



**Electoral Commission  
of Namibia**

**ANNUAL  
REPORT  
2018/2019**





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of Namibia**

# **CONSOLIDATING NAMIBIA'S DEMOCRACY**

## ANNUAL REPORT 2018/2019



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# PART ONE:

## GENERAL INFORMATION

### 1.1 ABBREVIATIONS AND ACRONYMS

|                 |  |
|-----------------|--|
| <b>AG</b>       | Auditor General  |
| <b>CEN</b>      | Commonwealth Electoral Network                                 |
| <b>CSO</b>      | Civil Society Organizations                                    |
| <b>DDB</b>      | Division Democracy Building                                    |
| <b>DR</b>       | Disaster Recovery  |
| <b>ECN</b>      | Electoral Commission of Namibia                                |
| <b>ECF-SADC</b> | Electoral Commissions Forum of SADC countries                  |
| <b>EMB</b>      | Electoral Management Body                                      |
| <b>ESNSA</b>    | Election Support Networks of Southern Africa                   |
| <b>EVM</b>      | Electronic Voting Machine                                      |
| <b>HPP</b>      | Harambee Prosperity Plan                                       |
| <b>HR</b>       | Human Resources  |
| <b>ICPS</b>     | International Centre for Parliamentary Studies                 |
| <b>IDEA</b>     | International Institute for Democracy and Electoral Assistance |
| <b>IFMS</b>     | Integrated Financial Management System                         |
| <b>IFES</b>     | International Foundation for Electoral Assistance              |
| <b>IIDEM</b>    | International Institute of Democracy and Election Management   |
| <b>IT</b>       | Information Technology   |
| <b>MDEA</b>     | Management of Democratic Elections in Africa                   |
| <b>MURD</b>     | Ministry of Urban and Rural Development                        |
| <b>NDP5</b>     | National Development Plan 5                                    |
| <b>NIPAM</b>    | Namibia Institute of Public Administration and Management      |
| <b>O/M/As</b>   | Offices, Ministries and Agencies                               |
| <b>OPM</b>      | Office of the Prime Minister                                   |
| <b>PWDs</b>     | People Living with Disabilities                                |
| <b>UNDP</b>     | United Nations Development Programme                           |
| <b>USEP</b>     | US Election Programme  |
| <b>VVDs</b>     | Voter Verification Devices                                     |



## 1.2 ACKNOWLEDGEMENT

Section 2 of the Electoral Act (Act No. 5 of 2014) established the Electoral Commission of Namibia (ECN) as the Electoral Management Body (EMB) of the country. To this end, it mandates the ECN to organize, direct, supervise, manage and control the conduct of elections and referenda in the country. It further directs that such elections and referenda must be organized and conducted in a free, fair, independent, credible, transparent and impartial manner.

As the official EMB section 15(1) of the Electoral Act requires the ECN to publish an annual report and submit such to the Speaker of the National Assembly not later than 60 days after the end of June. The report must highlight all the activities performed during the preceding year or in respect of any other matter relating to elections and referenda. This report is submitted in compliance with section 15(1) of the Act.

The publication of this annual report has been made possible by the commitment and selfless work of

the drafting committee that compiled this reports. A word of thanks and sincere appreciation to the committee who have invested tremendous time and effort into its compilation. Our appreciation and thanks to the service provider for the final editing of the report.

We are thankful for the financial support the Commission received from the National fiscus during the period under review. Such contributions allow us to execute our constitutional mandate.

We want to acknowledge the continued positive working relationships with the Government offices, Ministries and Agencies (O/M/As), Namibian electorate, media, political parties, civil society organizations and faith-based organizations.

Lastly, a special note of appreciation goes to the entire staff of the Electoral Commission who worked tirelessly in the service of the organization, understanding the importance of this mandate.

### 1.3 FOREWORD BY THE CHAIRPERSON

It is my distinct honor to submit on behalf of the Electoral Commission of Namibia (ECN).

The Annual Report for the 2018/2019 financial year as required in terms of Section 15(1) of the Electoral Act, (Act 5 of 2014). The report will provide an account of the activities performed by the Institution during the period under review, as mandated by the Namibian Constitution and the Electoral Act.

The Commission in exercising its oversight role was able to achieve a number of key strategic initiatives during the period under review.

- The Strategic Plan 2017/2022 was finalized and approved by the Commission on the 12<sup>th</sup> July 2018 and in line with our commitment to stakeholder consultation the Strategic Plan was presented to key stakeholders at a Stakeholder Conference on the 02<sup>nd</sup> November 2017.
- The 2018/2019, 2019/2020 and 2020/2021 rolling budget was approved and presented at the Ministerial Budget Meeting chaired by the Minister of Finance. The Commission is pleased to confirm that a total of ninety percent (90%) of its annual budget was disbursed as compared to other financial years.

As a Commission we are continuously grateful to the Government of the Republic of Namibia for its continued efforts in availing the resources needed to fulfil our mandate.

- To ensure business continuity the Commission approved and secured the establishment of a Disaster Recover Site at a secure venue outside the ECN Building.
- The Commission was able to respond to a parliamentary motion by the RDP concerning the use of Electronic Voting Machines (EVM's), by appearing before the Parliamentary Standing Committee on Constitutional and Legal Affairs, to present its views and position on the use of EVM's without paper trail. The Commission



**Adv. Notemba Tjipueja**

Chairperson

continues to share its position to the general public at large in this regard.

- The Commission is obligated under the Electoral Act to supervise the reporting of Political parties on party financing. In this regards, the Commission approved Regulations to guide the compliance to Section 141 of the Electoral Act on Disclosure of Foreign and Domestic Financing of Political Parties. The Commission further engaged and consulted Political Parties by way of a consultative workshop to elicit their input to the Regulations, in particular on the cap for the disclosure of local and foreign donations. The amounts to be disclosed as required was agreed upon with the consensus of all political parties. The Commission is pleased to note that the majority of parties have been generally



compliant to the provision of the Electoral Act in this regard.

- The Commission continuously strives to build sound relationships with its stakeholders, in particular all registered political parties and organizations. In this regard, the Commission has also formalized the structure of the Political Liaison Committee with a view to enhancing the effectiveness, transparency and accountability of the platform.
- Open and transparent funding of the political parties and candidates is crucial in the fight against corruption and to gaining and maintain citizens trust in Politics.

In March 2019 the Commission bid farewell to Commissioners, Ms. Albertinah Nangolo and Mr. Barney Karuombe who both have served the Commission for a combined period of almost fourteen years with diligence and distinction. On behalf of the Commission we extend our deepest gratitude and appreciation and wish them well in their future endeavors.

The Commission was also pleased to welcome two new Commissioners, namely Mr. Gerson Tjihenua and Mr. Evaristus Evaristus appointed by His Excellency the President, after recommendation by the National Assembly in March 2019 to fill the vacancies following the end of tenure of office of the afore-mentioned Commissioners.

Similarly, the term of office of the Chief Electoral and Referenda Officer (CEO), Prof. Paul Isaak expired in August 2018. Prof. Isaak has served as Chief Electoral and Referenda Officer for a period of five years and joined the Commission during a hectic period in 2013 when preparations for the third General Registration of Voters and the fifth Presidential and National Assembly scheduled for

2014 was underway. He will be remembered for his contributions in his capacity as CEO to the ECN.

The appointment of the Chief Electoral and Referenda Officer is one of the many areas that now falls within the mandate of the Commission. Following an extensive selection and interview process as provided for in Section 17 of the Electoral Act, the Commission appointed Mr. Theophilus Mujoro as CEO on the 01<sup>st</sup> September 2018 for a period of five years. Mr. Mujoro previously served as the Director of Operations and brings with him a wealth of experience in electoral management after serving for a period of more than 14 years in various positions with the institution.

The Commission was involved in a number of regional and international activities which are elaborated upon further in this report. Importantly, the ECN is a member of the Electoral Commission Forum of SADC Countries and was honored to continue its leadership role as Chairperson of the Executive Committee (EXCO) of this August body. Thereby contributing to the strengthening of democratic institutions and electoral processes in the SADC Region.

In conclusion, as we continue to prepare for the sixth National Presidential and National Assembly Elections scheduled to be held in 2019, we call upon and entreat all our stakeholders for their continued cooperation and support in delivering free, fair and a credible electoral process and further continuing sustaining the democracy we enjoy today.

**Adv. Notemba Tjipueja**

Chairperson

July 2020

## 1.4 OVERVIEW BY THE CHIEF ELECTORAL AND REFERENDA OFFICER

As per the established reporting and, indeed, the legal requirement, this report represents the record of the activities and operations undertaken by the Electoral Commission of Namibia (ECN) during the period 01<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019.

The hierarchical structure of the ECN appears on Part 5 of this report, depicting Organizational Structure of the institution. The current organizational structure was approved in 2006, and is comprised of the Commission and the Secretariat.

The Commission comprises of five commissioners, including the Chairperson and four Commissioners, while the Secretariat, also referred to as Management comprises of the Office of the CEO, the Directorate of Operations and the Division General Services. The Office of the CEO is supported by the Office of the Legal Advisor, Corporate Public Relations & Communications, the ITC and Security Division. The Directorate of Operations consists of two sub-divisions – Registration and Planning and Democracy Building. The sub-division General Services consists of Human Resources, Auxiliary Services and Logistics. The Secretariat is led by the Chief Electoral and Referenda Officer (CEO), who is the Executive Director and Accounting Officer for the institution.

The ECN has achieved a number of significant milestones during the year under review and the following are the highlights, among others:

- The ECN operations are aligned to, and are administered and managed in accordance with the Electoral Cycle approach. The legal framework provides for a 5-year Electoral Cycle, where the election process is made up of three phases, namely, the Pre-Electoral, Electoral and the Post-Electoral phase. The Commission activities are guided by the institutional Vision, Mission, Core Values, the 5-Strategic Plan as well as the Annual Plans.



