



# ANNUAL REPORT 2021/22

IMPROVING PERFORMANCE WITH  
REFLECTIONS IN A POST ELECTORAL PERIOD



THEME FOR ECN ANNUAL REPORT 2021/2022

## **Improving performance with reflections in a post electoral period**

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Having successfully conducted the 2019 Presidential and National Assembly elections as well as the 2020 Regional Councils and Local Authority elections, this annual report provides a synthesis of reflections of the recent electoral period in preparation for the next elections. This was particularly crucial for institutional strengthening, development of institutional policies and guidelines, performance management system development and implementation, as well as capacity building.

To this end, this Report offers insights and lessons that inform the subsequent strategic goals and objectives to lead the institution into the future. Moreover, this reporting year marks new strategic intent where the Electoral Commission of Namibia has been adapting and transitioning as a result of change in the top leadership structure of the Commission.

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# 1. ABOUT US

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**T**he Namibian Constitution and the Electoral Act No.5 of 2014 provide the legislative framework for conducting elections in Namibia. These two legal instruments thus primarily guide the conduct and delivery of elections. Powers and functions of Commission are subject to the Namibian Constitution and the Electoral Act, and in particular with due regard to Schedule 2 and any other law. The Commission:

- (a) is the exclusive authority to direct, supervise, manage and control in a fair and impartial manner and without fear, favour or prejudice any elections and referenda under the Electoral Act; and
- (b) must exercise and perform its powers and functions, subject to section 2(3), of the Electoral Act, independent of any direction or interference by any other authority or any person.

## **The Commission has further powers and functions to:**

- (a) Supervise, direct and control the registration of voters for the purposes of any election or referendum;
- (b) Supervise the preparation, publication and maintenance of a national voters' register and local authority voters' register;
- (c) Supervise, direct and control the registration of political parties and organisations;
- (d) Supervise, direct and control the conduct of elections and referenda;
- (e) Supervise, direct, control and promote voter and civic education in respect of elections and referenda, including the cooperation with educational or other bodies or institutions

with a view to the provision of instruction to or the training of persons in electoral and related matters;

- (f) Supervise, direct and control electoral observers;
- (g) Establish and maintain liaison and cooperation with political parties, the media and the public;
- (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) promote knowledge of sound and democratic electoral processes;
- (j) Issue and enforce any code of conduct provided for in the Electoral Act;
- (k) Supervise and control the disclosure and dissemination of information regarding electoral matters and establish and maintain the necessary facilities for collecting and disseminating the information;
- (l) Secure in the electoral and referenda processes the representation of the diverse social and cultural groups in Namibia and seek their cooperation;
- (m) Create its own organisational structure, to allow its leadership to take full control of all its operations to strengthen areas where operational effectiveness is lacking; and
- (n) Exercise and perform any other powers and functions conferred and imposed upon it by or under the Electoral Act or any other law or which are necessary or expedient for purposes of achieving the objects of the Electoral Act or any other law.



# VISION

To be a centre of excellence  
in electoral management












# MISSION

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



# VALUES

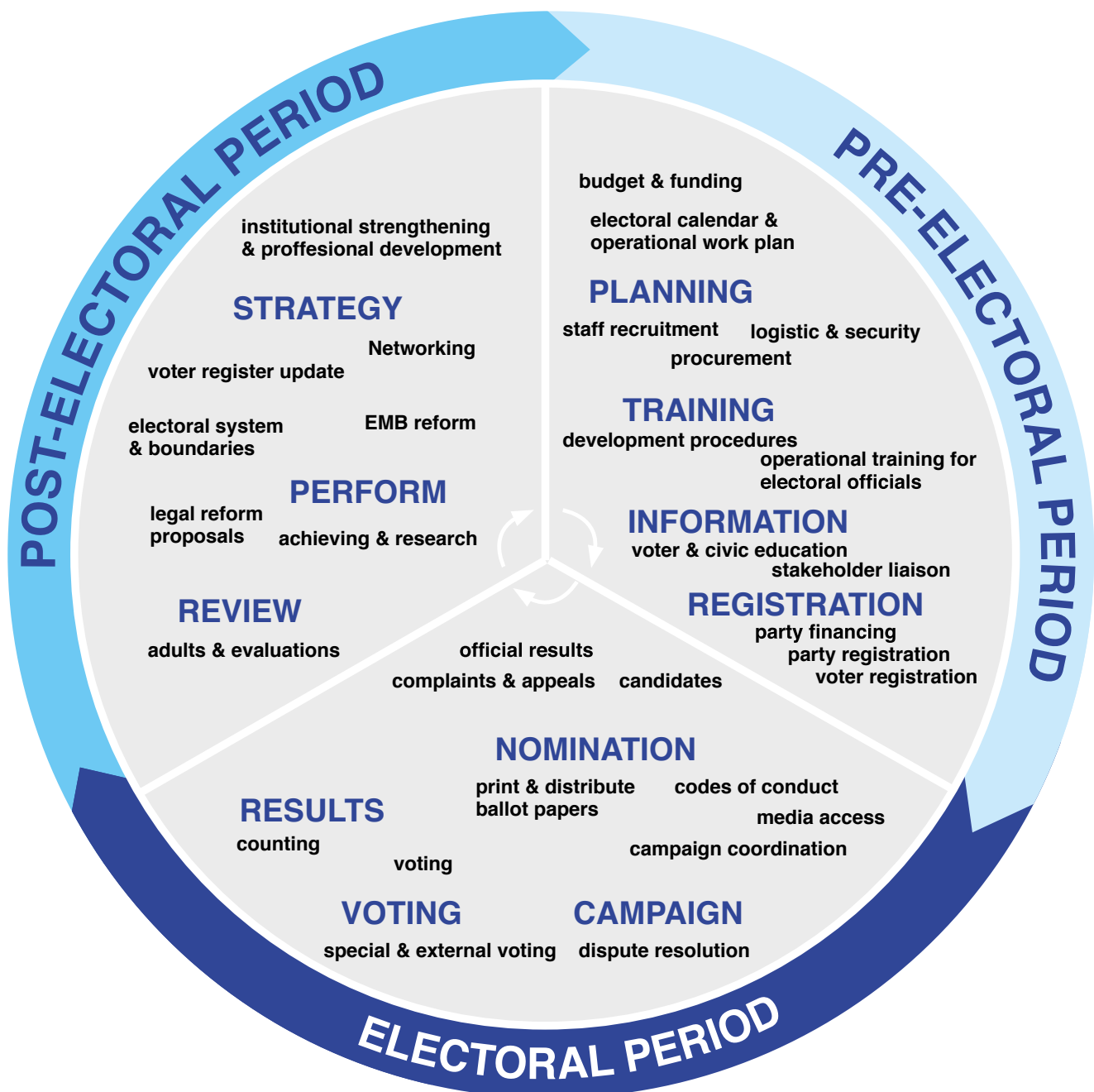
The description of ECN's core values, which its staff members  
should uphold in the execution of their duties are as follows:

