal control environment was effectively implemented by management and monitored by internal audit. Internal controls operated effectively during the year.

5. Public Finance Management Act (PFMA)

Various sections of the PFMA place responsibility on the Accounting Officer to ensure that the organisation complies with all applicable legislation.

Any non-compliance with legislation is reported quarterly to EXCO and the Commission.

6. Material Losses through Criminal Conduct, Irregular, Fruitless and Wasteful Expenditure

Section 55(2)(b) of the PFMA requires that the Commission include in the Annual Report particulars of any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year.

There was no confirmed material instances of losses through criminal conduct discovered during the year under review.

Irregular expenditure amounting to R233,268,409 was incurred in the financial year and is reflected in note 26 of the Annual Financial Statements.

Fruitless and wasteful expenditure amounting to R36,269 was incurred in the financial year and is reflected in note 27 of the Annual Financial Statements.

Accounting Officer's Report

For the year ended 31 March 2011

7. Events Subsequent to the date of the Statement Financial Position

Management and the Accounting Officer are not aware of any matters or circumstances arising subsequent to the end of the financial year that may materially affect the financial statements.

8. Statement of Responsibility by the Accounting Officer

The Accounting Officer of the Electoral Commission is responsible for the preparation and fair presentation of the annual financial statements of the Commission. These statements comprise the:

- Accounting Policies;
- Statement of Financial Performance for the year ended 31 March 2011;
- Statement of Financial Position as at 31 March 2011;
- Statement of Changes in Net Assets;
- Cash Flow Statement for the financial year then ended; and
- Notes to the Financial Statements.

The financial statements are prepared in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board.

The Accounting Officer's responsibilities include designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of these financial statements and ensuring that the financial statements are free from material misstatement.

The Accounting Officer is also responsible for maintaining adequate accounting records and an effective system of risk management, as well as the preparation of the supplementary schedules included in these financial statements.

The Auditor-General is responsible for reporting on whether the Annual Financial Statements are fairly presented in accordance with the applicable financial reporting framework.

9. Approval of the Annual Financial Statements

The Annual Financial Statements of the Electoral Commission set out on pages 85 to 117 have been approved by the Accounting Officer.



ADV FDP TLAKULA

CHIEF ELECTORAL OFFICER

31 JULY 2011

Accounting Policies

For the year ended 31 March 2011

1. Basis of Preparation

The Electoral Commission (the "Commission") is an entity created by the Constitution of the Republic of South Africa (Act 108 of 1996) to promote and safeguard representative democracy in South Africa. The Commission is publicly funded and accountable to Parliament, yet independent of government. Its core function is the impartial management of free and fair elections in all spheres of government.

The following are the principal accounting policies of the Commission which are in all material respects consistent with those applied in the previous year.

The historical cost convention has been used, except where indicated otherwise.

The preparation of the financial statements in conformity with GRAP requires management to make judgement, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenue and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements includes operating lease straight lining. Operating leases are recorded on a straight line basis over the lease term. Management has made estimates of the liability based on the contract and the escalation clause over the lease term. Additional details are included in the operating lease note.

Provisions were raised based on the estimate made by management using information available. Additional disclosures are made in the relevant notes.

The financial statements have been prepared on a going concern basis.

The financial statements encompass the reporting as specified in the Public Finance Management Act 1 of 1999.

Where necessary, comparative figures have been adjusted to conform to changes in the presentation of the period under review.

The financial statements are presented in South African Rands which is the Commission's functional currency.

The annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Practices Board.

During the current financial year, the following GRAP Standards were adopted by the Commission;

- GRAP 21: Impairments of Non-cash-generating Assets;
- GRAP 23: Revenue from Non-exchange (Taxes and Transfers);
- GRAP 24: Presentation of Budget Information in Financial Statements;
- GRAP 26: Impairments of Cash-generating Assets; and
- GRAP 103: Heritage Assets

The adoption of these newly effected GRAP Standards did not have a significant impact on the financial statements as the principles are similar to those already applied under the equivalent statements of SA GAAP.

Accounting Policies

For the year ended 31 March 2011

2. Revenue Recognition

Revenue is recognised when it is probable that future economic benefits will flow to the Commission and these benefits can be measured reliably. Revenue is measured at fair value of the consideration received or receivable and represents the amounts receivable for services provided in the normal course of business.

2.1. Revenue from Exchange Transactions

An exchange transaction is one in which the Commission receives assets or services and gives approximate equal value in assets or services.

Political party registration income is recognised on receipt.

Investment revenue is accrued by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

2.2. Revenue from Non-exchange Transactions

Non-exchange transactions include parliamentary allocations and sponsorship income.

Parliamentary allocations and sponsorship income are recognised when there is reasonable assurance that the Commission will comply with the conditions attached to them and the allocation will be received.

3. The Effects of Changes in Foreign Exchange Rates

A foreign currency transaction is recorded, on initial recognition in the functional currency, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary items (i.e. cash and cash equivalents, trade receivables from exchange transactions and trade and other payables from exchange transactions) are translated using the closing rate.

Non-monetary items (i.e. property, plant and equipment) are translated using the exchange rate either at the date that the transaction occurred (when these items are carried at historical cost) or when fair value is determined (when these items are carried at revalued amounts).

Foreign currency differences arising from settlement or translation of monetary items are included in surplus or deficit, whereas any differences on translation of non-monetary items are included either in net assets (where any gains or losses on those items are recognised in net assets) or surplus or deficit.

4. Finance Cost

Finance cost comprises:

- interest expense;
- unwinding of the discount on provisions;
- changes in fair value of financial assets through surplus or deficit; and
- impairment losses recognised on financial assets.

All borrowing costs are recognised in surplus or deficit using the effective interest method.

5. Donor-funded Projects

In terms of donor requirements contained in financial agreements with benefactors, unexpended donor funds ring fenced for specific projects are reflected as current liabilities in circumstances where such funds are repayable to donors in the event of the funds not being utilised on the specific project.

Unexpended donor funds that are not required to be repaid and that relate to completed projects are treated as operating income in the year that the projects are deemed completed.

6. Taxation

No provision is made for taxation as the Commission is exempt from tax in terms of Section 10(1)(cA) of the Income Tax Act.

7. Irregular Expenditure

Irregular expenditure as defined in section 1 of the Public Finance Management Act No. 1 of 1999 (the PFMA) is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with, a requirement of any applicable legislation, including:

- this Act; or
- the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- Any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA, requires that from 1 April 2008 irregular expenditure that was incurred and identified during the current financial year and which was condoned before year end and/or before finalisation of the financial statements is recorded appropriately in the irregular expenditure register. In such an instance, no further action is taken except that the note to the financial statements is updated.

All irregular expenditure is recognised in the annual financial statements in the period in which it is incurred and disclosed separately.

8. Fruitless and Wasteful Expenditure

Fruitless and wasteful expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the period that it was incurred.

The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

9. Unauthorised Expenditure

Unauthorised expenditure means:

- overspending of a vote or a main division within a vote;
- expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

All unauthorised expenditure is recognised as an expense in the statement of financial performance in the period it was incurred.

The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

10. Property, Plant and Equipment

Property, plant and equipment are tangible assets which are held for use in the production or supply of goods and services or for administrative purposes and are expected to be used during more than one financial period.

An item of property, plant and equipment is recognised as an asset if it is probable that economic benefits associated with the item will flow to the entity and the cost can be measured reliably. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Accounting Policies

For the year ended 31 March 2011

Property, plant and equipment are stated in the statement of financial position at cost less any subsequent accumulated depreciation and impairment losses. These assets are depreciated on the straight-line basis at rates that will result in each asset being written off over its useful life.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised within surplus or deficit.