**Theo Mujoro**

Chief Electoral & Referenda Officer

- Notable progress has been achieved in the area of coordinating and facilitating the planning process of elections. In this regard, the ECN has developed, adopted and implemented a Standard Operating Procedures (SOP), developed and adopted the Registration of Political Parties and Organizations Form, thereby standardizing pre-requisites and procedures and reviewed and aligned the current Election Schedule to the Electoral Cycle framework.
- The Organizational Structure provides for fifty-four (54) permanent positions, complemented by 148 temporary employees. The temporary employees, including voter and civic education officers are employed on contract basis, and are

situated at ECN head office and at the 14 regional offices. The Commission is acutely understaffed, and the organizational structure is considered non-responsive. During the year, the ECN has taken significant steps towards operationalizing the independence of the Commission to manage its own recruitment process in order to speed up the development and finalization on a more responsive organizational structure as well as ensuring a speedier decentralization of the institution to the regions.

In conclusion, I would like to thank all the stakeholders and strategic partners for their cooperation

and contributions in assisting the ECN achieve the above milestones in our quest to realize the vision and mission of the institution. As the duly appointed CEO of the ECN effective 01<sup>st</sup> September 2018, I would like to acknowledge the work of my predecessor, Prof. Paul Isaak whose term ended during the year under review on the same day, 01<sup>st</sup> September 2018.

**Theo Mujoro**

Chief Electoral & Referenda Officer

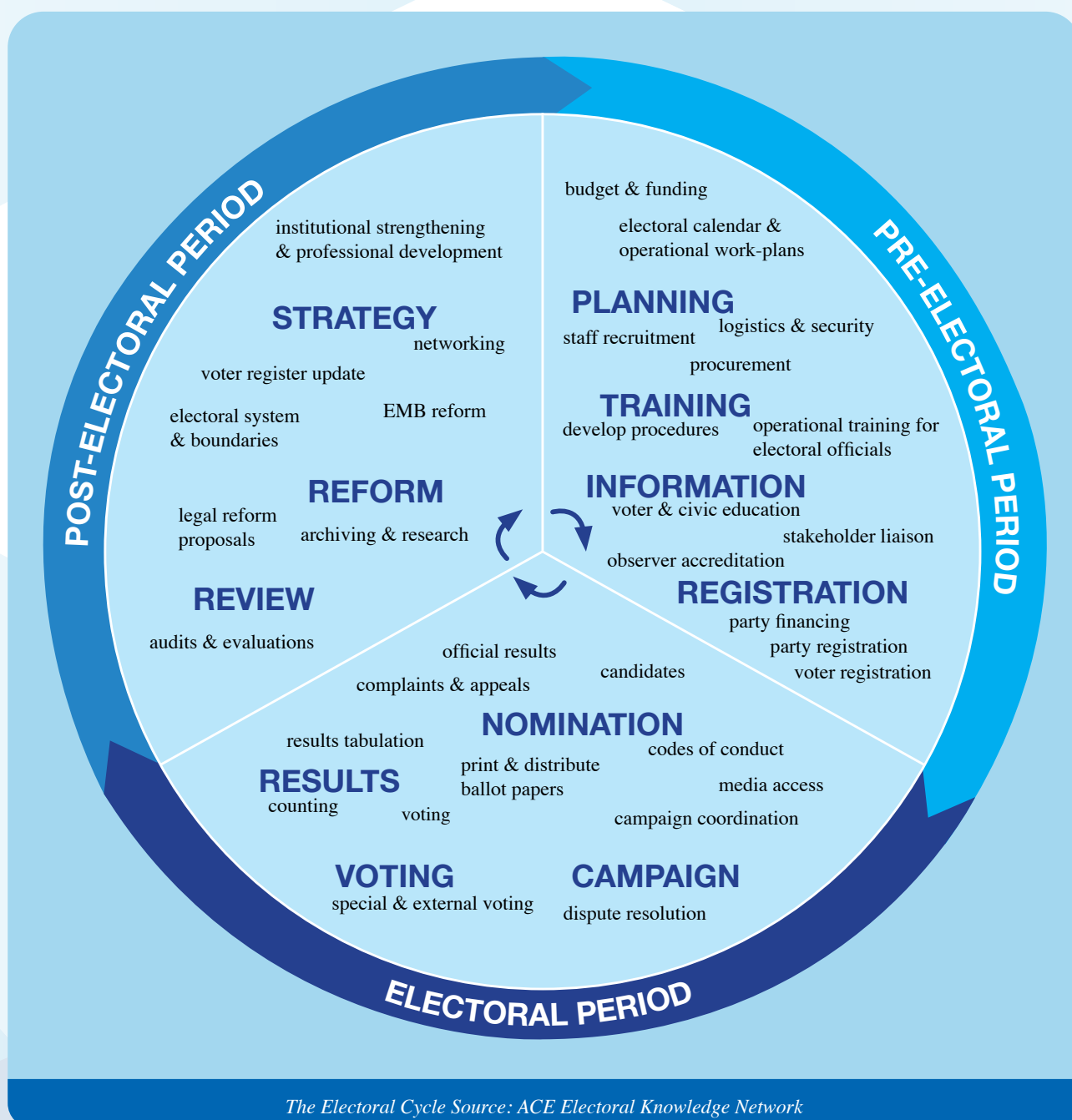
July 2020

## PART TWO:

### STRATEGIC OVERVIEW

Part two of the annual report expounds on the mandate, vision, mission and core values of the ECN. The report is based on the ECN's constitutional and legal mandate and the execution of such electoral mandate is administered and managed in accordance with an electoral cycle approach as demonstrated

below. The electoral process advocates for a cyclical approach which includes a Pre-Electoral, Electoral and Post-Electoral period. The administration and management of elections therefore, is not an event but a continuous process in which the different phases are interrelated.





## 2.1 CONSTITUTIONAL AND LEGAL MANDATE

In terms of Article 94B of the Namibian Constitution's Third Amendment Act, (No.8 of 2014), the ECN was established as a constitutional body, exclusively mandated to direct, supervise, manage and control the conduct of elections and referenda, subject to the Constitution, and an Act of Parliament which shall further define its powers, functions and duties. The Act also states that the ECN shall be an independent, transparent and impartial body.

The Electoral Act No. 5 of 2014 similarly mandates the ECN to organize, direct, supervise, manage and control the conduct of elections and referenda in a free, fair, independent, credible, transparent and

impartial manner. It further obliges the ECN to strengthen constitutional democracy and to promote democratic electoral and referenda processes.

Furthermore, Section 15(1) of the Electoral Act stipulates that *"Not later than 60 days after the end of June in every year, the Commission must submit to the Speaker of the National Assembly a report in respect of its activities and the activities of committees performed during the preceding year or in respect of any other matter relating to elections and referenda under this Act which it thinks necessary in the public interest to report thereon."* As such, this report is based on this provision.

## 2.2 VISION, MISSION AND VALUES

### Vision

To be a center of excellence in electoral management by **2022**

### Mission

To conduct and manage electoral and referenda processes for Namibian citizens with a view to consolidate electoral democracy

### Values

In execution of the constitutional and legal mandate, the ECN is guided by the following core values:

- i) **Secrecy of the vote:** Adhere to the secrecy of the vote, thereby instilling confidence in the process and outcome of elections and referenda processes;
- ii) **Accountability:** Account to the electorate,

Parliament and Namibian nation;

- iii) **Non-Partisanship:** To maintain political neutrality and refrain from deliberately advancing or prejudicing the interest of a given political party and/or other stakeholders;
- iv) **Professionalism:** Demonstrate the highest level of competence, skills and acumen in the delivery of its mandate;
- v) **Integrity:** Uphold honesty and transparency in the electoral process;
- vi) **Inclusiveness:** Involve stakeholders in the delivery of service;
- vii) **Innovation:** Adopt new and progressive ways of conducting electoral processes and,
- viii) **Respect for the rule of law:** Adhere to the Constitution and the enabling legislation.



## PART THREE:

### THE COMMISSION MEMBERSHIP

The members of the Commission provide oversight in respect of the activities of the organization and facilitate the promotion of the principles of peaceful, free and fair elections.



**From left to right:** Commissioner Albertina Nangolo, Commissioner Ulrich Freyer, Commissioner Barney Karuuombe, Commissioner Elsie Nghikembua, and Chairperson Adv. Notemba Tjipueja.

#### 3.1 THE COMMISSION

The Commission is constituted in terms of Article 94B of the Namibia Constitution, which provides for the composition of five Commissioners, including the Chairperson who are appointed by the President with the approval of the National Assembly.

##### **Appointment of new Commissioners**

During the year under review, the terms of office for Commissioner Albertina Nangolo and Commissioner Barney Karuuombe came to an end in March 2019. The Commission wishes to express its profound gratitude to the former Commissioners for their valuable contributions that have further enhanced democracy in Namibia. They will be

remembered for their demonstrative commitment to ECN, in particular their meticulous input in exercising the Commissions oversight role in the electoral processes.

As such and following the selection and recommendation process by the Selection Committee as well as approval by the National Assembly in terms of Section 6 of the Electoral Act, (Act No. 5 of 2014), His Excellency the President, by way of a proclamation, announced the appointment of Mr. Gerson Uaripi Tjihehuna and Mr. Evaristus Evaristus as members of the Electoral Commission of Namibia for a period of five years with effect from 15 March 2019.



**Evaristus Evaristus**  
Commissioner



**Gerson Uaripi Tjihenuna**  
Commissioner

The Commission and Secretariat congratulate the two newly appointed Commissioners on their appointments and wish them well in the execution of their duties.