Value	Description
 Secrecy of the vote	To respect and protect the voter's choice.
 Accountability	Account to Parliament and the Namibian nation.
 Non-Partisanship	To maintain political neutrality and refrain from deliberately advancing or prejudicing the interest of political parties, organisations and independent candidates.
 Professionalism	Demonstrate the highest level of competence, skills and acumen in the delivery of its mandate.
 Integrity	Uphold honesty and transparency in the electoral processes.
 Inclusiveness	Involve stakeholders through broad consultation in the delivery of service.
 Innovation	Enhance advanced ways of conducting electoral processes.
 Respect for the rule of law	Adhere to the Constitution and legislation.
 Service Mindedness	Develop and implement service delivery standards.
 Accessibility	Ensure the practice of making electoral information, activities, and/or registration/polling venues accessible, meaningful, and usable for all our stakeholders including people with disabilities by providing equitable opportunities.

## 2. ABOUT THIS REPORT

Section 15 (1) of the Electoral Act of 2014 (Act No. 5 of 2014) states 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.”

Therefore, the report presents a summary of strategies, activities, programmes and achievements of the Commission used to create value in executing its mandate.



A professional portrait of Ms. Elsie Nghikembua, Chairperson of the Electoral Commission of Namibia. She is a Black woman with long, wavy brown hair, wearing a black blazer over a white top with a ruffled neckline. A red floral brooch is pinned to her left lapel. She is standing against a plain grey background with her arms crossed.

# CHAIRPERSON'S REPORT

**Ms Elsie Nghikembua**

CHAIRPERSON OF THE ELECTORAL COMMISSION OF NAMIBIA



# 3. CHAIRPERSON'S REPORT

We welcome you to peruse the Electoral Commission of Namibia's report, which details our performance during the 2021/22 financial year. The members of the Commission provide an oversight role in respect of the activities, programmes, and initiatives to ensure that ECN effectively implements its mandate, strategic goals, objectives and facilitate the promotion of the principles of peaceful, free and fair elections.

The Electoral Commission of Namibia, within the prescribed laws, is the exclusive Authority to direct, supervise, manage and control in a fair and impartial manner and without fear, favour or prejudice any elections and referenda under the Electoral Act. Furthermore, it must exercise and perform its powers and functions, subject to section 2(3), of the Electoral Act, independent of any direction or interference by any other authority or any person.

Moreover, the reporting year was crucial, yet challenging to the Electoral Commission of Namibia to adapt and successfully manage the transition that resulted from the change in the top leadership structure of the Commission when I was appointed as the Chairperson of the Commission.

I therefore, wish to thank the former ECN Chairperson, Adv. Notemba Tjipueja and Commissioner Ulrich Freyer who served on the previous Commission for their significant contribution in shaping the country's electoral landscape during their tenure of office. Through set systems and controls, ECN has surely made many strides and we shall continue to build on the foundation that has been laid before us.

Similarly, I wish to applaud and welcome Commissioner Dr Emmerentia Leonard on her appointment to the Commission on 15 September 2021 on a five-year term. We look forward to new and innovative thoughts to strengthen the capacity at ECN as we gear up towards a centre of excellence in electoral management.

## Historical overview

Since its establishment in 1992, the Electoral Commission of Namibia has successfully implemented its constitutional mandate, resulting in a stable and peaceful political environment in the country. In carrying out its mandate, ECN is guided by the Namibian Constitution and legal frameworks governing constitutional and electoral democracy as well as international best practice on electoral democratic processes.

In recognition of international standards that partially guide the operations of the Commission; we have adopted the Electoral Cycle approach. The Electoral Cycle was developed by the European Commission (EC), the International Institute for Democracy and Electoral Assistance (International IDEA) as well as the United Nations Development Programme (UNDP). The cycle creates credibility in elections processes as a continuous process rather than an isolated event. It follows a cyclical approach of pre-election period, electoral period and post-electoral period.