Depreciation is recognised in surplus or deficit on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. The estimated useful lives and residual values are reviewed at the end of each financial year.

Artwork is not depreciated and is carried at cost.

The estimated useful lives of property, plant and equipment are:

Class	Estimated useful life in years
Pre-fabricated buildings	10 years
Furniture and fittings	10 - 15 years
Motor vehicles	5 years
Office machines and equipment	8 - 10 years
Computer equipment	3 - 10 years
Scanners	10 years
Cell phones	3 years
Appliances	8 - 10 years

Leasehold improvements are capitalised, as the Commission controls the assets for the period of the lease.

The Commission reviews the useful lives, residual values and depreciation methods of items of property, plant and equipment at least at every reporting date and where expectations differ from previous estimates, the change(s) are accounted for as a change in accounting estimate.

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Commission and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in surplus or deficit as incurred.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the assets) is included in the statement of financial performance in the year it is recognised.

11. Intangible Assets

11.1. Acquired Intangible Assets

Intangible assets are recognised when it is probable that future economic benefits specifically attributable to the assets will flow to the Commission and the cost of the intangible assets can be measured reliably.

Intangible assets are stated at cost less any accumulated amortisation and impairment losses.

11.2. Internally Generated Intangible Assets

Internally generated intangible assets arising from the development phase of internal projects are recognised when:

- the Commission has an intention to complete and use the intangible asset and adequate technical, financial and other resources to complete the development are available;
- the intangible asset will generate probable future economic benefits or service potential; and
- the Commission is able to measure reliably the expenditure attributable to the intangible asset during its development.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Intangible assets with finite useful lives are amortised on a straight-line basis over their useful lives.

Item	Estimated useful life in years
Computer software	5 - 8 years

The amortisation period and the amortisation method for intangible assets are reviewed at the end of each reporting period.

12. Inventories

Inventories are measured at the lower of cost or net realisable value. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated value in use in the ordinary course of business, less the estimated costs of completion. Net realisable value for consumables and promotional stocks is assumed to approximate the cost price due to the relatively short period that these assets are held in stock.

13. Financial Instruments

The Commission's financial assets comprise trade and other receivables from exchange transactions, and cash and cash equivalents.

The Commission's financial liabilities comprise trade and other payables from exchange transactions.

13.1. Initial Recognition

Financial assets and liabilities are recognised in the statement of financial position only when the Commission becomes a party to the contractual provisions of the instrument.

Financial instruments are initially recognised at fair value plus transaction costs.

13.2. Measurement

Financial assets and liabilities

Subsequent to initial recognition, non-derivative financial assets and liabilities are measured as described below.

Trade and other receivables from exchange transactions

Trade and other receivables from exchange transactions originated by the Commission are stated at amortised cost using the effective interest method, less any impairment losses.

At the end of each reporting period, the carrying amount of trade and other receivables is reviewed to determine

Accounting Policies

For the year ended 31 March 2011

whether there is any objective evidence that the amount is not recoverable. If so, an impairment loss is recognised immediately in the statement of financial performance.

Cash and cash equivalents

For purposes of the cash flow statement as well as the statement of financial position, cash and cash equivalents comprise cash on hand and other short-term investments. Cash and cash equivalents are stated at cost.

Trade and other payables from exchange transactions

Trade and other payables from exchange transactions are initially measured at fair value plus any directly attributable transaction costs, and are subsequently measured at amortised cost, using the effective interest method.

The Commission's trade and other payables from exchange transactions relate to the amount owed to the suppliers, and other accruals.

The Commission's accrual amount represents goods and services that have been delivered by the supplier but remain unpaid as at year-end.

Finance income, gains and losses

Finance income is recognised using the effective interest method with gains and losses recognised in the statement of financial performance (surplus or deficit).

Finance income includes interest earned on deposits and short-term investments.

13.3. Method and Significant Assumptions in Determining Fair Value

Fair values of financial assets, non-financial assets and liabilities have been determined for measurements and/or disclosure purposes based on the methods indicated below. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

The carrying amount of cash and cash equivalents approximates fair value due to the relatively short-term maturity of these financial assets.

The fair value of trade and other receivables from exchange transactions is calculated as the present value of future cash flows, discounted at a market rate of interest at the reporting date.

Fair value of non-derivative financial liabilities is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date.

13.4. De-recognition of Financial Instruments

Financial assets are de-recognised when the Commission loses control of the contractual rights that comprise the financial assets. The Commission loses control if the right to benefits specified in the contract are realised, the rights expire or the Commission surrenders those rights.

Financial liabilities are de-recognised when the obligation is discharged, cancelled or expires.

14. Non-current Assets Held for Sale

The Commission classifies a non-current asset as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. The asset must be available in its present condition and the sale must be highly probable.

A sale is highly probable if the appropriate level of management is committed to a plan to sell. This means that the Commission must:

- have begun an active programme to locate a buyer and complete the sale;
- be actively marketing the asset at a price that is reasonable compared to its current fair value;
- have made a sale to be completed within one year from the date of classification, unless a delay is caused by events beyond the Commission's control; and
- carry out actions required to complete the plan, which should indicate that it is not likely that there will be significant changes made to the plan or that the plan will be withdrawn.

Non-current assets held for sale are measured at the lower of their carrying value and fair value less cost to sell.

15. Leases

15.1. Finance Leases as the Lessee

A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset to the Commission.

The Commission does not enter into contractual agreement which includes finance leases, as this is prohibited by the TR 13.2.5, which states;

‘The accounting officer of an institution may, for the purposes of conducting the institution's business, enter into lease transactions without any limitations provided that such transactions are limited to operating lease transactions.’

15.2. Operating Leases as the Lessee

An operating lease is a lease other than a finance lease. Leases of assets under which all the risks and rewards of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the term of the relevant lease.

16. Employee Benefit Cost

16.1. Short-term Employee Benefits

Short-term employee benefits are measured on an undiscounted basis and are recognised in the statement of financial performance in the reporting period that the related service is delivered.

16.2. Termination Benefits

Termination benefits are recognised as an expense when the entity is demonstrably committed, without the realistic possibility of withdrawal, to a formal detailed plan either to terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Commission has made an offer of voluntary redundancy, it is probable that the offer will be accepted and the number of acceptances can be estimated reliably.

16.3. Retirement Benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

The Commission operates defined contribution retirement benefit plans for its employees.

The assets of the plans are held separately from those of the Commission under the control of trustees.

Payments to the defined contribution plan are charged as an expense as they fall due in the statement of financial performance.

Accounting Policies

For the year ended 31 March 2011

16.4. Accrual for Leave Pay

Employee entitlements to annual leave are recognised when they accrue to employees. A provision based on the basic salary is raised for estimated liabilities as a result of services rendered by employees up to the balance sheet date.

17. Impairment of Assets

17.1. Non-financial Non-cash-generating Assets

The Commission assesses at each reporting date whether there is any indication that non-financial non-cash-generating assets may be impaired. If any such indication exists, the Commission estimates the recoverable service amount of the individual non-cash-generating assets as the higher of fair value less costs to sell and value in use.

Fair value less costs to sell is the amount obtainable from the sale of the non-cash generating asset in an arm's length transaction between knowledgeable and willing parties, adjusted for incremental costs that would be directly attributable to the disposal of the asset, such as legal costs. In the absence of an active market for the non-cash generating asset the fair value less cost to sell shall be based on the best available information at reporting date. The value in use is determined using the restoration cost method (i.e. the present value of the remaining service potential of the asset is determined by subtracting the estimated restoration cost of the asset from the current cost of replacing the remaining service potential of the asset before the impairment).