#### **Appointment of the Chief Electoral and Referenda Officer**

On the 23<sup>rd</sup> June 2018, the Commission in terms of Section 17 (15) with Section 17 (18) (a) of the Electoral Act, Act 5 of 2014 announced the appointment of Mr. Theophilus Mujoro as the Chief Electoral and Referenda Officer effective 1<sup>st</sup> September 2018 for a period of five years. The appointment follows the end of term of Professor Paul Isaak on 1<sup>st</sup> September 2018.



# **PART FOUR:**

## **IMPLEMENTATION OF MANDATE**

### **4.1 THE SECRETARIAT**

Part four outlines the major activities of the ECN. The Secretariat is the engine and the implementation organ of the ECN as mandated. Therefore, this subsection focuses on the major activities of the (1) Office of the Chief Electoral and Referenda Officer, (2) Directorate Operations: Divisions of Planning and Registration and Democracy Building, (3) Division General Services (Finance, Information Technology (IT), Auxiliary Services, and Human Resources). The details of the achievements and under-achievements are reflected under each relevant program elsewhere in this report.

### **4.2 OFFICE OF THE CHIEF ELECTORAL AND REFERENDA OFFICER**

The Chief Electoral and Referenda Officer (CEO) is appointed by the Commission in terms of Section 17 of the Electoral Act. The CEO is the head of administration and is also the Commission's Accounting Officer. The Office of the CEO is responsible for the overall strategic management of the Commission. The office monitors the overall coordination and implementation of the ECN's strategic objectives, outputs and overall operations and policies. The office oversees the day-to-day running of the entire operations, financial management, optimal utilization of the allocated resources and ensuring that resources are adequately managed to enable the ECN to fulfil its mandate.

#### **4.2.1 Annual Report 2017/18**

The Annual Report sets out the record of the activities and operations undertaken by the Electoral Commission during the period 01<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019, which includes the audited annual financial statements. Section 15(1) of the Electoral Act stipulates that "...not later than 60 days after the end of June every year, the Commission must submit to the Speaker of the National Assembly a report

in respect of its activities and the activities of the committees performed during the preceding year or in respect of any other matter relating to elections and referenda under this Act which it thinks necessary in the public interest to report thereon." In fulfilment of this requirement, the Annual report 2017/2018 was compiled with input from the institution's respective divisions and subdivisions and was submitted to the Speaker of the National Assembly on 27<sup>th</sup> November 2018.

#### **4.2.2 Strategic Plan 2017-2022**

The drafting and development of the 2017-2022 Strategic Plan was concluded during the year under review after extensive consultations with various stakeholders. The primary objective of the development of the plan was to articulate the desired state of the future of the Commission, which is to create a center of excellence in electoral management in Africa by 2022.



#### 4.2.3 Namibia's Electoral Experience shared with Member States

The Commission has contributed immensely to consolidating and strengthening democracy in the region through peer exchange of experience and expertise. It has thus hosted delegates from regional

bodies for purposes of sharing best practices. The commission had the honor to host Malawi on their visit to the Commission during the year under review. Below is some details regarding the visit by the Malawian Parliament to the Commission.

**Table 1: Namibia's Electoral Experience shared with Member States**

| No | Country                  | Date                | Areas of Engagement  |
|----|--------------------------|---------------------|--|
|    | The Parliament of Malawi | 10-16 February 2019 | To learn best practices in the post management of the electoral processes. |

In addition to the above, the Commission continued its investment in membership to organizations such as the Electoral Commissions Forum of SADC (ECF-SADC) and the International Institute for Democracy and Electoral Assistance (International IDEA).

#### 4.2.4 Political Party Liaison Committee (PLC)

The Political Party Liaison Committee (PLC) was established as a link between the Commission and political parties, chaired by the Chairperson of the ECN. The platform is aimed at sharing information and keeping political parties informed on any developments on electoral matters in order to promote transparency and accountability as well as promote and uphold the principles of free, fair and democratic electoral processes.

In addition, the PLC serves as a platform through

which political parties and associations raise their concerns and proposals.

In terms of ECNs Standard Operations Procedure (SOP) document, political parties must be involved in all critical stages of the electoral process (e.g. printing of EVM ballot papers, EVMs first level check, EVM candidates and parties setting, and dispatching of all election material). The PLC continues to serve as a critical engagement forum and will be a crucial part of the preparations for the 2019 Presidential and National Assembly Elections and future elections. The table below provides information on the meetings held with PLC members and its purpose:

| Date          | Purpose of the meeting  |
|---------------|---|
| 26 April 2018 | <ul style="list-style-type: none"><li>Discussions on Political Party funding: Compliance to the regulations of the Electoral Act</li><li>Formalization of the PLC Forum Framework</li></ul> |
| 19 March 2019 | Electoral Calendar/VVPAT/Political Party Funding  |

During the year under review, the Commission held two PLC meetings. The number of meetings held was influenced by the electoral cycle approach within which the Commission operates. As per the electoral cycle, there are occasions where the institution undergoes an off-peak period, during

which activities are less frequent due to reduced electoral activity, and as such there was reduced liaison with the political parties. The total number of political parties on the party register now stands at seventeen (17).

#### 4.2.5 Political Party Funding in Compliance with sections of the Electoral Act 2014, (Act No 5 of 2014)

The Electoral Act 2014 contains certain sections that all registered political parties must adhere to. For instance, all registered political parties must comply with section 140 of the Act, and all political parties who are represented in parliament must comply with section 158 as well as 140 of the Act. Both sections stipulate specific timelines in section 140 (4) (a) and section 158 (6) (a) which must be adhered to, and it is tied to the end of a party's financial year.

The Electoral Act in terms of Section 139 of the Act prescribes that, "registered political parties must submit to the Commission a declaration of assets and liabilities in the prescribed form". Both section 139 and section 141 of the said Act refer to a "prescribed form" as well as a "prescribed amount". In order to facilitate this, the ECN held consultative meetings with political parties to enable the parties to agree

on this "prescribed amount" as referred to in section 141. This was agreed upon during the year under review and a draft of the regulations is currently with the Legislative Drafting Directorate in the Ministry of Justice and will only be gazetted after it has been approved and certified. Therefore, sections 139 and 141 are currently not in operation. The Act provides that the Commission will determine when the sections will come into operation and as such the Commission will consider the issue once the regulations are gazetted.

Since the Electoral Act, Act No. 5 of 2014 came into operation in 2014, a good majority of the parties complied by submitting audited financial records. Due to the fact that the Electoral Act came into operation in October 2014, parties were not obliged to submit audited financial statements for the 2014/15 financial year. According to the record of the ECN the submissions of respective political parties since 2014 are as follows:

#### Political Parties Audited Financial Statements Submitted

| Name of Political Party   | End of Party Financial Year | 2014/2015             | 2015/2016 | 2016/2017 | 2017/2018             | 2018/2019             |
|---|-----------------------------|-----------------------|-----------|-----------|-----------------------|-----------------------|
| <b>Audited Statements</b>                                       |                             |                       |           |           |                       |                       |
| <b>All People's Party (APP)</b>                                 | 31 March                    | <i>Did not submit</i> | Yes       | Yes       | Yes                   | Yes                   |
| <b>National Unity Democratic Organisation of Namibia (NUDO)</b> | 31 March                    | <i>Did not submit</i> | Yes       | Yes       | <i>Did not submit</i> | <i>Did not submit</i> |
| <b>Popular Democratic Movement (PDM)</b>                        | 31 March                    | <i>Did not submit</i> | Yes       | Yes       | Yes                   | Yes                   |
| <b>Rally for Democracy and Progress (RDP)</b>                   | 28 February                 | <i>Did not submit</i> | Yes       | Yes       | Yes                   | <i>Did not submit</i> |
| <b>Republican Party (RP)</b>                                    | 28 February                 | <i>Did not submit</i> | Yes       | Yes       | Yes                   | <i>Did not submit</i> |



|  |              |                       |                       |                       |                       |                       |
|--|--------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>SWANU of Namibia (SWANU)</b>  | 28 February  | Yes                   | Yes                   | <i>Did not submit</i> | <i>Did not submit</i> | Yes                   |
| <b>SWAPO Party of Namibia (SWAPO)</b>  | 31 March     | Yes                   | Yes                   | Yes                   | <i>Did not submit</i> | <i>Did not submit</i> |
| <b>United Democratic Front of Namibia (UDF)</b>  | 30 September | Yes                   | Yes                   | Yes                   | <i>Did not submit</i> | <i>Did not submit</i> |
| <b>United People's Movement (UPM)</b>  | 28 February  | <i>Did not submit</i> | Yes                   | Yes                   | Yes                   | <i>Did not submit</i> |
| <b>Workers Revolutionary Party (WRP)</b>   |              | <i>Did not submit</i> | <i>Did not submit</i> | <i>Did not submit</i> | <i>Did not submit</i> | <i>Did not submit</i> |
|  |              |                       |                       |                       |                       |                       |
| <b>Unaudited Statements</b>  |              |                       |                       |                       |                       |                       |
| <b>None</b>  |              |                       |                       |                       |                       |                       |
| <b>Published Statements</b>  |              |                       |                       |                       |                       |                       |
| <p><i>The respective accounting officers of a represented political party is responsible to publish such reports in two daily newspapers and currently the political parties do not inform ECN when they publish such reports.</i></p> |              |                       |                       |                       |                       |                       |

It is worth noting that, besides the consultative meetings, the ECN wrote letters to all political parties explaining their duties under the said Act, as well as the possible consequences for not complying. Despite the efforts by ECN, not all parties have complied with the provisions of the Act. However, the ECN will on a continuous basis remind the parties to comply with the relevant provisions of the Act. Once the regulations are in place, and the Commission will decide on a date for the regulations to come into operation; renewed efforts will be made to ensure strict compliance.