## Oversight of the key strategic initiatives

This specific reporting period coincides with the post-electoral period in the Electoral Cycle. As a result, most activities were geared towards review of the 2019 Presidential and National Assembly Elections as well as the 2020 Regional Councils and Local Authority elections evaluations. Activities also included research, institutional strengthening, development of institutional policies and guidelines, performance management system development and implementation, as well as capacity building.



In exercising its oversight role, the Commission was able to achieve the following key strategic initiatives during the period under review. These were:

### 1. Legal matters

The following legal matters were contended by the Commission.

- a. The case of Ndonga Linena Constituency arising from the 2020 Regional Councils and Local Authority Elections whereby the All People's Party (APP) lodged a court case with the Electoral Court to declare the results for the Ndonga Linena Constituency election results null and void. After the case was heard before the Electoral Court on 13 September 2021, the Ndonga Linena Constituency election results were declared null and void and ECN was ordered to recount the ballot papers.
- b. The case of the Electoral Commission of Namibia and 29 others vs Charmaine Tjirare and two others on the matters relating to the correct interpretation of Schedule 4(4) of the Namibian Constitution after a general election for members of the National Assembly, awaiting judgment.

### 2. Amendment to the Electoral Act of 2014, Act No. 5 of 2014

With the ever changing political and legal environments, harmonising the legal framework by reviewing and reforming laws to ensure that they are significant to our operations is crucial.

Hence, during the reporting period, the Commission initiated a holistic review of the Electoral Act of 2014, Act No. 5 of 2014 in view to improve and strengthen certain provisions contained therein. This was by developing a draft Electoral Amendment Bill that makes recommendations in relation to various provisions of the Act, including proposed amendments relating to enhancing the functional efficiency of the Commission. The proposed amendments are essential to ensure effective and efficient management of elections whilst strengthening and repositioning the Commission.

Similarly, providing the necessary guidance in preparation of the next electoral cycle (the 2024 General Voters Registration, 2024 Presidential and National Assembly Elections as well as the 2025 Regional Councils and Local Authority Council Elections). This is an on-going exercise, and the national consultative workshop will be conducted with key stakeholders in the new year.

### 3. Stakeholder Engagements

The Commission continued stakeholder engagements on various matters of mutual concern and extensively on civic and voters education programmes. Concerns were raised about the lack inclusiveness in information dissemination especially for People with Disabilities (PWD) as well as elderly and the marginalised communities.

To address this challenge, ECN has developed various communication strategies to foster access to electoral information. Civic education policy and materials have been developed with the guidance of the Commission which are contained in the report under voter and civic education.

### 4. Political Party Financial Compliance

One of the challenges faced by the Commission is lack of compliance by political parties to Sections 139, 140, 141 and 158 of the Electoral Act, Act 5 of 2014. To address this unfavourable tendency, the Commission made an undertaking to engage all registered political parties and organisations. Furthermore, workshops will be conducted in the new year for political parties and organisations in order to provide clarity on the prescribed provisions. Thereafter, the Commission will adopt a model to promote compliance and set a deadline for submission of audited financial statements which will be communicated to the political parties.

### 5. Performance Management System

The Commission is in the process to implement the performance management system to strengthen its operational efficiency. Once implemented, the performance management system will assist to ensure that employees are working effectively towards aligned organisational goals, and to help develop employee talent towards optimal performance and promote accountability.

The performance management system is expected to be implemented in the next financial year (2022/2023) and all employees will sign individual performance agreements.

### 6. International and Regional Bodies

Subsequently, ECN continues to serve a critical role regionally and internationally through active membership of Namibia to the International Institute for Democracy and Electoral Assistance (IDEA) and the Electoral Commissions Forum of SADC Countries (ECF-SADC). The ECN hosted the Annual General Conference of the Electoral Commission's Forum of SADC (ECF- SADC) in November 2021.

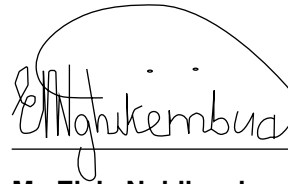
During this Conference, the Chairperson of ECN was elected as the Chairperson of the Forum Executive Committee for a period of 2 years. The Commission travelled outside Namibia on observer missions, information sharing seminars, and training workshops.

The Commission is further pleased that it was able to deliver on its mandate, to meet its strategic goals and to maintain its governance and legal imperatives during the 2021/2022 financial year. All such activities and programmes were informed by and undertaken with due consideration of the overall mandate, vision, mission, and values underpinning the work of the Commission.

In conclusion, the year under review is no doubt, a productive year, and I wish to express, on behalf of the Commission, my sincere gratitude to the Government of the Republic of Namibia for its ongoing support and trust bestowed upon us.

Equally, I would like to thank all key stakeholders for their continued support and beneficial cooperation extended to us during the year under review.

Lastly, I would like to thank fellow Commissioners, the CEO, management and staff members of the ECN for their steadfast commitment, loyalty, hard work and dedication towards the fulfilment of becoming a centre of excellence in electoral management.

A handwritten signature in black ink, appearing to read 'E. Nghikembua', is written over a horizontal line.