An impairment loss is recognised, where the carrying amount exceeds the estimated recoverable service amount, for the amount by which the carrying amount exceeds the recoverable service amount. The carrying amount of the asset is written down to its recoverable service amount.

The Commission assesses at each reporting date whether there is any indication that an asset impairment loss recognised in prior periods may have decreased or may have ceased to exist. If any such indication exists, the Commission estimates the recoverable service amount of the individual non-cash-generating asset. Only if the estimates used in the determination of the non-cash-generating asset's recoverable service amount have changed since the last recognition of an impairment loss, is the previously recognised impairment loss on the related asset reversed by the Commission. The carrying amount of the related asset will be increased to its recoverable service amount or the carrying amount (i.e. after amortisation or depreciation) that would have been applicable if no impairment losses had been recognised in respect of the assets in prior periods.

Impairment losses and the reversal of impairment losses are recognised immediately in net surplus or deficit.

17.2. Financial Assets

The Commission assesses at each reporting date whether there is any indication that a financial asset may be impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

The appropriate impairment loss is recognised in surplus or deficit and is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amounts of the impaired assets are reduced via an allowance account.

Individually significant financial assets are tested for impairment. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognised. For financial assets measured at amortised cost, the reversal is recognised in surplus or deficit.

17.3. Non-financial Assets

The carrying amounts of the Commission's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the assets' recoverable service amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets.

An impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount. Impairment losses are recognised in surplus or deficit.

Impairment losses recognised in prior periods are assessed at each reporting date for any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Impairment losses and the reversal of impairment losses are recognised in the statement of financial performance.

18. Provisions, Commitments and Contingencies

18.1. Provisions

A provision is a liability where the timing or amount of the outflow of resources embodying economic benefits or service potential is uncertain.

A provision is recognised when:

- the Commission has a present obligation (legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Where the effect of the time value of money is material the amount of a provision shall be the present value of the expenditure expected to be required to settle the present obligation. The discount rate shall reflect current market assessments of the time value of money and risks specific to the liability.

The Commission reviews provisions at each reporting date, and adjusts them if necessary, to reflect the current best estimate.

18.2. Commitments

A commitment is an agreement between two or more parties that is binding on those parties, to the degree that to renege on the agreement will be costly.

Commitments represent the orders issued to the suppliers that have been approved, but where no delivery has taken place as at year-end, and contractual commitments.

Commitments are not recognised in the statement of financial position as liabilities and assets but are included in the disclosure notes.

The Commission discloses the amount of contractual commitments for the acquisition of property, plant and equipment and intangible assets.

Accounting Policies

For the year ended 31 March 2011

18.3. Contingent Liabilities

A contingent liability is a possible obligation that arises from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events that are beyond the control of the Commission.

Alternatively, a contingent liability is a present obligation that arises from past events but is not recognised because:

- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are included in the disclosure note.

19. Contingent Assets

Contingent assets arise from unplanned or other unexpected events that are not wholly within the control of the Commission and give rise to the possibility of an inflow of economic benefits or service potential to the Commission. Contingent assets are included in the disclosure note.

20. Related Parties

Related party transactions are transactions that involve the transfer of resources, services or obligations between related parties, regardless of whether a price is charged. Implicit in the definition of related party, there are other government entity and joint ventures that have a significant influence on the Commission and its activities.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Commission directly or indirectly.

21. Changes in Estimates and Prior Period Errors

21.1. Changes in Estimates

As a result of the uncertainties inherent in delivering services many items in financial statements cannot be measured with precision but can only be estimated. Estimates involve judgement based on recently available, reliable information and therefore an estimate may change as new information becomes known, circumstances change or more experience is obtained.

The Commission recognises the effects of changes in accounting estimates prospectively, by including the effects in surplus or deficit in the period of the change if the change affects that period only or in the period of the change and future periods, if the change affects both.

21.2. Prior Period Errors

Prior period errors are omissions from, and misstatements in, the Commission's financial statements for one or more prior period, arising from a failure to use (or misuse of) reliable information that was available when the financial statements for those periods were authorised for issue and could reasonably be expected to have been obtained and taken into account in the preparation and presentation of those financial statements.

Such errors include the effect of mistake in applying the accounting policy, oversight or misinterpretation of facts.

22. Events after the Reporting Period

Events after the reporting period are those events, favourable and unfavourable, that occur between the end of the reporting period and the date when the financial statements are authorised for issue.

The Commission adjusts the amounts recognised in its financial statements to reflect conditions that existed at the end of the reporting period (adjusting events after reporting date) prior to authorisation for issue.

23. Effect of New GRAP Standards

The following GRAP standards have been approved but are not yet effective:

- GRAP 25: Employee Benefits
- GRAP 104: Financial instruments

The above standards will come into effect for financial periods commencing on 01 April 2012. The adoption of these GRAP standards when they become effective is not expected to have a significant impact on the financial statements as the principles are similar to those already applied under the equivalent statements of SA GAAP.

Statement of Financial Performance

For the year ended 31 March 2011

	Note	2011 R	2010 R
Revenue	1		
Revenue from non-exchange transactions		1,437,940,000	941,483,000
Parliamentary allocation		1,437,940,000	937,233,000
Sponsorship revenue		-	4,250,000
Revenue from exchange transactions		23,641,156	20,356,140
Political party registration fees		25,900	2,600
Investment revenue		22,978,990	20,030,445
Other operating revenue	2	636,266	323,095
Total revenue		1,461,581,156	961,839,140
Expenditure			
Employee related costs	3	(421,373,716)	(304,270,779)
Administrative expenditure	4	(647,564,434)	(593,481,287)
Depreciation, amortisation and impairment	5	(52,366,100)	(43,277,894)
Audit fees	6	(7,027,983)	(5,582,245)
Finance costs	7	(377,183)	(475,995)
Repairs and maintenance	8	(8,556,355)	(5,641,644)
Miscellaneous expenditure		(4,400)	(6,873)
Total expenditure		(1,137,270,171)	(952,736,717)
Deficit on sale of assets		(3,374,379)	(690,585)
Surplus for the year		320,936,606	8,411,838

Statement of Financial Position

For the year ended 31 March 2011

	Note	2011 R	2010 R
Assets			
Non-Current Assets			
Property, plant and equipment	10	273,874,797	236,017,829
Intangible assets	11	65,984,524	38,573,786
		339,859,321	274,591,615
Current Assets			
Inventories	12	27,707,721	9,062,529
Trade and other receivables from exchange transactions	13	5,155,373	11,180,333
Prepayments	14	13,709,444	6,993,301
Cash and cash equivalents	15	562,574,390	228,598,056
Non-current assets held for sale and assets of disposal groups	16	244,447	2,630,639
Total Assets		949,250,696	533,056,473
Liabilities			
Non-Current Liabilities			
Operating lease liability	17	10,398,706	3,400,180
		10,398,706	3,400,180
Current Liabilities			
Trade and other payables from exchange transactions	18	132,659,086	42,403,899
Provisions	19	-	1,686,654
Foreign and local aid assistance	20	271,081	580,523
Total Liabilities		143,328,873	48,071,256
Net Assets			
Accumulated surplus		805,921,823	484,985,217
Total Liabilities and Net Assets		949,250,696	533,056,473

Statement of Changes in Net Assets

For the year ended 31 March 2011

	Note	R Accumulated surplus	R Total net assets
Balance at 01 April 2009		476,573,373	476,573,373
Surplus for the year		21,845,427	21,845,427
Balance at 01 April 2010 as previously stated		498,418,800	498,418,800
Correction of error	29	(929,701)	(929,701)
- impact on 2010 Statement of Financial Position		(12,503,882)	(12,503,882)
- impact on prior periods Statement of Financial Position			
Restated balance at 01 April 2010		484,985,217	484,985,217
Surplus for the year		320,936,606	320,936,606
Balance at 31 March 2011		805,921,823	805,921,823