#### 4.2.6 Legal Services

In the course of its operations, the Commission deals with a wide range of legal matters. These include reviewing the Electoral Act/legislation, drafting and reviewing of Service Level Agreements (SLA), Memorandums of Understanding (MoU) and contracts with various service providers and stakeholders, drafting and overseeing of proclamations and notices for by-elections, provision of legal opinion and advice to the Commission and Management.

During the year under review, the Commission commenced with the review of electoral legislation, however, the process is yet to be concluded.

#### 4.2.7 Internal Audit Section

The internal audit section is tasked to provide audit services designed to help the institution meet its strategic goals. The internal audit section further ensures effectiveness of internal controls and compliance with relevant legislation with a view to enhance the integrity and efficiency of the Commission, as well as the system of internal control and financial reporting. This is done through monitoring risks, assessing mitigation processes and fraud detection, establishing effective internal controls, processes and procedures and reducing costs with a view of improving the institutions internal operations. The internal auditing at the Commission is conducted in accordance with the Institute of Internal Auditors (IIA) Standards, Public Sector Internal Audit Policy and the Internal

Audit Charter, which is in compliance with sections 14 and 15 of the State Finance Act (Act 31 of 1991).

#### Achievements

During the year under review, the section planned to audit five (5) systems, however, only two (2) systems could be finalized, namely, the

- Leave and attendance register
- Telephone/Cell phone Bills

#### Challenges

- Delays in the completion of audits due to delayed responses from the system owners
- Lack of understanding of internal audit work
- Inadequate human resources

Three (3) planned systems have not been audited, due to the following reasons

- **Recruitment process:** The required information was not available
- **Salaries/Payroll System:** System has been audited by the office of the Auditor General
- **Safety and Security-entrance control to ECN Headquarters:** New internal control measures were introduced after the plan was approved.

#### Audit Recommendations

- All leave indicated in the attendance register must be accompanied by a leave application form filled and recorded in the leave record card.
- The ECN should introduce an internal telephone/cellphone policy which sets out guidelines on the use of telephones/cellphone. This will make it easier for the system owners to charge staff members who do not adhere to the policy.
- Human Resources should ensure that all staff members requesting compassionate leave complete an oath/affirmation form.
- Attendance registers should be kept safely by 10H00 every day after everybody has signed. They thereafter should be removed from where they are kept during the signing time (i.e. 08H00 to 10H00). Staff members who have not signed in by 10 O'clock should be asked to fill in leave unless their absence has been communicated.

#### 4.2.8 Risk Management

Risk Management is a process used to identify, assess, manage and control situations and provide reasonable assurance regarding the achievement of the Commission's objectives. During the year under review, the Commission in conjunction with the International Institute for Democracy and Electoral Assistance (International IDEA) held a planning workshop during 23rd -24<sup>th</sup> April 2018, attended by the Commissioners, Senior Management and staff members. Several risks were identified during the workshop that would possibly prevent the Commission from fulfilling its mandate, and these included the contested electoral law, inadequate administrative rules, and electoral security amongst others.

The Commission is however currently still developing a Risk Management Framework that will provide information and guidance on institutional risk management.

#### 4.2.9 Communication and Public Relations

The Communications and Media Relations office actively supports the ECN's efforts to strengthen electoral democracy and ensure free and fair elections through strategic communication with all stakeholders. Stakeholder engagements provide the Commission with opportunities to strengthen relationships with key stakeholders. The Communication and Media office also seeks to ensure a high level of knowledge and understanding of the electoral democracy process to enhance participation and protect the reputation of the ECN.

The process of information dissemination is one of the crucial activities of the Commission. In terms of Section 4 (2) of the Electoral Act (Act 5 of 2014), the ECN is required to establish and maintain liaison and cooperation with political parties, the media and the public.

To this end, the Communication and Public Relations office successfully conducted the following activities during the year under review:

#### Media relations

During the period under review, a media relations program was conducted in support of the various campaigns and operational activities of the ECN. The media continues to be a critical source of information for the public – from traditional and national media such as newspapers, magazines, radio stations and television, to emerging media in the form of community radio, television, print media and social media platforms such as Twitter and Facebook. Maintaining an open and transparent relationship with a wide variety of media is crucial to managing both the flow of information to the public, as well as the reputation of the ECN.

In addition to responding to a variety of media enquiries, activities included the following:

- The issuing of eight (8) media releases
- Conducting of interviews on radio, television and digital platforms
- Digital capturing of events for record keeping.

#### Social media

Between 1<sup>st</sup> April 2018 to end of March 2019, the ECN obtained significant growth on key social media platforms as outlined below:

- Facebook likes increased from 12 382 followers at the start of the financial year in April 2018 to 32 000 followers at the end of the financial year in March 2019. Excellent growth was recorded in the month of January – February 2019 thanks to the announcement of vacancies for the 2019 National elections.
- The number of Twitter followers grew from 3 455 in April 2018 to about 6 537 at the end of March 2019.
- The Instagram photo-sharing platform has had a total of 500 followers at the end of March 2019.

The ECN has also recently developed a digital media strategy that guides the Commission's actions on its social media platforms and acts as a monitoring tool for whether the institution is succeeding or failing in its social media engagements.

The social media pages are continuously updated with information ranging from vacancies, photos, election updates and media releases. Additionally, the ECN social media platforms have proven to be an effective means of interacting and engaging with the broader populace.

### **Internal communication**

Efficient and effective communication is a vital tool within any organization. It lies at the heart of how the staff members of the Electoral Commission work together to achieve their shared goals and objectives, as individuals, teams, divisions, and ultimately as an institution.

In addition to the existing quarterly internal newsletter issued electronically to staff, regular memos were sent to staff concerning important events, news, and other operational issues.

### **Media monitoring**

The Electoral Commission monitors a variety of print, broadcast and online media for coverage of the organization, electoral processes and other areas of interest and relevance to ensure that information is accurate and fair and to intervene where necessary in order to protect and maintain the credibility of the institution as well as faith in the electoral process.

### **Challenges**

There was limited funding for the year under review and as such the planned stakeholder satisfaction survey could not be executed.

### **Recommendation**

The Communication and Media office needs to prioritize conducting a stakeholder satisfaction survey for greater insight into the needs and attitudes of stakeholders.

## **4.3 DIRECTORATE OPERATIONS**

The Directorate of Operations has two main divisions, namely, the division of Planning and Registration and the division of Democracy Building (DDB).

## **4.4 DIVISION: PLANNING AND REGISTRATION**

The division of Planning and Registration is tasked with coordinating and facilitating the planning process of elections administration. This includes conducting the registration of voters, polling, managing of central logistics, managing of data center and overseeing the resource center. During the financial year under review, no by-election or referenda was conducted, hence, the activities undertaken were mostly those of an administrative nature which include, among others; the following:

- Development and adoption of Standard Operating Procedures (SOPs).
- Development and adoption of Election Materials Transportation Form tightening control measures in regards to pre-requisites for transporting election materials in compliance with SOPs.
- Development and adoption of Registration of Political Parties and Organizations Form standardizing pre-requisites and procedures.
- Review and alignment of the current Election Schedule to Electoral Cycle Framework.
- Development and adoption of Electoral Cycle Framework -Aligned-Electoral Calendar.
- Participation in review process for the 2013-2017 Strategic Plan and development of 2017-2022 Strategic Plan.
- Participation in 2018 Harmonized Elections in the Republic of Zimbabwe as part of the Namibian Government Election Observer Mission (NGEOM).

### **4.4.1 Logistics section**

The Logistics section under the supervision of the Chief administrative officer is responsible for: updating and maintenance of inventory, planning and coordinating the acquisition, storage, distribution and dispatching of all election materials required to conduct registration and polling process. These include, among others, election forms, ballot papers, stationeries, all types of equipment and devices as well as accessories.



### **Activities carried out during the period under review**

In terms of human capital, the section had twelve (12) temporary staff members and three (3) permanent employees. Most planned activities were carried out while others could not be carried out due to budget constraints. Below are the activities conducted during the year under review:

- Counting and verifying of stock in preparation for the supplementary registration of voters and polling for the Presidential and National Assembly Elections 2019.
- Packing and re-arranging of all election materials and classify these materials according to serviceable and none-serviceable categories
- Removal of unused /redundant materials for auctioning through the Government stores using operation clean authorization from Ministry of Finance.

### **Challenges**

- Limited Funds which made it difficult to procure all the necessary materials.

### **Recommendation**

- There is a need to make adequate budgetary provision in the next financial year to ensure that execution of the Presidential and National Assembly Elections is not adversely affected.

### **4.4.2 Registration**

The Registration section is under the supervision of the Administrative officer and is mainly responsible for the capturing and storing of data in different forms. This includes updating of voters roll on periodic basis and data capturing of new registered voters, verifying new data against the existing voters roll to eliminate duplicate entries, related activities such as issuing of voters cards duplicates as a result of who may have lost or having damaged voters cards.

### **Activities carried out during the financial year under review:**

The Data Center under registration section has thirteen (13) staff members of which ten (10)

are temporary staff members while three (3) are permanent employees. The main activities carried out during the year under review were:

- Shredding of various voters' registers used in the past elections
- Dismantling of voters' register books
- Counting of old registration forms from 2003 to 2012
- Destroying of old registration forms from 2003 to 2012
- Issuing of duplicate voters' cards.
- Removal of deceased registered voters from the voters register.

### **Challenges**

- Inadequate shredding-machines as currently the section has only one shredding machine which makes work very slow.
- Limited space to keep voters' registers

### **Recommendations**

- There is great need to procure additional shredding machine to enhance shredding capacity.