**Ms Elsie Nghikembua**

CHAIRPERSON OF THE ELECTORAL COMMISSION  
OF NAMIBIA

# CORPORATE GOVERNANCE

## Electoral Commission 2022

**Back row:** (left to right) Mr Evaristus Evaristus, Mr Gerson Uaripi Tjihenuna, Mr Ulrich Freyer

**Front row:** (left to right) Mrs Elsie Nghikembua (Chairperson, from September 2021)  
and Adv. Notemba Tjipueja (Chairperson, until September 2021)





# 4. CORPORATE GOVERNANCE

## 4.1 Current Commissioners



**Adv. Notemba Tjipueja**  
Chairperson

Five (5) years with effect from  
15 September 2016



**Ms Elsie Nghikembua**  
Commissioner

Five (5) years with effect from  
15 September 2016



**Mr Ulrich Freyer**  
Commissioner

Five (5) years with effect from  
15 September 2016



**Mr Evaristus Evaristus**  
Commissioner

Five (5) years with effect from  
15 March 2019



**Mr Gerson Tjihenuna**  
Commissioner

Five (5) years with effect from  
15 March 2019

## New appointments



**Ms Elsie Nghikembua**  
Chairperson

Five (5) years with effect from  
15 September 2021



**Dr Emmerentia Leonard**  
Commissioner

Five (5) years with effect from  
15 September 2021

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. The objective of the Commission as stipulated in Section 3 of the Electoral Act of 2014, Act No. 5 of 2014 is to organise, direct, supervise, manage and control the conduct of elections and referenda in a free, fair, independent, credible, transparent and impartial manner as well as to strengthen constitutional democracy and to promote democratic electoral and referenda processes.

Members of the Commission provide oversight responsibility in respect to the activities of the organisation and facilitate the promotion of principles of peaceful, free and fair elections. The Commission is further responsible for providing oversight responsibility to ensure effective implementation of ECN's core mandate, strategic goals, and objectives.

In September 2021, the terms of office for Adv. Notemba Tjipueja (Chairperson) and Commissioner Ulrich Freyer came to an end. Following the selection and recommendation process by the selection committee further approval by the National Assembly in accordance with the provision 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 Ms Elsie Nghikembua (Chairperson) and Dr Emmerentia Leonard as members of the Electoral Commission of Namibia for a period of five years with effect from 15 September 2021.

Commissioner Gerson Uaripi Tjihenuna and Commissioner Evaristus Evaristus were appointed in March 2019. Membership tenure on the Commission is a period of five years from the date of appointment and may be extended upon expiry by the appointing authority.

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

## 4.2 Commission's performance

Led by the Chairperson who is appointed on a fulltime basis for a period of five (5) years, the Commission's performance is vital to the success of ECN. To ensure the Commission is a strategic asset, it must have the right mix of skills and knowledge as well as the ability to work effectively as a team.

## 4.3 Commission and committee meetings

In terms of the Electoral Act, the Commission is required to convene on dates, times and at places as the Chairperson of the Commission deems necessary. The Chairperson of the Commission may at any time further convene a special Commission meeting or must convene a special Commission meeting if so requested in writing by at least three members of the Commission.

### COMMISSION ACTIVITIES: 01 APRIL 2021 – 31 MARCH 2022

#### COMMISSION MEETINGS (DATE AND TYPE OF MEETING)

<b>ORDINARY COMMISSION MEETINGS</b>	22 April 2021
	19 May 2021
	23 June 2021
	28 July 2021
	31 August 2021
	13 September 2021
	05 October 2021
	02 November 2021
	14 December 2021
	02 February 2022
	02 March 2022
<b>AD HOC COMMISSION MEETINGS</b>	12 April 2021
	01 June 2021
	07 July 2021
	13 July 2021
	09 August 2021
	23 November 2021
	08 February 2022
	17 March 2022
	18 March 2022
	23 March 2022
<b>PLC MEETING</b>	09 November 2021
	<b>Agenda Items</b>
	Formal introduction of New Commission
	Update on Ncamangoro Constituency by-elections
	Regulation of Political Party Finance / Compliance
	Update on Electoral Act Amendment Process
	Update on ECN new 2022/2027 Strategic Planning process



<b>GENERAL STAFF MEETING</b>	28 January 2022
	1. Formal introduction of the new Commission and keynote address
	2. Presentation on Strategic Plan, Performance Management Policy, Performance Agreements, and COVID-19 measures.

## **SUB-COMMITTEE MEETINGS HELD PER COMMITTEE AND THE OUTCOMES PER COMMITTEE (01 April 2021– 31 March 2022)**

- Research, Voter and Civic Education & Media Liaison Committee (4 meetings)
- IT, Security and Legal Affairs (5 meetings)
- Human Resources Committee (7 meetings)
- Finance, Audit and Risk Management (5 meetings)
- Audit, Finance & Risk Management Sub-Committee Meeting (15 April 2021)
- HR Sub-Committee Meeting (21 April 2021)
- Research, VE and Media Liaison Sub-Committee Meeting (27 April 2021)
- HR Sub-Committee Meeting (17 May 2021)
- HR Sub-Committee Meeting (10 June 2021)
- Research, VE and Media Liaison Sub-Committee Meeting (15 June 2021)
- HR Sub-Committee Meeting (11 August 2021)
- IT, Legal & Security Sub-Committee Meeting (17 August 2021)

**Policies considered** for final approval at the 08 February ad hoc Commission meeting;

- Performance Management Policy
- Electoral Operations Policy
- Electoral Risk Management Strategy
- Decentralisation Plan