Cash Flow Statement

For the year ended 31 March 2011

		2011	2010
		R	R
Cash flows from operating activities	Note		
Cash receipts from customers		1,437,910,983	934,610,986
Revenue received		1,461,581,156	961,839,140
Prior year accounts receivables		11,180,333	8,128,044
Prior year prepayments		6,993,301	2,847,881
Investment revenue		(22,978,990)	(20,030,445)
Current year accounts receivables		(5,155,373)	(11,180,333)
Current year prepayments		(13,709,444)	(6,993,301)
Cash paid to suppliers and employees		(1,007,914,463)	(948,106,771)
Total expenses		(1,137,270,171)	(952,736,717)
Finance costs		377,183	475,995
Prior year inventory		9,062,529	54,813,038
Depreciation, amortisation and impairment		52,366,100	43,277,894
Current year total liabilities		143,328,873	48,071,256
Prior year total liabilities		(48,071,256)	(132,945,703)
Current year inventory		(27,707,721)	(9,062,529)
Investment revenue		22,978,990	20,030,445
Finance costs		(377,183)	(475,995)
Net cash flows from operating activities	21	452,598,327	6,058,665
Cash flows from investing activities		(118,621,993)	(14,768,962)
Purchase of property, plant and equipment	10	(85,500,922)	(11,779,570)
Proceeds from sale of property, plant and equipment		173,307	630,738
Purchase of intangible assets	11	(34,055,421)	(4,268,621)
Disposal of other intangible assets	11	182,526	-
Disposal of assets held for sale	16	578,517	648,491
Net cash flows from investing activities		(118,621,993)	(14,768,962)
Net increase/(decrease) in cash and cash equivalents		333,976,334	(8,710,297)
Cash and cash equivalents at the beginning of the year		228,598,056	237,308,353
Cash and cash equivalents at the end of the year	15	562,574,390	228,598,056

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
1. Revenue		
Revenue from non-exchange transactions		
Parliamentary allocation	1,437,940,000	937,233,000
Sponsorship revenue	-	4,250,000
Revenue from exchange transactions		
Political party registration fees	25,900	2,600
Investment revenue	22,978,990	20,030,445
Other operating revenue	636,266	323,095
	<u>1,461,581,156</u>	<u>961,839,140</u>

Investment revenue represents interest received on cash and cash equivalents.

2. Other operating revenue

Deferred revenue	-	1,243
Tender deposits	106,200	52,300
Elections related revenue	51,596	9,276
Commission revenue	34,051	33,736
SMS Services	59,972	1,899
Other operating income	384,447	224,641
	<u>636,266</u>	<u>323,095</u>

3. Employee related costs

Wages and salaries	382,458,886	255,905,686
Remuneration allowances	154,842	233,965
Employer contributions	32,714,404	34,217,860
Gratuities	5,763,932	13,484,173
Staff retrenchments	-	92,195
Relocation costs	281,652	336,900
	<u>421,373,716</u>	<u>304,270,779</u>

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
4. Administrative expenditure		
Property expenses: lease rentals	43,527,470	21,634,824
Property expenses: other	32,736,072	20,062,738
Consumables	8,250,079	-
Advertising	2,437,265	1,515,932
Conferences and workshop meals	17,825,007	15,112,859
Insurance	1,945,909	1,091,399
Conferences and seminars	46,861,269	29,914,397
Printing and stationery	51,725,341	69,095,437
Software expenses	12,214,695	17,491,700
Postage and courier	19,587,474	16,763,973
Subscriptions and membership fees	1,354,429	3,623,821
Study expenditure	589,447	504,495
Professional services	261,970,216	232,817,862
Travel expenses	49,560,892	42,807,727
Subsistence and travelling	96,978,869	121,044,123
	647,564,434	593,481,287

In the report of the Auditor-General for the year ended 31 March 2010 it was noted that leases were not accounted for on a straight line basis in accordance with GRAP 13. GRAP 13 has now been applied in respect of leases for properties. The resultant prior period adjustment is disclosed in note 29.

In addition the Auditor-General noted that they were unable to physically verify whether temporary electoral staff did work during April 2009 elections and therefore conducted alternative procedures to verify whether these employees should have been paid for services rendered. Because these payments were made based on a one-off event, the records did not permit the Auditor-General to apply alternative audit procedures in all instances for the expenditure incurred on subsistence and travel included in administrative expenditure. As a result of this the Auditor-General qualified his opinion, indicating that he did not obtain sufficient appropriate audit evidence to satisfy himself of R121,044,123 relating to subsistence and travelling.

5. Depreciation, amortisation and impairment

Depreciation	41,435,885	37,109,238
Amortisation	6,462,157	6,102,330
Increase in Impairment allowance – Property, plant and equipment	4,442,214	66,326
Increase in Impairment allowance – Non-current assets held for sale	25,844	-
	52,366,100	43,277,894

6. Audit Fees

Auditor-General	7,027,983	5,582,245
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Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
7. Finance costs		
Interest paid on late payments to suppliers	22,541	346,151
Foreign exchange differences	5,203	4,206
Increase in Impairment allowance – Receivables	349,439	125,638
	<u>377,183</u>	<u>475,995</u>
8. Repairs and Maintenance		
Appliances	7,679	27,714
Computer Equipment	2,583,154	1,668,251
Motor Vehicles	1,344,368	972,327
Buildings	2,249,372	1,400,077
Equipment	2,368,290	1,567,289
Voting Stations	-	805
Furniture and Fittings	3,492	5,181
	<u>8,556,355</u>	<u>5,641,644</u>
9. Income taxation		

No provision is made for income taxation, as the Commission is exempt from taxation in terms of legislation.

10. Property, plant and equipment

(All figures in Rands)

	2011			2010		
	Cost	Accumulated depreciation	Book Value	Cost	Accumulated depreciation	Book Value
Pre-fabricated buildings	383,600	(283,674)	99,926	656,309	(520,700)	135,609
Furniture and fittings	49,787,907	(7,991,530)	41,796,377	22,359,000	(10,087,110)	12,271,890
Motor vehicles	30,940,990	(11,002,312)	19,938,678	18,134,754	(5,009,574)	13,125,180
Office equipment	35,378,422	(11,133,048)	24,245,374	27,539,639	(12,083,324)	15,456,315
Computer equipment	97,052,240	(41,819,736)	55,232,504	86,379,090	(37,817,353)	48,561,737
Leasehold improvements	1,630,944	(978,566)	652,378	2,758,455	(1,487,132)	1,271,323
Scanners	169,408,828	(42,375,414)	127,033,414	169,437,069	(25,438,771)	143,998,298
Artwork	1,253,828	(844)	1,252,984	428,496	(145)	428,351
Cell phones	2,530	(443)	2,087	535	(79)	456
Appliances	4,321,169	(700,094)	3,621,075	1,239,456	(470,786)	768,670
Totals	390,160,458	(116,285,661)	273,874,797	328,932,803	(92,914,974)	236,017,829