### **Participation at trade fairs and expos**

Trade fairs and expos have always been platforms that the division uses in the regions because they cater to different audiences compared to the usual voter education sessions. Trade fairs and expos provide opportunities for voter education officers to engage with the public and disseminate information aimed at creating awareness and encouraging participation and inclusiveness. The division focused on well attended trade fairs and those that attract several people from across the country and abroad. Trade fairs and expos attract a large number of people on a daily basis allowing ECN exhibitions to attract a large audience especially so with the EVM demonstrations and promotional items for the youth and students.

During the year under review, the participation of the ECN in trade fairs and expos was drastically reduced due to financial constraints. Therefore, the division opted to participate in trade fairs and



#### 4.5 DIVISION: DEMOCRACY BUILDING

The ECN is mandated to provide voter and civic education to all eligible voters in terms of Section 49 of the Electoral Act. Voter and civic education is designed to cater to different generations (the youth and the elderly) as well as special focus groups such as the marginalised and People With Disabilities (PWDs) and is often gender considerate and covers nine (9) local languages.

The division focuses on ensuring that all eligible voters are aware of electoral matters, events, and processes timeously and through mediums that are accessible to all eligible voters. Under the theme “inclusive participatory democracy” DDB ensured that the following activities were conducted to cater to democratic processes, inclusiveness and participation of all eligible voters.

#### Conducting voter and civic education sessions

In conducting voter and civic education, the ECN deployed Voter Education Officers in all 14 regions of the country, providing voter and civic education to the populace on a daily basis. Each month, the voter education officers in each region conducted voter and civic education in different constituencies to ensure that all eligible voters receive information on various topics relating to democracy and elections.

Voter and civic education is not only imparted during the conduct of voter and civic education sessions but also through the dissemination of voter and civic education materials such as posters, fliers, brochures, booklets, newspaper inserts/adverts and by means of using mediums such as television and radio adverts, social media, participation in trade fairs and expo's and interviews with the media.



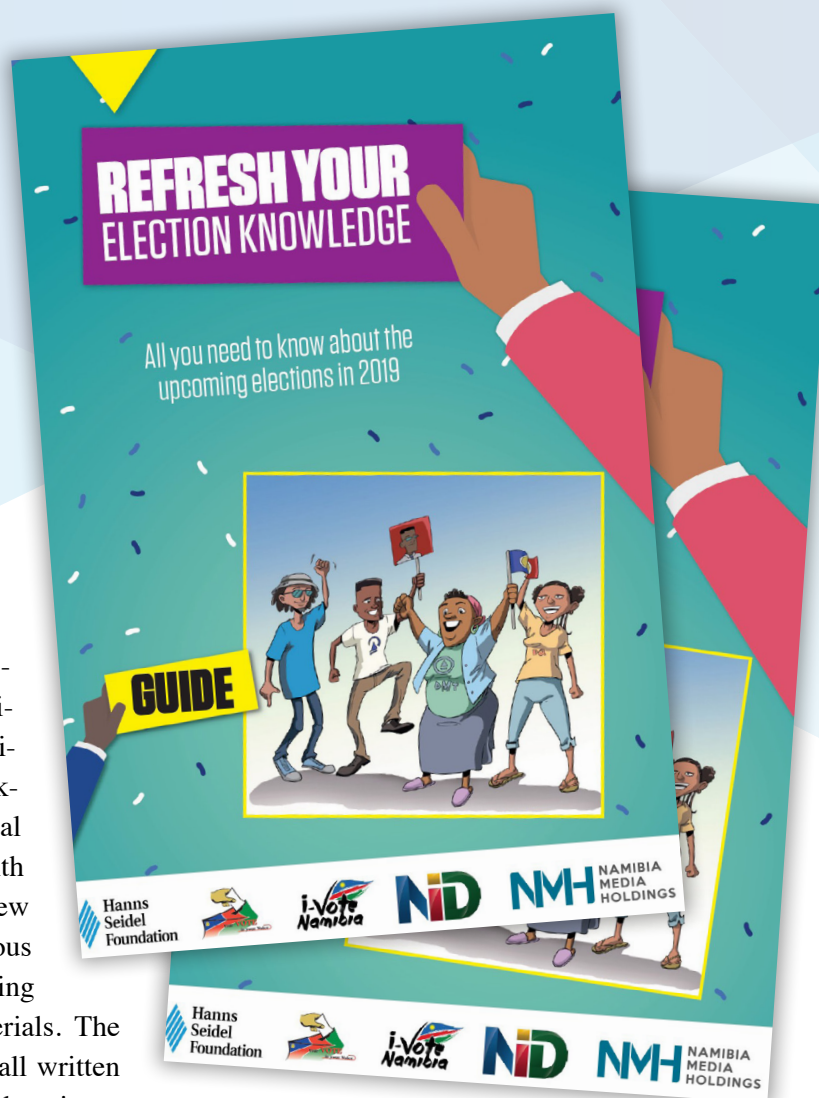
expos that did not require subsistence and travel allowances. Exhibitions were done at the Windhoek Industrial and Agriculture show and Katutura Expo. Although there was a limited amount of materials distributed at the trade fairs and expos due to budgetary constraints, the voter education officers still managed to engage and sensitize the public on electoral processes as well as the functionality of the EVM which remained an area of interest for the public.

### Production of voter education materials

The division is responsible for the conceptualization, production, and dissemination of voter and civic education material such as fliers, posters, brochures, booklets, audio visuals as well as educational and information materials for people with disabilities. The financial year under review had budget constraints that affected various areas of the division's activities including the production of voter education materials. The division managed to produce posters in all written local languages on the requirements and registration process for the Supplementary Registration of Voters 2019.

### Stakeholders Engagement

The ECN considers voter and civic education as an undertaking that calls for multi-sectoral collaboration if it is to succeed in any democratic society. Henceforth, this mammoth assignment cannot be left to the ECN alone. Thus, the ECN has engaged the public and private sector, non-governmental organizations, civil society organizations, faith based organizations to partner with the ECN to ensure that the citizenry is well educated and informed about the electoral processes through various voter and civic education programmes.



In view of the above, the division worked closely with a number of civic society organizations on several elections related activities. In October 2018, the Namibia Institute of Democracy (NID), Hanns Seidel Foundation (HSF), Namibia Media Holdings (NMH) and the ECN formulated a voter education and civic education insert for the newspapers titled: "Refresh your election Knowledge – All you need to know about the upcoming elections in 2019." The insert contains essential information to guide the electorate in understanding the electoral process and the citizenry's rights and responsibilities in an election. The insert was placed in a number of local newspapers such as Republikein, Namibian



Sun and Allgemeine Zeitung among others on 14 December 2018. The PDF version of this booklet is also available on the ECN website at [www.ecn.na](http://www.ecn.na).

The division has during the year under review engaged with various media organizations for possible collaboration in the dissemination of voter and civic education information in preparation for the 2019 Presidential and National Assembly elections.

The financial year under review proved to be very challenging in terms of carrying out the usual voter and civic education activities and campaigns due to limited funds. Most of the activities were postponed to the next financial year at which point the division hopes to receive sufficient funds to carry out all their planned voter and civic education activities. Democracy is a very expensive process and thus the Division Democracy Building can barely function without adequate funds. Overall, the division managed to do as much as possible under extreme financial limits.

#### 4.6 DIVISION: GENERAL SERVICES

The General Services division is comprised of Finance, Information Technology (IT), Auxiliary Services and Human Resources (HR) sections.

The General Services division is charged with the responsibility of rendering administrative and support services to the Commission and its

main operations amongst others, include policy coordination, budgeting, bookkeeping, human resource management, procurement, transport services, auxiliary services and the provision of information technology.

##### 4.6.1 Finance

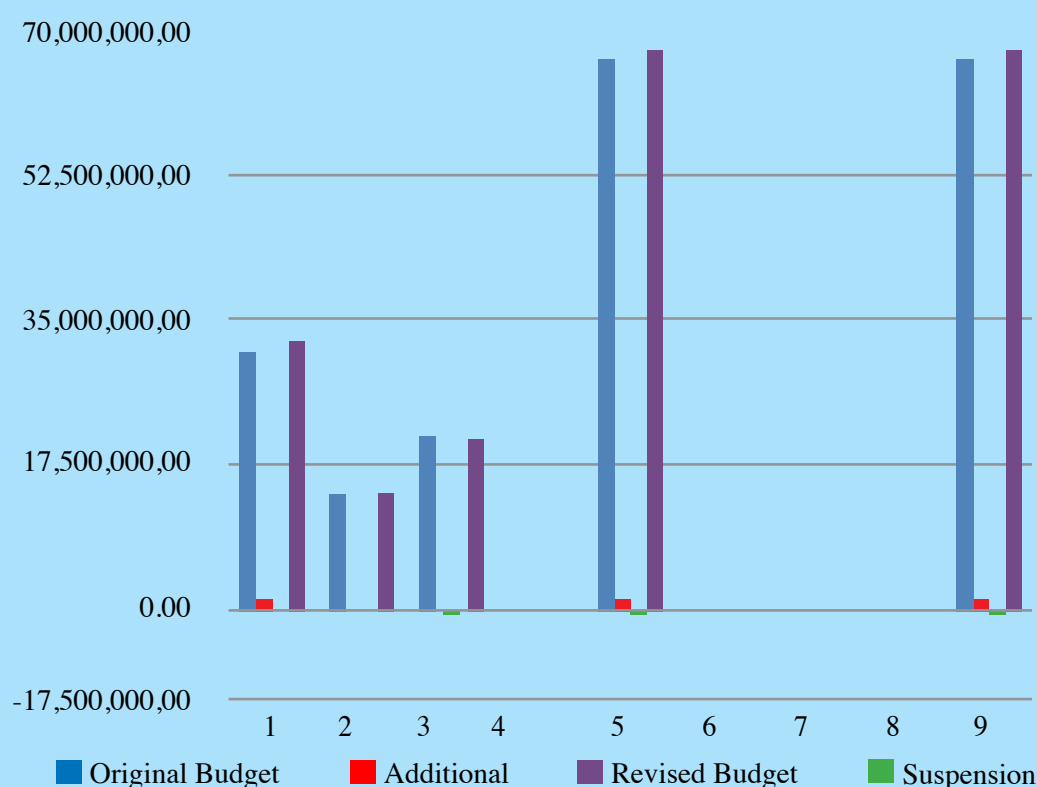
The Finance section is responsible for the provision of administrative support services that include budgeting, bookkeeping, facilitation, coordination, implementation of the budget, and budget discipline.