## **INTERNATIONAL AND REGIONAL ENGAGEMENTS FROM ANY OF THE COMMISSIONERS AND THE OBJECTIVES OR OUTCOME OF THAT EVENT**

### **(i) Local Government elections of Republic of South Africa held on 01 November 2021**

- Invitation extended by ECF-SADC
- Mission period: 24 October – 06 November 2021
- Objective: Corporation and support to sister commissions to enhance credibility of the elections, benchmarks for running and management of elections.
- ECN mission delegate: Mr Gerson Uaripi Tjihenuna (Commissioner)

(ii) **Election observation mission of the 2021 Regional and Municipal elections held in the Bolivarian Republic of Venezuela on 21 November 2021**

- On 21 November 2021, Venezuela held its regional and municipal election in which 23 governors, 335 mayors, 253 legislators and 2471 council members were elected.
- Outcome: Draft MoU between ECN and the National Electoral Council of the Bolivarian Republic of Venezuela
- Mission period: 17 – 26 November 2021
- **ECN officials/delegates**
  - Mrs Elsie Nghikemubua (Chairperson)
  - Mr Theo Mujoro (CEO)
  - Dr Emmerentia Leonard (Commissioner)
  - Mr Bornwell Nzehengwa (ICT Manager)

(iii) **Invitation to the 23<sup>rd</sup> Annual General Conference of the Electoral Commissions Forum of SADC Countries (ECF-SADC), 24 – 25 November 2021, Mozambique (virtual meeting)**

- **AGC theme:** Elections in the context of COVID-19 and hostile media environment
- **Objective:** As a policy making body, the conference received reports on Forum matters and adopted recommendations from the Executive Committee.
- **ECN participants**
  - Mr Evaristus Evaristus (Commissioner)
  - Mr Gerson Uaripi Tjihenua (Commissioner)
  - Mr Petrus Shaama (Director of Operations)
  - Mrs Marilyn Kazetjikuria (DD: Democracy building)
  - Ms Zenia Klazen (DD: Planning & Registration)

(iv) **Virtual Roundtable: Innovation in electoral technology: What will the use of technology in 2030 look like? 16 February 2022**

- Organised by the International Centre for Parliamentary Studies (ICPS)
- **Objective:** The webinar discussed innovations in the field of electoral technology, outlining what technologies electoral management bodies could have at their disposal in the next decade. The session focused on challenges: those which may stop innovations being readily available, those that new technologies could address, and those that new technology could create. The roundtable featured presentations from Chairpersons of EMBs, leading academics as well demonstrations of innovative technologies by industry specialists.
- **ECN participants**
  - Mr Gerson Uaripi Tjiheneuna (Commissioner)
  - Mr Evaristus Evaristus (Commissioner)
  - Mr Petrus Shaama (Director of Operations)
  - Ms Zenia Klazen (DD: Planning & Registration)

# 5. MANAGEMENT

**The day-to-day duties of ECN are overseen by a passionate group of fully-committed individuals, who ensure that the ECN fulfils its mandate.**

The management of ECN is very focused on striking a balance between achieving the Commission's mission and doing so in a responsible manner, given the current challenging economic climate. It is the engine and the implementation organ of the ECN as mandated.



**From left to Right:** Ms Lina Ndengu (Manager: Corporate Communications and Marketing), Mr Charles Matengu (Deputy Director: Security and Risk Management), Mrs Josefine Muhapi (Deputy Director: General Services), Ms Zenia Klazen (DD: Planning & Registration), Mr Petrus Shaama (Director of Operations), Mr Bornwell Nzehengwa (ICT Manager), Mrs Marilyn Kazetjikuria (DD: Democracy Building)

A professional portrait of Theo Mujoro, a man with a shaved head and glasses, wearing a grey suit, white shirt, and a yellow and blue striped tie. He is standing with his hands clasped in front of him. The background is a solid, muted grey.

# CERO'S REPORT

**Theo Mujoro**  
CHIEF ELECTORAL AND REFERENDA OFFICER

# CERO'S REPORT

Welcome to the Electoral Commission of Namibia's 2021/22 annual report that focuses on our activities during the period 1 April 2021 until 31 March 2022.

As always in a post-election year, the 2021/2022 financial year was dominated by a post activity evaluation exercise in preparation for the 2024 General Registration of Voters and the 2024 Presidential and National Assembly Elections. In the course of organising and conducting electoral activities over the years, the ECN has come to appreciate the strong relationship between strategic planning and improved organisational performance in the conduct of elections. For the Commission, the significance of a post-election evaluation process cannot be underestimated and this exercise afforded the Commission and electoral stakeholders an opportunity to examine, albeit in retrospect, the experiences of the voters, candidates, election officials and political parties.

The Commission during the planning stage, needed to reflect and take stock of its successes, setbacks, vital insights and lessons that inform the subsequent strategic goals and objectives to lead the Institution into the future.