Reconciliation of property, plant and equipment – 2011

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Closing balance
Pre-fabricated buildings	135,609	10,050	(5,419)	-	(40,314)	-	99,926
Furniture and fittings	12,271,890	35,076,753	(614,679)	(211,247)	(2,783,867)	(1,942,473)	41,796,377
Motor vehicles	13,125,180	7,780,875	(607,557)	2,107,961	(2,467,781)	-	19,938,678
Office equipment	15,456,315	13,460,106	(509,405)	(108,961)	(3,304,194)	(748,487)	24,245,374
Computer equipment	48,561,737	25,033,193	(1,608,978)	(4,844)	(15,073,240)	(1,675,364)	55,232,504
Leasehold improvements	1,271,323	-	(144,599)	-	(474,346)	-	652,378
Scanners	143,998,298	-	(21,177)	-	(16,943,707)	-	127,033,414
Artwork	428,351	864,491	(5,159)	(17)	-	(34,682)	1,252,984
Cell phones	456	1,995	-	-	(364)	-	2,087
Appliances	768,670	3,273,459	(30,714)	(1,060)	(348,072)	(41,208)	3,621,075
Totals	236,017,829	85,500,922	(3,547,687)	1,781,832	(41,435,885)	(4,442,214)	273,874,797

10. Property, plant and equipment (continued)

(All figures in Rands)

Reconciliation of property, plant and equipment – 2010

	Opening balance	Additions	Disposals	Transfers	Depreciation	Impairment loss	Closing balance
Pre-fabricated buildings	170,073	5,020	-	-	(39,484)	-	135,609
Furniture and fittings	9,945,812	3,922,113	(204,655)	25,041	(1,386,896)	(29,525)	12,271,890
Motor vehicles	18,248,023	390,084	(739,767)	(2,107,960)	(2,665,200)	-	13,125,180
Office equipment	13,572,123	4,459,699	(133,588)	(441)	(2,428,759)	(12,723)	15,456,315
Computer equipment	58,978,895	2,738,251	(224,381)	(1,507)	(12,907,150)	(22,371)	48,561,737
Leasehold improvements	1,893,015	-	-	-	(621,692)	-	1,271,323
Scanners	160,952,736	-	(9,601)	-	(16,944,837)	-	143,998,298
Artwork	490,700	700	(8,152)	(54,752)	-	(145)	428,351
Cell phones	201	535	-	(201)	(79)	-	456
Appliances	623,386	263,168	(1,179)	(2)	(115,141)	(1,562)	768,670
Totals	264,874,964	11,779,570	(1,321,323)	(2,139,822)	(37,109,238)	(66,326)	236,017,829

Notes to the Annual Financial Statements

For the year ended 31 March 2011

11. Intangible assets

(All figures in Rands)

	2011		2010	
	Cost	Accumulated depreciation	Cost	Accumulated depreciation
Computer software	84,430,186	(18,445,662)	50,657,181	(12,083,395)
		65,984,524		38,573,786

Reconciliation of intangible assets – 2011

Computer software	Opening balance	Additions	Disposals	Amortisation	Closing balance
	38,573,786	34,055,421	(182,526)	(6,462,157)	65,984,524

Reconciliation of intangible assets – 2010

Computer software	Opening balance	Additions	Transfers	Amortisation	Closing balance
	40,407,773	4,268,621	(278)	(6,102,330)	38,573,786

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
12. Inventories		
Consumable stores	529,143	558,099
Promotional items	365,427	661,804
Electoral stock	26,813,151	7,842,626
	<u>27,707,721</u>	<u>9,062,529</u>

Electoral stock relates to stock that was acquired before year end in preparation for the elections.

13. Trade and other receivables from exchange transactions

Cash collateral provided	1,968,767	1,346,601
Accrued interest	1,190,272	498,281
Sundry receivables	2,467,972	9,642,465
Less: Impairment allowance		
– sundry receivables	(400,995)	(236,371)
– cash collaterals	(70,643)	(70,643)
	<u>5,155,373</u>	<u>11,180,333</u>

Impairment has been determined by reference to past default experience and the current economic environment.

The Commission considers that the carrying amount of trade and other receivables approximates to their fair value.

14. Prepayments

Election related expenses	4,133,737	-
Administrative expenses	3,898,017	1,503,116
Software licences	4,975,292	5,490,185
COIDA	702,398	-
	<u>13,709,444</u>	<u>6,993,301</u>

15. Cash and cash equivalents

Cash on hand	158,509	190,317
Bank balances	78,668,543	24,699,050
Short-term deposits	483,747,338	203,708,689
	<u>562,574,390</u>	<u>228,598,056</u>

Cash and cash equivalents comprise cash and short-term, highly liquid investments that are held with a registered banking institution with maturities of three months or less and that are subject to insignificant interest rate risk. The carrying amount of these assets approximates to their fair value.

The notice deposits are carried at an effective floating interest rate that varied between 5.4% and 6% (2010: 6.9% and 7.4%).

Notes to the Annual Financial Statements

For the year ended 31 March 2011

16. Non-current assets held for sale and assets of disposal groups

	2011		
	Cost	Accumulated depreciation	Book value
Opening balance	121,470,372	(118,839,733)	2,630,639
Motor vehicles	(5,889,701)	3,781,741	(2,107,960)
Office machines and equipment	2,122,974	(2,014,014)	108,960
Furniture and fittings	6,148,681	(5,937,433)	211,248
Computer Equipment	3,053,984	(3,049,140)	4,844
Appliances	105,819	(104,760)	1,059
Artworks	34,000	(33,983)	17
Totals	127,046,129	(126,197,322)	848,807
Less: Disposals	(116,052,901)	115,474,385	(578,518)
Increase in Impairment allowance – Non-current assets held for sale	-	(25,844)	(25,844)
	10,993,228	(10,748,781)	244,447

	2010		
	Cost	Accumulated depreciation	Book value
Opening balance	112,830,120	(111,691,091)	1,139,029
Motor vehicles	5,889,701	(3,781,741)	2,107,960
Office machines and equipment	137,199	(136,480)	719
Furniture and fittings	31,195	(1,484)	29,711
Computer Equipment	8,431,659	(8,430,151)	1,508
Appliances	3,099	(2,898)	201
Artworks	2,515	(2,513)	2
Totals	127,325,488	(124,046,358)	3,279,130
Less: Disposals	(5,855,116)	5,206,625	(648,491)
	121,470,372	(118,839,733)	2,630,639

	Gain	Loss	Nett
Gains/Losses on Sale of Assets			
Sale of assets 2011	295,062	(569,993)	(274,931)
Balance - 2011 Disposals	295,062	(569,993)	(274,931)
Sale of assets 2010	28,663	(503,757)	(475,094)
Assets write off 2010		(27,894)	(27,894)
Balance - 2010 Disposals	28,663	(531,651)	(502,988)

Non-current assets held for sale and assets of disposal groups represent assets approved by the Electoral Commission for disposal. The assets will be disposed of during the 2012 financial year.

Included in this amount are assets with a cost of R10,107,373 that will be transferred to the Department of Human Settlements in the next financial year. As these will be transferred for no consideration, these have been written down to R1 per asset. The net book value included above, in relation to these assets, is R2,933.

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011 R	2010 R
17. Operating lease liability		
Operating lease straight lining		
Leases - straight lining	<u>10,398,706</u>	<u>3,400,180</u>
Total minimum lease payments		
Not later than one year	32,079,178	29,885,892
Later than one year and not later than five years	156,066,169	286,299,452
Later than five years	107,789,141	-
	<u>295,934,488</u>	<u>316,185,344</u>

The minimum lease payments relate to building lease commitments only. Other contractual commitments are included under note 24.

Operating leases relate to premises occupied by the Commission, including the national office and national warehouse, the nine provincial offices and provincial warehouses, and the 234 municipal electoral offices.

18. Trade and other payables from exchange transactions

Trade payables	107,604,937	38,474,142
Deposits received	5,695,755	38,000
Sundry Creditors	11,883,142	2,747,829
Cheques and EFT's not presented for payment	7,475,252	1,143,928
	<u>132,659,086</u>	<u>42,403,899</u>

19. Provisions

Reconciliation of provisions

	Opening balance	Reversed during the year	Closing balance
2011			
COIDA	1,686,654	(1,686,654)	-
2010			
COIDA	769,601	917,053	<u>1,686,654</u>

A provision is made for the estimated liability in respect of the Compensation for Occupational Injuries and Diseases Act (COIDA) in respect of employees who are injured on duty.