The ECN is fully financed by the Government of the Republic of Namibia under the National Budget Vote 28 ECN. The budget approved for the financial year under review was sixty-eight million, nine hundred and sixty-eight thousand Namibia Dollars (N\$ 68,968,000.00). During the mid-term budget review, treasury availed an amount of nine million, seven hundred and fifty thousand Namibian Dollars (N\$9,750,000.00) as an addition to the approved appropriation which brought the total Budget for the year to seventy-eight million, seven hundred and eighteen thousand Namibian Dollars (N\$78,718,000.00).

The additional amount came about following a request from the Commission to procure election material to be used during the voter registration process in July 2019. The execution rate for the Secretariat for the 2018/19 financial year stood at **99%** compared to **96%** execution rate for 2017/18 financial year.

**The following is the budget analysis for the 2018/19 financial year:**

| BUDGET MID-TERM REVIEW (SUSPENSION) ANALYSIS 2018/2019 |                  |                 |                  |
|--|------------------|-----------------|------------------|
| Operational Budget                                     | Original Budget  | Additional      | Revised Budget   |
| 2801 - Administration                                  | 29,787,000       | 0               | 29,787,000       |
| 2802 - Planning & Registration                         | 13,623,00        | 9,750,00        | 23,373,000       |
| 2803 - Voter Education                                 | 25,558,00        | 0               | 25,558,00        |
| <b>Grand total</b>                                     | <b>68,968,00</b> | <b>9,750,00</b> | <b>78,718,00</b> |



### 2018/19 Budget Analysis

- During the financial year, the ECN disbursed 99% of its budget which is a great improvement compared to 96% the previous year.

### Challenges

- Monthly thresholds provided by Ministry of Finance (monthly budget ceilings)
- Ministry of Finance introduced changes in financial transactions which affected O/M/As Audit reports. The introduction of reserving DSA claims for previous year in the IFMS system resulted in figures showing unauthorized expenditures (minus).

### Recommendations

- To ensure efficient and timely support, it is

recommended that IFMS technical services be decentralized to the IT Departments of the relevant line Ministries.

### 4.6.2 Human Resources Management (HRM) & Training Human Resources Management

The section is charged with the recruitment, wellbeing and staff development of ECN employees. This includes among others;

- mainstreaming of HIV/AIDS
- gender and wellness into core processes including disability activities,
- Ensuring compliance to Affirmative Action requirements,
- Public Service Staff Rules compliance,
- PSM Circulars implementation, and compliance to other HRM legislative framework.

The activities undertaken during the year under review included:

The filling of vacancies, facilitation in termination of services amongst others as per below table:

| VACANCIES FILLED DURING THE 2017/18 FY          |          |                              |                                  |
|---|----------|------------------------------|----------------------------------|
| Position Description                            | Grade    | Name of candidate / Employee | Date of Assumption / Appointment |
| Director of Operations                          | Grade 3  | Aunie Gideon                 | 19 November 2018                 |
| <b>PROMOTIONS</b>                               |          |                              |                                  |
| Chief Electoral and Referenda Officer           | Grade 1  | Theophilus Mujoro            | 01 September 2018                |
| Deputy Director: General Services               | Grade 4  | Josefina M. Muhapi           | 01 December 2018                 |
| <b>TERMINATION OF SERVICES AND RESIGNATIONS</b> |          |                              |                                  |
| Position Description                            | Grade    | Name of Employee             | Date of Resignation              |
| Information Officer                             | Grade 8  | Laurentius Hochobeb          | 08 February 2019                 |
| Assistant Voter Education Officer               | Grade 12 | Dickson Nakathingo           | 04 December 2018                 |
| Chief Electoral and Referenda Officer           | Grade 1  | Paul Isaak                   | 31 August 2018                   |
| Assistant Voter Education Officer               | Grade 12 | Rudolf Diparo                | 28 August 2018                   |
| Deputy Director                                 | Grade 4  | Kachana Homba                | 31 July 2018                     |
| Accountant                                      | Grade 8  | Simeon Nekongo               | 31 May 2018                      |
| Senior HR Practitioner                          | Grade 7  | Elizabeth Visagie            | 31 October 2018                  |

#### VACANT POSITIONS (at the time of going to print)

| Position Description                                   | Grade    | No of Position |
|--|----------|----------------|
| Security and Risk Management Officer – Deputy Director | Grade 4  | 1              |
| Chief Security Operations Officer                      | Grade 6  | 1              |
| Senior Security Operation Officer                      | Grade 7  | 1              |
| Security Operations Officer                            | Grade 8  | 2              |
| Security Operations Assistant                          | Grade 12 | 2              |
| Accountant   | Grade 8  | 1              |
| Chief Information Officer                              | Grade 6  | 1              |
| Administrative Officer                                 | Grade 12 | 2              |
| Information Officer                                    | Grade 8  | 1              |
| Driver   | Grade 14 | 1              |



**Extension of contracts:** Upon approval by the Commission, contracts for temporary personnel at HQ were extended until 31<sup>st</sup> March 2021. The contracts of Voter Education Personnel are still under negotiation with the Namibia Public Workers Union (NAPWU).

**Affirmative action report:** The Affirmative report for the period 01<sup>st</sup> January 2018 until 31<sup>st</sup> December 2018 was compiled by AA –Committee members and submitted to Public Service Commission and to Equity Commission on 23<sup>rd</sup> January 2019.

### **Wellness activities**

- a) A Team building refresher exercise was conducted on 7<sup>th</sup> December 2018 with ECN Staff members on workplace ethics.
- b) An ECN wellness day was held on 1<sup>st</sup> December 2018 at the ECN HQ in commemoration of World Aids day.

## **Challenges Encountered**

**Filling of the following vacancies were not approved by the Secretary to Cabinet:**

- Chief information officer Grade 6
- 2 x Administrative Officers Grade 12
- Chief Security Operations Officer Grade 6
- 2 x Security Operation Officers Grade 8

### **Recommendations**

Secretary to Cabinet to be approached for filling of critical vacant positions on the structure, taking into consideration that the ECN is currently preparing for the 2019 Presidential and National Assembly election year and the 2020 Regional Council and Local Authority elections respectively.

## **4.6.3 Subdivision: Training**

### **Divisional Activities Overview (2018/19)**

- Plan and design training interventions for the ECN.
- Coordinate Training Needs Assessment (TNA) for the ECN after every 3 years or as the need arises and submit report to the Chief Electoral and Referenda Officer.
- Analyze training materials related to Training and Development (T&D).
- Conduct and facilitate induction and supervisor's courses.
- Source best T&D service providers.
- Compile annual statistics, reports and submit to the Chief Electoral Commission.
- Conduct pre and post T&D briefing in consultation with supervisors.
- Draw up annual training plan.

### **Achievements**

- A training officer was nominated by ECN to participate in the MDEA Course in South Africa which equipped her with new skills on electoral operations.
- Team building activities introduced during the wellness day, were successful and established team work and good interaction among staff members.
- The ECN received an award of appreciation from Namibia Institute of Public Administration and Management (NIPAM) for outstanding participation in the training courses.
- 25 staff members were trained in various courses which included Qualifying Training and Non-Qualifying Training:

## Non-Qualifying Training

| Course                                       | Number of Staff members Trained | Training Provider                     |
|--|---------------------------------|---------------------------------------|
| Protocol and Etiquette                       | 1                               | Manpower Development Centre           |
| Inventory Management                         | 3                               | Manpower Development Centre           |
| S & T and Reconciliation of suspense Account | 3                               | Intelligent Human Capital Development |
| COBIT Foundation                             | 1                               | NIPAM                                 |
| Cyber Security analyst                       | 1                               | EXEDIN                                |
| Professional Public Speaking                 | 2                               | Manpower Development Centre           |
| Disciplinary Procedures Training             | 1                               | NIPAM                                 |
| Project Management                           | 2                               | NIPAM                                 |
| Minutes & Report Writing Taking              | 2                               | PDC                                   |
| Customer Care Training                       | 4                               | NIPAM                                 |
| In-House Team Building                       | All Staff members               | PDC                                   |
| MDEA   | 1                               | UNISA                                 |
| Microsoft Software                           | 4                               | EXEDIN                                |
| <b>Total</b>                                 | <b>25</b>                       |                                       |

## Qualifying Training

| Course Name                            | Number of Staff members | Tertiary Name | Course Duration |
|--|-------------------------|---------------|-----------------|
| Master's in Business Administration    | 1                       | IUM           | 2 Years         |
| Master's in Management                 | 2                       | SBS           | 2 Years         |
| Bachelor's in Logistics                | 1                       | SBS           | 3 Years         |
| Bachelor's in Public Sector Management | 1                       | SBS           | 2 Years         |
| Bachelor's in Business Administration  | 1                       | SBS           | 3 Years         |
| <b>Total</b>                           | <b>6</b>                |               |                 |

### Challenges

- Skills transfer among staff members and placement of interns
- Procedures for attending fully sponsored courses offered by international countries are not adhered to
- Draft institutionalized Training Policy not yet approved

Despite various shortcomings and challenges, the Division is committed to contribute to the ECN mandate.