During the year under review, the ECN has achieved a number of significant milestones highlighted below:

- The ECN successfully conducted a post-mortem and introspection of the 2019 Presidential and National Assembly election as well as the 2020 Regional Councils and Local Authority Elections. The workshop produced a road map/action plan for the 2024 General Registration of Voters and the 2024 Presidential and National Assembly election.
- The 2020/2021 Annual Management Plan and quarterly reviews were successfully executed. The 2022/2023 Annual Management Plan was developed and adopted.
- The ECN successfully reviewed its 2016/2017-2021/2022 strategic plan. Furthermore, ECN developed and adopted the 2022/2023 – 2026/2027 Strategic Plan.
- The ECN successfully concluded the recounting exercise of the Ndonga Linena Constituency for the Regional Council election. The recount exercise was conducted in compliance with the Electoral Court ruling delivered on 13 September 2021 in the matter between All People's Party (APP) versus the Electoral Commission of Namibia (EC2/2021)[2021] NAHCMD 414 (13 September 2021). In the presence of the representatives of the All People's Party (APP) and Popular Democratic Movement (PDM), the ballot papers were successfully recounted on 23 September 2021 at the ECN Head Office.
- Besides the challenges posed by Covid-19, the ECN successfully conducted three (3) Regional Council by-elections in the Opuwo Rural Constituency on 25 July 2021, Katima Mulilo Constituency on 25 August 2021 and the Ncamagoro Constituency on 17 December 2021.
- The ECN also submitted the Performance Assessment and Post-Election Report for the 2020 Regional Councils and Local Authority election for Opuwo Rural Constituency and Katima Mulilo Constituency by-elections in fulfilment of the requirements of Section 116, of the Electoral Act, (Act No. 5 of 2014) of the Electoral Act. This section of the law requires the ECN to conduct a performance evaluation of any electoral process, publish a post-election report for the election in question, and submit it to the National Assembly.
- In addition, the Commission submitted the 2020/2021 Annual Report in fulfilment of section 15(1) of the Electoral Act to the National Assembly in respect of its activities and the activities of the committees performed during the preceding year.

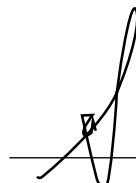
- To enhance operational efficiency, governance and accountability key policies were drafted and approved by the Commission. These are:

- Performance Management Policy
- Electoral Operations Policy
- Electoral Risk Management Strategy
- Decentralization plan.

Our stakeholders have consistently worked and walked with the ECN on the journey to sustain the quality of our elections and democracy. Therefore, as ECN we remain committed to executing our sacred obligation of strengthening our constitutional democracy and the promotion of democratic electoral and referenda processes.

These are key attributes of a democratic government expressive of the deepening of our young and maturing democracy.

In conclusion, I wish to express, on behalf of management, profound gratitude to the Commissioners, staff members (permanent and temporary), Namibian Police Force, Government, registered political parties and organisations, civic organisations and independent candidates for a successful year.



**Theo Mujoro**

CHIEF ELECTORAL AND REFERENDA OFFICER



# 6. PERSPECTIVE ON OUR BUSINESS OPERATIONAL REVIEW

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## 6.1 OFFICE OF THE CERO

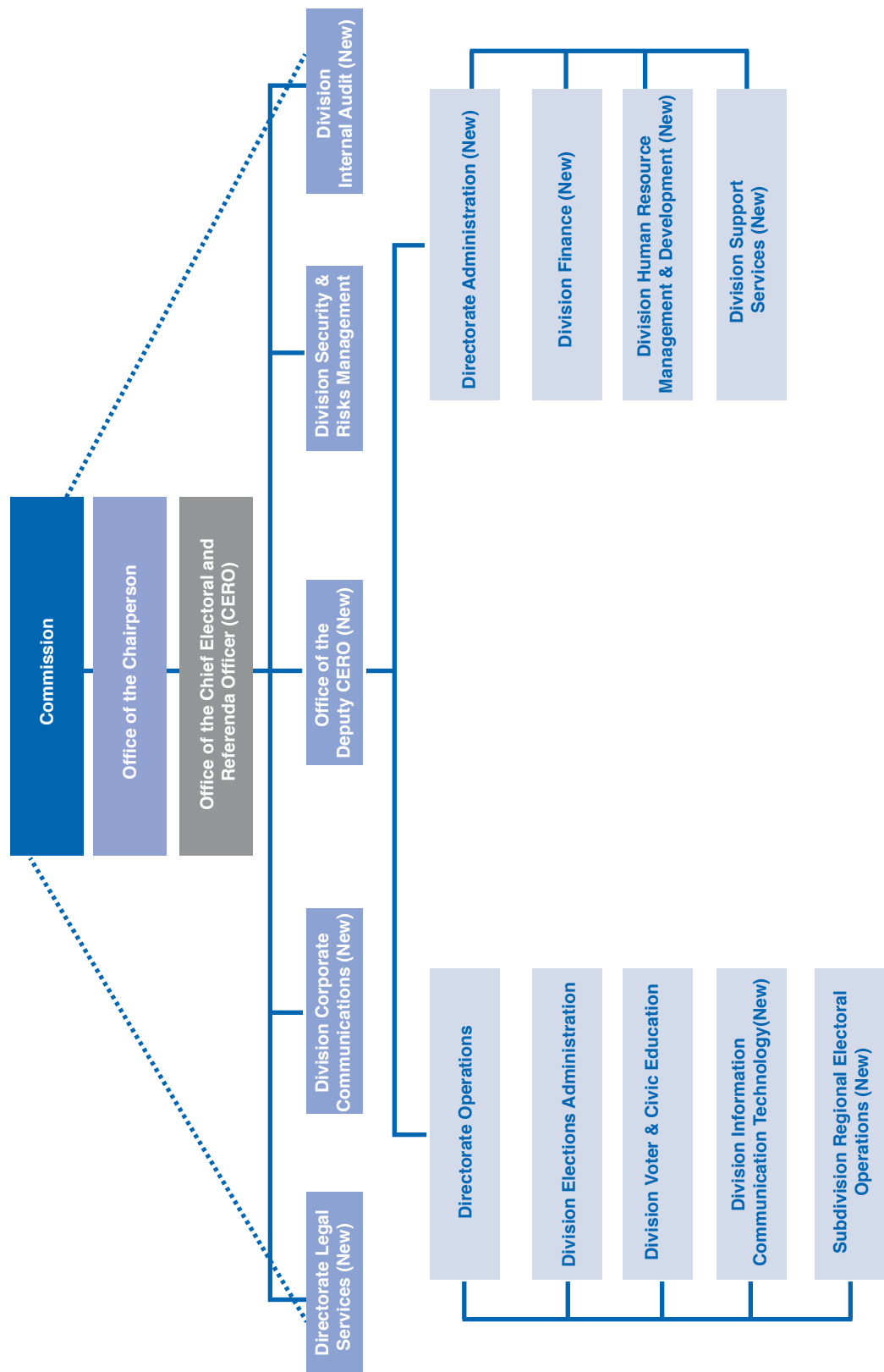
**T**he Commission in terms of Section 17 of the Electoral Act appoints the Chief Electoral and Referenda Officer (CERO). The CERO is the head of administration and is the Commission's Accounting Officer.