An interim return is completed based on expected earnings and a payment is made, and a final return based on actual expenditure results in an adjustment. The interim return for the 2010/11 year was in excess of the actual expenditure and thus a prepayment of R702 398 existed at 31 March 2011. This is disclosed in prepayments. (Note 14.)

Notes to the Annual Financial Statements

For the year ended 31 March 2011

22. Financial Instrument Risk Management

Financial risk management

The Commission's activities have limited exposure to financial risk, liquidity risk and cash flow risk. Risk management is carried out by the Executive Committee under policies approved by the Commission.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash. Due to the dynamic nature of the underlying operations, the Commission aims to maintain sufficient funding through a robust medium term expenditure framework (MTEF) budgeting process.

The following are the contractual maturities of financial liabilities:

	Carrying Amounts	Contractual Cash Flow	1-12 months	2-5 years	Later than 5 years
	R	R	R	R	R
2011					
Trade and other payables	132,659,086	-	-	-	-
Operating leases	10,398,706	295,934,488	32,079,178	156,066,169	107,789,141
Commitments	-	78,958,909	61,890,568	17,068,341	-
Total	143,057,792	374,893,397	93,969,746	173,134,510	107,789,141
2010					
Trade and other payables	42,403,904	-	-	-	-
Operating leases	3,400,180	316,185,344	29,885,892	286,299,452	-
Commitments	-	56,759,281	21,149,254	35,610,027	-
Total	45,804,084	373,027,890	50,974,385	321,909,479	-

The Commission trades only with recognised, credit worthy customers. Receivables are monitored on an ongoing basis with the result that exposure to bad debts is not significant. For transactions that do occur out of the country, debts only result from signed agreements.

With respect to credit risk arising from cash and cash equivalents, cash is placed with authorised financial Institutions. The carrying amounts of the financial assets represent the maximum credit exposure.

	2011	2010
	R	R
The maximum exposure at the reporting date was:		
Trade and other receivables from exchange transactions	5,155,373	11,180,333
Cash and cash equivalents	562,574,390	228,598,056
	567,729,763	239,778,389

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
The maximum exposure to credit risk for trade receivables at the reporting date by major customer cluster was:		
Cash collateral provided	1,968,767	1,346,601
Accrued interest – major South African banks	1,190,272	498,281
Sundry receivables – staff and suppliers	2,467,972	9,642,465
Less: Impairment allowance	(471,638)	(307,014)
	5,155,373	11,180,333

Impairment Losses

The ageing of trade receivables net of the allowance for credit losses at the reporting date was:

Not Past due	1,898,124	1,275,958
Past due 0 - 30 days	2,405,053	8,646,260
Past due 31 - 120 Days	19,389	68,390
Past due 121 - 365 days	117,257	359,912
Past due - more than a year	715,550	829,813
	5,155,373	11,180,333

The due date of invoices is determined as being 30 days after the invoice date.

An amount of R471,638 has been provided for as doubtful debts and is included in the amounts disclosed above. This provision relates to identified invoices older than 365 days that were not committed for payment.

Interest rate risk

The Commission's exposure to the risk of changes in market interest rates relates primarily to cash in current accounts and notice deposits held with banks.

Cash and cash equivalents	562,574,390	228,598,056
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Cash flow

The Commission manages its cash flow risk by aligning the monthly parliamentary allocation to its estimated monthly activity levels.

Parliamentary allocation	1,437,940,000	937,233,000
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Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R

Fair value

The Commission consider that the carrying amounts of trade and other receivables, cash and cash equivalents together with trade and other payables approximate to their fair values.

Trade and other receivables from exchange transactions	5,155,373	11,180,333
Prepayments	13,709,444	6,993,301
Cash and cash equivalents	562,574,390	228,598,056
Trade and other payables from exchange transactions	132,659,086	42,403,904

Foreign exchange risk

The Commission does not in the normal course of business operate internationally and has limited exposure to foreign exchange risk arising from various currency exposures. Transactions in foreign currency are primarily for the purchase of forex for overseas subsistence and travel allowance.

Analysis of allowances for credit loss is as follows:

Written to income statement	307,014	812,383
(Decrease) / increase in provisions	164,624	(505,369)
Closing Balance	471,638	307,014

23. Related parties

Key Management compensation

1. Commissioners	4,936,495	4,783,784
Salaries	3,280,143	3,467,643
Short term employee benefits	1,656,352	1,316,141
2. Executive management salaries	9,055,231	6,873,746
	13,991,726	11,657,530

Related party transactions

Represented Political Parties Fund	633,915	628,478
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Executive managers are members of the Government Employee's Pension Fund (GEPF) and will receive benefits in terms of the rules of the fund. Commissioners do not qualify for membership of the GEPF.

Key management compensation reflected in last years' financial statements did not include the chief information officer and the chief financial officer. The comparatives have been restated to include these amounts.

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
24. Commitments		
Commitments for capital expenditure		
Contracted	9,450,714	-
Commitments for operational expenditure		
Contracted	69,508,195	56,759,281
Approved but not contracted	24,206,970	26,466,478
Total commitments	103,165,879	83,225,759

Commitments disclosed take into consideration the escalation clauses as per the contractual agreements. The operating lease commitments have been disclosed in the operating lease liability note 17.

In the Auditor-General's report on the annual financial statements as at 31 March 2010 he indicated that he could not obtain reasonable assurance that all commitments were properly disclosed. The comparative figure has been reviewed and restated as a result of this qualification.

25. Contingencies

Legal claims	<u>125,729</u>	<u>100,000</u>
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Contingent liabilities relate to unfair dismissal claims and a vehicle accident claim made against the Commission. It is not, at this stage, expected that these claims will be successful.

26. Irregular expenditure

Opening balance	14,600,771	102,739,178
Add: Irregular expenditure incurred in the current year	233,268,409	14,600,771
Less: Amounts approved by condoning authority	(9,808,816)	(102,739,178)
	<u>238,060,364</u>	<u>14,600,771</u>

Irregular expenditure relates to non-compliance with Treasury Regulations and the Preferential Procurement Policy Framework Act (PPPFA). No action was taken against any official as there was no financial misconduct, it was only a matter of non-compliance.

Key categories of irregular expenditure are as follows:

Irregular expenditure not condoned

Failure to comply with the requirements of the PPPFA	1,267,904	11,827,596
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This relates to a lack of understanding at the provincial offices as to the manner in which preference points are to be awarded in terms of the PPPFA, and the need to keep evidence of the scoring. This issue was identified and corrected in September 2010, but evidence for the application of the scoring for procurement between R30,000 and R100,000 that was conducted at provinces prior to this date was not retained.

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	2011	2010
	R	R
Failure to indicate evaluation criteria on requests for quotations over R30,000.	153,145,295	-

PPPFA Regulation 7 indicates that an organ of state must in tender documents stipulate the preference point system which will be applied. A tender is defined in the Preferential Procurement Regulations 2001 as being "a written offer or bid in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services or goods." Management interpreted these sections as meaning that price quotations which do not prescribe or stipulate the form of the response, are not tenders as defined in the Regulations and thus did not specify the preference point system that would be applied in respect of price quotations. This interpretation was challenged by the Auditor General, and clarification was sought from National Treasury who indicated that price quotations of R30,000 and above do need to specify the preference point system applied. Immediate steps were taken to address the issue for future procurement, and condonation will be sought from Treasury for past expenditure.