### Recommendations

- All ECN staff members should be conversant with the Election Management Course in order to acquire skills and understanding of electoral operations
- There is a need to conduct a skills gap survey
- Draft institutionalized Policy needs to be approved and implemented

## 4.7 AUXILIARY SERVICE AND SUPPORT SERVICES

Auxiliary Services and Support Services is charged with the responsibilities of managing transport, procurement of goods and services, stock control and stock taking, registry, capital projects as well as cleaning and maintenance of assets at the ECN Head Quarter Building (Election House).

Auxiliary services received a very minimal operational budget and could not settle all statutory invoices with the allocated budget. This caused the section to close the financial year with outstanding invoices for City of Windhoek as well as government garage.

Further, the ECN was not provided with any funds under the development budget and had outstanding invoices for consultants who conducted feasibility studies in previous years. These must be settled during the 2018/2019 financial year.

### Achievements

#### Capital Project

Funds were sourced from the operational budget to settle all the capital projects outstanding invoices, as well as some invoices for the government garage.

#### Stock taking and Stock Control

All goods procured were recorded accordingly and the annual stock taking was carried out in all regions. reports were also submitted to treasury on time.

#### Procurement and Payment Processing

Payments of all goods and services were done on time.

#### Recommendations

Due to the fact that 2019/2020 is an elections year, Auxiliary services would need enough funds to especially cater for utility services. Vacancies also need to be filled since the scope of work will increase.

## Filing System

- a) A filing System which conforms to the “STANDARDIZED MAIN SERIES FOR SUPPORT FUNCTIONS” in O/M/A’s was compiled. It was compiled as per the recommendations of the NATIONAL ARCHIVES OF NAMIBIA.
- b) A request for possible Omissions and Additions to the filing System has been sent to all divisions.

## Challenges

- a) Two slight obstructions hindered the co-option of omissions and additions on time.

## Recommendations

- a) Omissions and additions submitted are being coopted electronically onto the compiled filing system.
- b) The submission of the said compiled filing system for revision and possible approval will be done soonest after going through all relevant channels within the institution.

## 4.8 INFORMATION TECHNOLOGY

The Information Technology (IT) section is responsible for the implementation, maintenance and technical support for all technological functions within the Electoral Commission of Namibia. These include all computer hardware and software, servers as well as election and registration related technologies.

### Achievements

During the 2018/19 financial year, the IT division managed to replace all aged server hardware and upgraded to Windows server 2016. Furthermore, all user computers were upgraded to Windows 10 pro. In addition, the core network infrastructure was upgraded by replacing the aged and outdated switches and routers.

The Disaster Recovery (DR) site was established by securing the site and installation of the link between DR site and HQ completed.

### **Challenges**

Due to financial constraints, the rest of the network was not upgraded and about 60% of user computers were not replaced as planned for the 2018/19 annual plan.

### **Recommendation**

We recommend that additional funds be allocated to enable the division to procure the necessary hardware and services that have been identified as challenges.

## PART FIVE:

### ORGANIZATION STRUCTURE

The ECN is comprised of a hierarchical structure of four (4) pillars, namely: The Commission, Office of the Chief Electoral and Referenda Officer, Directorate of Operations and the General Services Division. The Internal Audit section falls under the Office of the Chief Electoral and Referenda Officer.

The Directorate of Operations has two (2) divisions, namely; Planning and Registration and Democracy Building. General Services consists of different departments namely; Finance, Human Resources, Information Technology and Auxiliary Services. It should be noted that due to administrative reasons, the Subdivision Information Technology now falls under General Services.

The current structure was approved in 2006, with limited human capital in transforming itself as an

institution of integrity, legally charged with the responsibility of conducting elections in a free, fair, transparent, credible and impartial manner. Despite such challenges narrated above, ECN had successfully executed its mandate as per the Electoral Act, (Act No. 5 of 2014).

In addition, the current staff establishment makes only provision for 53 permanent posts of which 12 positions still remain vacant. The current 42 permanent staff members are complemented by a staff component of 147 temporary employees placed both at Head office and regional level. The temporary staff at head office provide support services to the institution in different divisions and sections, while the majority temporary staff at regional level is charged with the provision of voter and civic education to the electorate and the public.



# ORGANOGRAM STRUCTURE



## PART SIX:

### REGIONAL AND INTERNATIONAL ENGAGEMENTS

#### 6.1 Conference: Abuja, Nigeria, 08th – 12th April 2018

##### Conference on “Opportunities and challenges in the use of technology in elections”

The Independent National Electoral Commission of Nigeria (INEC) and the ECOWAS Network of Electoral Commissions (ECONEC-RESAO) in collaboration with the Electoral Commissions Forum of Southern Africa Development Countries (ECF-SADC) with the support of the European Centre for Electoral Support (ECES), managers of the Component 1 of European Union Support for Democratic Governance in Nigeria (EU-SDGN) held an international Conference.

The conference was on *Opportunities and Challenges in the Use of Technology in Elections: Experiences from West and Southern Africa* at the Transcorp Hilton Hotel, Abuja, Nigeria from 9th to 11th April 2018. The overall objective of the Conference was to build and enhance the capacity of participants in the choice and usage of ICT in

elections for strengthening the credibility, integrity and transparency of electoral processes in ECOWAS and SADC countries.

The ECN was represented by the Chairperson, Adv. Tjipueja, accompanied by Mr. Mingelius, Chief Systems Administrator who delivered a presentation on the “Use of ICT in Elections: Lessons learnt, issues and challenges: The Namibian Experience”.

The participants at the Conference acknowledged the benefits of the use of technology to boost public confidence in the electoral process and for the protection of the sanctity and integrity of the ballot in ensuring that leaders in the ECOWAS and SADC regions now obtain their mandate and legitimacy solely through the ballot box, based on the rule of law and will of the people.

In conclusion, EMBs of ECONEC and SADC regions pledged to engage in future collaboration and to use the Abuja Conference as a turning point in a collective effort to deepen the deployment of technology for credible elections and the building of stable democracies in Africa.

#### 6.2 5<sup>th</sup> Annual New Commissioners Orientation (NCO)



5<sup>th</sup> Annual New Commissioners Orientation – Lilongwe Malawi, 17<sup>th</sup> – 20th April 2018

Professional electoral administration is key to delivering well-organized, credible and genuine elections. Electoral Management Bodies (EMBs) perform best when the leadership has a thorough understanding of the mechanics, principles and good practices in electoral administration. In Africa, EMBs are struggling to bring the capacities of Commissioners and Senior staff to the desired level – a difficulty compounded by fixed-term appointments and other challenges that Commissions face in the discharge of their mandate. Despite strong credentials in the previous positions, newly appointed Commissioners often lack knowledge of key issues in electoral administration.

In this context, the Electoral Commissions Forum of SADC countries (ECF-SADC) and International Institute for Democracy and Electoral Assistance (International IDEA) have joined hands to promote capacity strengthening of senior election officials through the delivery of the annual New Commissioners Orientation (NCO). The initiative is in line with ECF-SADC strategic plan of 2013-2018 which defines the strengthening/promoting the culture of electoral democracy in the region as a key priority area where the building of capacity of EMBs and stakeholders is considered a crucial element. Similarly, International IDEA's engagement to promote capacities targeting electoral participants/officials has constituted one of the core activities of the Institute over the past 20 years.

The overall objective of the four-day NCO was to introduce and engage newly appointed EMB members and senior staff to the mechanics, principles and good practices in the electoral field and equip them with knowledge and skills to carry out their new responsibilities with integrity, professionalism, transparency and accountability.

The Chairperson, Adv. Notemba Tjipueja in her capacity as the Chairperson of the ECF-SADC Executive Committee officially presented the welcoming remarks during this occasion. Commissioner Nghikembua who was the most recently appointed Commissioner, attended the program.

### **6.3 Role of Media in Elections reporting – July & September 2018**

The African media project of the Friedrich-Ebert-Stiftung (FES), *fesmedia Africa* and the Electoral Commissions Forum of SADC Countries (ECF-SADC) have joined hands to promote capacity strengthening of media in an effort to conduct credible and transparent elections. The initiative is in accordance with the ECF-SADC/MISA Guidelines on Media Coverage of Elections in the SADC region (2012) which provide that the media has a duty to provide election coverage that gives the voter comprehensive, accurate and reliable information on all aspects of the electoral process. This information assists to ensure that the voters know and understand their democratic rights and exercise them free from fear, intimidation or coercion. Two separate workshops were organized in Madagascar and eSwatini in July & September 2018 respectively. The ECN was represented by Commissioner Ulrich Freyer.

### **6.4 Electoral Risk Management Workshop**

#### **Electoral Risk Management Workshop - 23rd April 2018, Elections House, Windhoek**

From 23<sup>rd</sup> to 27<sup>th</sup> April 2018, the ECN in collaboration with the International Institute for Democracy and Electoral Assistance (International IDEA) organized two activities related to the management of risks in electoral processes at the ECN headquarters in Windhoek, namely:

- Electoral Risk Management: Identification of Electoral Risk Factors
- Technical Training Workshop on the Utilization of the ERMTool

The overall objective of the risk identification workshop was to establish a baseline for the implementation of an electoral risk management strategy by ECN. The baseline will enable the ECN to put in place an operational plan for the implementation of a risk management strategy based on the electoral risk factors



identified during the workshop. The workshop enabled participants to identify and assess the potential impact of a number of electoral risks that could potentially undermine the quality of election administration in Namibia as well as providing recommendations for possible prevention and mitigation strategies to address the risks.