The office of the CERO is responsible for the overall strategic management of the Commission and it monitors the implementation of the Commission's strategic priorities and directives. 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 utilisation of the allocated resources and ensuring that resources are adequately managed to enable the ECN to fulfil its mandate.

### Organisational Structure of the Commission

Since 2016, the institution embarked on a strategic process to restructure its processes and organisational structure, which took longer than anticipated. This process is aimed at establishing a permanent presence in the regions and enhance the institutional capacity thereof. In this regard, the Commission recently approved the new organisational structure to support its strategic objectives and the strategic decentralisation agenda. As depicted below, the new management organogram inclusive of new positions was adopted for implementation through a phased-implementation approach over five years (2022/2023–2026/2027), serving as the administrative basis for decentralising electoral functions to the regions.

## Proposed Management Organogram of the ECN



The activities of the CERO's office during the 2020/21 financial year are reflected below.

#### 6.1.1 Institutional performance

##### 2021/2022 Annual Management Plan

The 2021/2022 Annual Management Plan was developed and successfully implemented by all divisions, despite some challenges. Implementation of the plan was monitored and quarterly reviews were done to evaluate performance against set targets and performance indicators.

##### 2022/2023 Annual Management Plan

During the year under review, the Commission took a proactive approach to governance issues and developed and endorsed the 2022/2023 Annual Management Plan that is linked to the 2022/23 – 2026/2027 Strategic Plan. In the preceding years, the Commission used a paper-based Annual Management System and at times it proved difficult to produce reports.

Thus, as part of the new approach, the Commission endorsed a plan that is based on a monitoring tool that has an in-built capacity to produce an annual report for the institutional performance score, a challenge that the Commission has been facing for many years.

The 2021/2022 Annual Management Plan was developed and successfully implemented by all divisions, despite some challenges.



## Publication of Statutory Reports

### a) Annual Reports

In fulfilment of 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." The 2020/2021, Annual Report was published. The report provided a comprehensive overview of all the activities and operations undertaken by the Electoral Commission during the period between 1 April 2020 and 31 March 2021. The report included the institutional audited statements for the year 2018/2019.



### b) Performance Assessment and Post-Election Report

In terms of Section 116 of the Electoral Act, the ECN is required to produce a Performance Assessment and Post-Election report immediately after the results of any election have been published. In respect to the electoral process concerned and within six months after an election, a copy of the post-election report must be submitted to the National Assembly. During the year under-review, the Commission published the Performance Assessment and Post-Election report for the 2020 Regional Councils and Local Authority elections, which was successfully held on 25 November 2020. By-election reports were also published for the Opuwo Rural Constituency and Katima Mulilo Urban Constituency by-elections that were held on 2 July and 25 August 2021 respectively.

All reports were subsequently submitted to the Office of the Speaker at the National Assembly as required by the Electoral Act.



### Strategic Plan 2022/23 – 2026/2027

To enable the Commission to smoothly manage and deliver credible elections and referenda as per its constitutional mandate, the ECN has developed a Strategic Plan covering the period 2022/2023 -2026/2027 to guide it in the performance of its functions. The drafting and development of the 2022/23 – 2026/2027 Strategic Plan was concluded during the year under review after extensive consultations with various stakeholders. The five-year strategic plan defines the strategic roadmap of the Commission and defines the goals the Commission wants to achieve over the next five years, the actions that the Commission will undertake to achieve them, and how progress will be measured.

The development of the  
2022/23 – 2026/2027  
Strategic Plan accorded the  
Commission an invaluable  
opportunity for introspection  
into its purpose, mandate,  
and duties.



This Strategic Plan was developed after broad consultations and the involvement of various stakeholders. Secondly, the Commission reviewed its previous Strategic Plan (2016/2017 – 2021/2022) and comprehensively analysed its internal and external environments. The internal and external environmental analysis generated data and insights to develop the Commission's implementation matrix for the strategy period. 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 centre of excellence in electoral management.