Riverside Office Park	71,819,569	-
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It became apparent during 2010 that the existing national office accommodation was inadequate and a process was undertaken to identify new accommodation as soon as practical before the upcoming elections. An invitation to prospective landlords for office relocation was placed in five local newspapers. Ten proposals were received. Ultimately a turnkey solution was accepted from the successful bidder. This amount (being the amount expended in the current financial year) which includes the once off turnkey costs is disclosed as irregular due to the fact that technical issues in respect of compliance arose. These include failure to indicate the manner for evaluating the proposals in the advertisement.

Condoned expenditure

Post event purchase orders	7,035,641	-
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This relates to procurement where the purchase order was completed post event. In some cases this is unavoidable, due to the need to make emergency arrangements in case of unforeseen events at, for example, a registration weekend. This expenditure has been condoned.

Prior year irregular expenditure

Vehicle fleet maintenance	2,773,175	-
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An amount identified in 2010 as irregular of R2,773,175 that related to vehicle fleet maintenance services was condoned by National Treasury in the current year.

27. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure	<u>13,728</u>	<u>346,151</u>
Made up as follows;		
Opening balance	346,151	18,515
Add: fruitless and wasteful expenditure in the current year	36,269	346,151
Less: Amounts written off	(368,692)	(18,515)
	<u>13,728</u>	<u>346,151</u>

Interest of R22,541 was incurred during the year from the late settlement of accounts. It is not considered economically viable or practical to identify the responsible officials. Procedures have been put in place to minimise the risk of incurring interest. This amount has been written off.

Other amounts that do not relate to interest will be investigated and either written off or transferred to debtors in the new financial year.

Notes to the Annual Financial Statements

For the year ended 31 March 2011

28. Change in estimate

Useful Life Review

	Cost	Accumulated depreciation	Net book value
	R	R	R
Computer equipment			
Before useful life review	99,999,012	(46,054,796)	53,944,216
After useful life review	99,999,012	(44,766,461)	55,232,551
Difference due to change in estimate	-	(1,288,335)	1,288,335
Office Machines and Equipment			
Before useful life review	36,782,054	(12,677,465)	24,104,589
After useful life review	36,782,054	(12,536,580)	24,245,474
Difference due to change in estimate	-	(140,885)	140,885
Furniture and Fittings			
Before useful life review	55,439,403	(13,622,466)	41,816,937
After useful life review	55,439,403	(13,617,503)	41,821,900
Difference due to change in estimate	-	(4,963)	4,963
Appliances			
Before useful life review	4,415,908	(807,695)	3,608,213
After useful life review	4,415,908	(794,781)	3,621,127
Difference due to change in estimate	-	(12,914)	12,914
Motor Vehicles			
Before useful life review	30,940,990	(10,754,229)	20,186,761
After useful life review	30,940,990	(10,715,860)	20,225,130
Difference due to change in estimate	-	(38,369)	38,369
TOTAL	-	(1,485,466)	1,485,466

Residual Value Review

	Cost	Annual depreciation	Accumulated depreciation	Book value
	R	R	R	R
Vehicles				
Before residual value review	30,940,990	(2,181,329)	(10,715,860)	20,225,130
After residual value review	30,940,990	(2,467,781)	(11,002,312)	19,938,678
Change in estimate	-	286,452	(286,452)	286,452

Notes to the Annual Financial Statements

For the year ended 31 March 2011

	R
29. Prior period errors	
Effect on the Statement of Financial Performance	
Decrease in employee related costs 2010	(1,303,322)
Increase in employee costs 2009 and prior periods	12,503,882
Increase in administrative expenses 2010	<u>2,233,023</u>
	<u>13,433,583</u>
Effect on the Statement of Financial Position	
Increase in trade and other payables	11,200,560
Increase in operating expenses	<u>2,233,023</u>
Net decrease in unutilised surplus	<u>13,433,583</u>

The leave pay provision in the prior year was calculated based on the percentage expected to be expended in cash rather than accruing for the actual liability. This has been corrected in the current year. The liability was recalculated as at 31 March 2010 and the comparative has been restated.

Operating lease straightlining in the prior year was not calculated for municipal electoral office buildings of the Commission. This has been corrected in the current year by calculating the liability as at 31 March 2010 and restating the comparative figures.

Notes to the Annual Financial Statements

For the year ended 31 March 2011

30. Reconciliation between budget and statement of financial performance

	2011	2010
	R	R
Net surplus as per statement of financial performance	320,936,606	8,411,838
Adjusted for:		
Income not budgeted	(635,066)	(4,575,695)
Expenses not budgeted		
Depreciation	41,435,885	37,109,238
Amortisation	6,462,157	6,102,330
Impairment	4,468,058	66,325
Losses on sale of assets	3,374,379	690,585
Write offs / (write backs) in current assets	349,439	125,638
Interest paid	22,541	346,151
(Gains) / losses on inventory	(105,533)	(889,722)
Lease equalisation	6,998,526	1,338,184
Increases / (decreases) in provisions	(1,686,654)	917,053
Leave pay accrual	5,264,704	11,200,565
Exchange rate loss	5,203	-
Under spending compared to budget	(497,984,756)	(138,262,666)
Net surplus / (deficit) per approved budget	<u>(111,094,511)</u>	<u>(77,420,176)</u>

The allocation for the year ended 31 March 2011 was compiled under the assumption that the 2011 municipal elections would be held in this financial year. When it became apparent that the elections would be held in the next financial year a ring fencing exercise was undertaken and R469,746,073 of expenditure was identified that would only take place in the new financial year. This amount was effectively a planned under-spend and accounts for a significant part of the under-spend against budget reflected above.

31. 2010 Soccer World Cup expenditure

Purchase of other world cup apparel	Quantities	Rand
T-shirts	808	503,992
Vuvuzelas	200	2,622
World cup decor	-	918
Soccer refreshments and other related expenses	-	1,574
	<u>1,008</u>	<u>509,106</u>

This amount has been included in expenditure in the current financial year.

Detailed income and expenditure statement

Appendix A

	2011	2010
	R	R
INCOME	1,461,581,156	961,839,140
Parliamentary allocation	1,437,940,000	937,233,000
Political party registration fees	25,900	2,600
Interest received	22,978,990	20,030,445
Sponsorship income	-	4,250,000
Other	636,266	323,095
EXPENDITURE	1,140,644,550	953,427,302
Personnel expenditure	421,373,716	304,270,779
Salaries	382,458,886	255,905,686
- Permanent Staff	268,984,413	216,740,151
- Temporary Staff	107,110,945	33,822,132
- Voter education Fieldworkers	82,755	919,573
- Election Support	63,206,219	12,916,859
- By-elections	1,462,790	1,719,483
- Registration	2,926,166	59,205
- Expansion staff	39,433,015	18,207,012
- MEO Agents	6,363,528	5,343,403
Remunerative Allowances - permanent staff	154,842	233,965
Gratuities - permanent staff	5,763,932	13,484,173
Employer's contributions	32,714,404	34,217,221
Retrenchment costs	-	92,195
Deployment costs	-	639
Relocation cost	281,652	336,900