### **Electoral Risks in Namibia**

The workshop enabled participants to discuss and deliberate on the most likely risks to the electoral process in Namibia. As a country with an uninterrupted tradition of electoral democracy since its independence, Namibia has not faced a number of the security challenges that have plagued elections in other African nations. Yet despite this, the ECN must administer elections in the context of a number of internal and external electoral risk factors that could undermine the overall integrity of the process. Internal risks include a number of legal, technical and

operational risks – many of them ‘owned’ by the ECN. External risks include a number of structural factors linked to the current political, economic, social, cultural and geographic context in Namibia that could intervene during the electoral process.

During the workshop, a total of thirty-one (31) electoral risks were identified and assessed, consisting of twenty-four (24) internal risk factors and seven (7) external risk factors. Internal risks refer to endogenous risks that are exclusive to the electoral process. For most internal risk factors, the ECN is the ‘risk holder’ or ‘risk owner. External electoral risk factors refer to structural factors that relate to the context in which elections take place.

Some risks we regarded as having a low probability of affecting the ECN’s work, but a number of risk factors were cited as having a higher likelihood of influencing the conduct of elections.

## **6.5 Southern Africa Regional Policy Dialogue**

**Southern Africa Regional Policy Dialogue on Money in Electoral Processes, 07<sup>th</sup> June 2018, Hilton Hotel, Windhoek – Namibia**



Electoral Management Bodies (EMBs) in Africa generally have broad constitutional mandates to oversee electoral processes and the management of elections. However, in many cases, the establishment of EMBs has not been matched by sufficient or timely commitment of resources needed for the fulfilment of their mandates. The topic of financing of elections has therefore become a pressing issue among African electoral practitioners.

The International Institute for Democracy and Electoral Assistance (International IDEA) and the Electoral Commission of Namibia (ECN) co-organized a conference with the title “Financing of Electoral Processes: An Investment for Inclusive and Sustainable Democracy” in Windhoek, Namibia on the 07<sup>th</sup> – 08<sup>th</sup> June 2018.

The conference aimed to contribute to discussions taking place within the border “Inclusive Democracy for Sustainable Development”, which was adopted by Namibia as the current Chair of International IDEA Council of Member States.

The event was convened as a platform for the collation of information, sharing of experience and exchange of knowledge on this subject among African EMBs specifically. The opening session also served as the Namibian launch of International IDEA’s new biennial publication, The Global State of Democracy (GSoD). The publication was launched by the Speaker of the National Assembly, Hon. Prof. Peter Katjavivi, Adv. Notemba Tjipueja, Chairperson of ECN and Adebayo Olukoshi, International IDEA’s Director for the Africa and West Africa Regional Programme.



A copy of the report can be accessed on the website of International IDEA.



# PART SEVEN:

## AUDITED FINANCIAL STATEMENT REPORT

### 7.1 AUDITED FINANCIAL STATEMENT REPORT 2017/18

Report of the Auditor General on the Accounts of the ECN for the financial year ended 31<sup>st</sup> March 2018.

#### 7.1.1 Appropriation account

| 2017/2018                                    |             |                        |                      | 2016/2017                    |             |                       |
|--|-------------|------------------------|----------------------|------------------------------|-------------|-----------------------|
| Service                                      |             | Authorized expenditure | Actual expenditure   | Variations                   |             | Actual expenditure    |
|  |             |                        |                      | Under expenditure / (Excess) | Percentage  |                       |
| <b>1. Administration:</b>                    | 31 312 000  |                        |                      |                              |             |                       |
| Original budget                              | 8 137 506   | 38 053 506             | 36 236 349.68        | 1 817 156.32                 | 4.78        | 98 402 629.74         |
| Plus: Virement                               |             |                        |                      |                              |             |                       |
| Less: Suspension                             | (1 396 000) |                        |                      |                              |             |                       |
| <b>2. Planning, Registration and Voting:</b> | 14 336 000  |                        |                      |                              |             |                       |
| Original budget                              |             | 13 034 604             | 12 784 682.37        | 249 921.63                   | 1.92        | 21 043 408.15         |
| Less: Virement                               | (1 301 396) |                        |                      |                              |             |                       |
| <b>3. Voter Education:</b>                   | 21 266 000  |                        |                      |                              |             |                       |
| Original budget                              |             | 16 821 890             | 16 248 441.74        | 573 448.26                   | 3.41        | 25 888 746.87         |
| Less: Virement                               | (4 044 110) |                        |                      |                              |             |                       |
| Less: Suspension                             | (400 000)   |                        |                      |                              |             |                       |
| <b>Total</b>                                 |             | <b>67 910 000</b>      | <b>65 269 473.79</b> | <b>2 640 526.21</b>          | <b>3.89</b> | <b>145 334 784.76</b> |

## 7.1.2 Standard subdivisions

| Subdivision   | 2017/2018              |                      |                             | 2016/2017             |
|---|------------------------|----------------------|-----------------------------|-----------------------|
|   | Authorized expenditure | Actual expenditure   | Under expenditure /(Excess) | Actual expenditure    |
| <b>Operational:</b>                                   |                        |                      |                             |                       |
| <i>Current expenditure:</i> Personnel                 |                        |                      |                             |                       |
| 001. Remuneration                                     | 37 352 098             | 36 774 075.26        | 578 022.74                  | 36 103 278.58         |
| Employer's contribution to the                        |                        |                      | 149 176.40                  | 1 533 691.24          |
| 002. G.I.P.F. and M.P.O.O.B.P.F.                      | 1 910 797              | 1 761 620.60         |                             | 5 578 474.60          |
| 003. Other conditions of service                      | 1 195 461              | 1 183 368.53         | 12 092.47                   | 1 040.56              |
| Employers contribution to the Social                  |                        |                      | 5 290.93                    |                       |
| 005. Security Commission                              | 144 000                | 138 709.07           |                             |                       |
| <b>Total</b>  |                        |                      |                             |                       |
| <i>Current expenditure:</i> Goods and other services  | 40 602 356             | 39 857 773.46        | 744 582.54                  | 43 216 484.98         |
| 021. Travel and subsistence allowance                 | 1 853 000              | 1 603 940.11         | 249 059.89                  | 885 429.09            |
| 022. Materials and supplies                           | 1 100 220              | 772 679.79           | 327 540.21                  | 885 892.94            |
| 023. Transport  |                        |                      |                             |                       |
| 024. Utilities  | 172 382                | 978 060.97           | 194 321.03                  | 67 511 512.54         |
| 025. Maintenance expenses                             | 604 148                | 997 059.48           | 607 088.52                  | 7 130 491.36          |
| 026. Property rental and related charges              | 688 857                | 655 846.41           | 33 010.59                   | 1 582 620.40          |
| 027. Other services and expenses                      | 1 349 411              | 1 261 928.99         | 87 482.01                   | 1 855 657.14          |
| <b>Total</b>  | 6 708 403              | 6 458 731.48         | 249 671.52                  | 7 756 852.74          |
| Subsidies and current transfers                       |                        |                      |                             |                       |
| 041. Membership fees and subscriptions: International | 21 476 421             | 19 728 247.23        | 1 748 173.77                | 92 608 456.21         |
| <b>Total</b>  | 336 000                | 323 779.82           | 12220.18                    | 318 186.25            |
| <b>Total: Current expenditure</b>                     |                        |                      |                             |                       |
| Operational Capital expenditure:                      |                        |                      |                             |                       |
| <i>Capital Assets</i>                                 |                        |                      |                             |                       |
| 101. Furniture and office equipment                   | 3 015 431              | 2 879 881.91         | 135 549.09                  | 1 047 646.49          |
| 103. Operational equipment, machinery and plants      |                        |                      |                             | 22 276.90             |
| <b>Total: Capital expenditure</b>                     | <b>3 015 431</b>       | <b>2 879 881.91</b>  | <b>135 549.09</b>           | <b>1 069 923.39</b>   |
| <b>Total: Operational expenditure</b>                 | <b>65 430 208</b>      | <b>62 789 682.42</b> | <b>2 640 525.58</b>         | <b>137 213 050.83</b> |

## Standard subdivisions

| Subdivision   | 2017/2018              |                      |                              | 2016/2017             |
|---|------------------------|----------------------|------------------------------|-----------------------|
|   | Authorized expenditure | Actual expenditure   | Under expenditure / (Excess) | Actual expenditure    |
| <b>Development:</b>                                       |                        |                      |                              |                       |
| <i>Capital expenditure:</i> Acquisition of capital assets | 1 489 022              | 1 489 021.37         | 0.63                         | 3 410 864.93          |
| 105. Feasibility studies, design and supervision          | 990 770                | 990 770.00           |                              | 950 000.00            |
| 106. Purchase of land and intangible assets               |                        |                      |                              | 3 760 869.00          |
| 107. Construction, renovation and improvement             | 2 479 792              | 2 479 791.37         | 0.63                         | 8 121 733.93          |
| <b>Total: Development expenditure</b>                     |                        |                      |                              |                       |
| <b>Grand Total</b>  | <b>67 910 000</b>      | <b>65 269 473.79</b> | <b>2 640 526.21</b>          | <b>145 334 784.76</b> |

## 7.1.3 Departmental revenue

Revenue for the year is as follows:

| Revenue head                       | Estimate<br>2017/2018 | Actual revenue<br>2017/2018 | More/(Less) than<br>estimated | Actual revenue<br>2016/2017 |
|------------------------------------|-----------------------|-----------------------------|-------------------------------|-----------------------------|
| Unclaimed cheques                  | 1 000                 | 857 654.73                  | 857 654.73                    | 34 897.37                   |
| Miscellaneous                      | 2 000                 | 96 216.83                   | 95 216.83                     | (2 500.00)                  |
| Deposits made by political parties |                       | 7 500.00                    | 5 500.00                      |                             |
| <b>Total</b>                       | <b>3 000</b>          | <b>961 371.56</b>           | <b>958 371.56</b>             | <b>32 397.37</b>            |










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