	2011	2010
	R	R
Administrative expenditure	647,564,434	593,481,287
Subsistence Expenditure	91,131,641	115,573,832
- Registration staff	89,833,679	697,733
- Election staff	32,977	114,219,014
- Other	1,264,985	657,085
Hotel Expenditure	5,847,228	5,470,288
Travel Expenditure	44,443,362	38,465,279
- Democracy Development and voter education	3,702,950	1,213,777
- Other - Corporate Services	27,429,591	24,182,312
- Logistics & Electoral Matters	13,310,821	13,069,190
Air transport	5,117,530	4,342,449
Communication Expenditure	19,587,475	16,763,973
Study Expenses	589,447	504,495
Advertisements	2,437,265	1,515,932
Catering/Entertainment Exp.	17,825,007	15,112,860
- Democracy Development and voter education	2,612,072	3,371,673
- Other - Corporate Services	13,306,955	7,832,947
- Logistics & Electoral Matters	1,905,980	3,908,240
Membership and registration	1,354,429	3,623,821
Insurance	1,945,909	1,091,399
Conferences & Workshops	46,861,269	29,914,398
- Democracy Development and voter education	15,659,429	7,464,202
- Other - Corporate Services	19,105,959	5,615,256
- Logistics & Electoral Matters	12,095,881	16,834,940
Printing and stationery	59,975,420	69,095,440
Purchase of equipment and software	12,214,695	17,491,700
Rented equipment	260,703	2,009,045
Rental - Land and buildings	76,002,838	39,688,517
IEC offices and warehouses	47,568,393	23,822,421
ME Offices	8,638,211	6,503,180
By-elections	19,796,234	9,362,915
Professional and other services	261,970,216	232,817,860
Government Institutions	11,986	1,967
Computer services - wide area network	34,730,529	17,519,716
Private Institutions	704,001	436,225
Legal costs	1,851,490	2,987,829
Bank charges	1,433,111	2,657,346
Contracted in	223,239,099	209,214,777

Depreciation and Impairment	52,366,100	43,277,894
Audit costs	7,027,983	5,582,245
Interest paid	377,183	475,995
Maintenance and repairs	8,556,355	5,641,644
Miscellaneous expenditure	4,400	6,873
Deficit on disposal / scrapping of assets	3,374,379	690,585
Surplus for the year	320,936,606	8,411,838

Relevant Strategic Objective	Total Expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and Building rentals	Professional and other Services
Internal Audit	9,448,391	1,184,769	25,618	34,569	0	0	8,203,435
Chief Electoral Officer	4,896,522	3,725,379	1,084,500	17,663	0	0	68,980
Commission Services	10,357,686	7,590,405	2,486,503	87,752	0	0	193,026
Total Chief Electoral Office	24,702,599	12,500,553	3,596,621	139,984	0	0	8,465,441
Deputy Chief Electoral Officer	2,056,031	1,986,398	57,962	11,671	0	0	0
Risk & Legal Compliance Officer	42,813	0	42,813	0	0	0	0
Legal Services	4,099,513	1,960,471	160,391	1,007,403	0	0	971,248
Budget & Party Funding, Compliance Verification	2,484,734	2,411,877	37,696	35,161	0	0	0
Financial Services	30,087,145	5,192,936	24,226	119,688	22,934,944	0	1,815,350
Financial Management	9,429,360	1,428,667	161,895	12,815	0	0	7,825,983
Procurement and Asset Management	8,759,918	5,411,093	2,056,306	118,787	75,742	0	1,097,991
Human Resources	190,772,943	76,797,420	110,178,633	660,845	54,432	0	3,081,612
HR, Skills Development & Training, Support Services	1,349,531	1,326,427	23,104	0	0	0	0
Skills Development & Training	40,009,490	3,174,647	29,498,825	6,779,971	0	0	556,046
Support Services	52,331,666	4,979,407	5,838,007	275,438	148,574	29,261,715	11,828,527
Business Enterprise Systems	94,790,609	5,228,974	155,035	370,302	32,847,735	0	56,188,563
Information Communication Technology	15,480,329	1,233,567	376,581	0	12,118,063	0	1,752,119
IT Operations Services	66,681,757	1,677,279	446,500	62,780	0	0	64,495,199
Total for Corporate services	518,375,839	112,809,163	149,057,974	9,454,861	68,179,490	29,261,715	149,612,638
Total for national office: Administration	543,078,438	125,309,716	152,654,595	9,594,845	68,179,490	29,261,715	158,078,079
Deputy Chief Electoral Operations	2,025,824	1,927,613	87,634	10,577	0	0	0
Delimitation, Voting, Counting, Results & By-elections	13,475,383	4,730,254	1,658,031	1,287,519	0	388,850	5,410,728
Electoral Matters	1,086,901	1,038,016	41,886	6,999	0	0	0
Candidate Nomination, Party Liaison, Voters Roll & Registration	21,384,679	11,487,145	5,641,076	496,040	0	0	3,760,418
Infrastructure, Courier Services	61,543,915	9,171,475	17,096,482	2,507,177	4,400	29,633,953	3,130,429
Logistics & Infrastructure	1,592,023	1,487,837	95,557	8,628	0	0	0
Logistics	63,356,834	6,190,813	12,363,526	35,696,756	38,614	7,176,252	1,890,873

Relevant Strategic Objective	Total Expenditure	Personnel expenditure	Administrative expenditure	Consumables	Equipment	Land and Building rentals	Professional and other Services
Total for Electoral Operations	164,465,559	36,033,153	36,984,192	40,013,696	43,014	37,199,055	14,192,448
Civic Education & EDDE	78,481,430	34,434,142	20,047,283	2,423,167	0	0	21,576,839
Civic Education, Research & Knowledge Management	1,059,737	1,045,905	13,833	0	0	0	0
Research, Library, Knowledge Management	11,057,518	3,369,493	21,232	744,078	0	0	6,922,713
Communications	87,710,815	2,711,308	3,955,380	6,209,149	0	0	74,834,978
Deputy Chief Electoral Outreach	1,845,875	1,747,488	90,026	8,361	0	0	0
Total for Outreach	180,155,375	43,308,336	24,127,754	9,384,755	0	0	103,334,530
Total for national office: Operations	344,620,934	79,341,489	61,111,946	49,398,451	43,014	37,199,055	117,526,978
Total for national office	887,699,372	204,651,205	213,766,541	58,993,296	68,222,504	66,460,770	275,605,057
Eastern Cape	44,006,915	37,466,994	4,968,734	181,374	0	988,066	401,747
Free State	21,612,284	18,502,032	1,604,253	110,875	0	1,243,517	151,607
Gauteng	25,798,272	22,066,894	1,971,271	83,718	19,400	1,437,513	219,476
Kwazulu-Natal	45,270,864	40,403,439	3,920,657	119,031	0	585,115	242,622
Mpumalanga	21,191,181	18,017,226	1,863,092	43,619	28,530	1,016,685	222,028
Northern Cape	22,438,881	18,518,904	2,304,614	114,380	28,783	1,247,490	224,709
Limpopo	28,504,358	24,148,570	2,657,895	105,275	0	1,255,616	337,002
North West	21,645,669	18,504,835	1,959,873	116,516	0	818,249	246,196
Western Cape	22,476,754	19,093,617	1,860,639	107,336	0	1,210,521	204,641
Total for regional offices	252,945,178	216,722,511	23,111,028	982,124	76,713	9,802,772	2,250,028
Departmental Expenditure	1,140,644,550	421,373,716	236,877,569	59,975,420	68,299,217	76,263,542	277,855,085
Total Income	1,461,581,156						
Surplus for the year	320,936,606						
Unutilised surplus at 31 March 2010	484,985,217						
Unutilised surplus at 31 March 2011	805,921,823						

SECTION

4



SOUTH AFRICA



OTHER INFORMATION

Acronyms

AU	African Union
CDE	Civic and Democracy Education
CE	Civic Education
CEO	Chief Electoral Officer
CSO	Civil Society Organisation
GIS	Geographic Information System
MDB	Municipal Demarcation Board
MEO	Municipal Electoral Officer
OPC	Outreach Project Coordinator
PLC	Party Liaison Committee
VD	Voting District

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