### Governance and Policy Mandates

In its drive to attain its operational independence as guaranteed in the Constitution of the Republic of Namibia in Article 94B and Section 4 of the Electoral Act of 2014 (Act No. 5 of 2014), the ECN developed and approved a number of operational policies and key governance documents to improve its oversight on governance. Effective governance is important in providing transparent and accountable management and oversight of any entity. The Commission's role within the Namibian democratic system means that it must uphold the highest standards of governance and of accountability for how it uses its resources and delivers against its plans.

### Performance Management Policy

The Performance Management Policy (PMP) provides the governance framework and procedures to enable the ECN to assess how its vision, mission and strategic objectives will be realised over the planning period. Through the Commission's PMP, efforts will be made

to measure the overall institutional, departmental, and individual performances based on the targets and outcome indicators outlined in the Strategic Plan, Annual Management Plan and individual Performance Agreements of staff members.

### Electoral Operations Policy

The Electoral Operations Policy (EOP) defines the administrative framework under which electoral operations are managed, executed, monitored and assessed in compliance with the provisions and set of regulations of the Electoral Act and all other relevant pieces of legislation. Therefore, this policy serves as a fundamental instrument to operationalise the Commission's legislative mandate.

### Electoral Risk Management Strategy

The Risk Management Strategy (RMS) outlines an overall approach to risks impacting the attainment of the Commission's vision, mission and strategic objectives.

This strategy, therefore, ensures that risk management is embedded within the daily operations of the Commission, from strategy and policy formulation to strategic leadership, strategic management and operational levels.

### Decentralisation Plan

The ECN has an obligation towards strengthening constitutional democracy and promoting democratic electoral and referenda processes of which decentralisation of electoral functions is very fundamental. In its drive to meet this obligation, the Commission developed the decentralisation plan that is aimed as a policy-driven effort aimed at enhancing and guaranteeing democratic participation by the majority of the citizens at grassroots level as well as achieving sustainable development through participatory democracy.



### 6.1.2. Political Party Liaison Committee (PLC)

During the period under review, the Commission strengthened its relationship with stakeholders. The PLC is maintained as an official link between the Commission and political parties chaired by the Chairperson of the ECN. The platform is aimed at sharing and keeping the political parties abreast pertaining to any developments on electoral matters and to promote transparency and accountability.

In addition, the PLC serves as a platform through which political parties raise their concerns and proposals. In terms of the Standard Operations Procedure (SOP), political parties are involved in all critical stages of the electoral process. The PLC served as a critical engagement forum for all elections. During the year under review, the Commission engaged the members of the PLC on several occasions to discuss various issues as depicted in the table below:



**Table 2: The table below provides information on the meetings held with PLC members:**

Date of Meeting	Purpose of the Meeting
26 May 2021	<ul style="list-style-type: none"> <li>Update on Opuwo Rural Constituency by-election</li> </ul>
12 August 2021	<ul style="list-style-type: none"> <li>Meeting representatives that were participating in the Katima Mulilo Constituency by election</li> <li>Signing off of ballot papers</li> </ul>
09 November 2021	<ul style="list-style-type: none"> <li>Introduction of New Commission</li> <li>Update on Ncamagoro Constituency by-election</li> <li>Regulations of political party finance/compliance</li> <li>Update on Electoral Act Amendment Process</li> <li>Update on ECN new 2022/2023 - 2026/2027 Strategic Planning Process</li> </ul>
18 February 2022	<ul style="list-style-type: none"> <li>ECN Stakeholders consultations on the 2022/2023 – 2026/2027.</li> </ul>



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

In terms of the Electoral Act, 5 of 2014, all registered political parties/organisations must comply with sections 139, 140 and 141 of the Act, and all political parties who are represented in parliament must comply with Section 158. These sections stipulate specific timelines which must be adhered to, and they are linked to the end of a political party's/organisation's fiscal year.

In terms of the abovementioned sections, political parties are obliged to submit the following annually: An audited financial statement in terms of section 140, Form 33 and Form 34, in terms of sections 139 and 141, as well as an audit report in terms of section 158.

During the period under review, the Commission noted that not all the political parties complied with the requirements of the Electoral Act (Act 5 of 2014) in terms of financial accountability. The Commission will ensure that financial compliance and accountability is enforced.



According to the records of the Electoral Commission of Namibia, the submissions since 2014 of respective political parties are as follows:

## Political Parties Audited Financial Statements Submitted

SUMMARY OF POLITICAL PARTIES SUBMISSION-2021/22 FINANCIAL YEAR										
Name of Political Parties	Date of Opening of National Assembly	Submission of Declaration of Assets and Liabilities, Form 33 - All political parties (Section 139)	End of Party Financial Year	Due date of Submission Financial Statements	Submission of Audited Financial Statements - All Political Parties (Section 140)	Disclosure of Foreign and Domestic financing of political parties, organisations or other persons, Form 34 - (Section 141)	Form 34 - Section 141	Due Date for Disclosure of Public Funding (Section 158)	Submission of Audit Report (Political Parties represented in parliament)	Notes
All People's Party (APP)	09 February 2021: Due date for submission all political parties 02 March 2021	Submitted	31-Mar	30-Sep	Not Submitted	Due Date for submission: 31 August 2021	Submitted	30-Jun	Not submitted	Combined Statements
Christian Democratic Voice (CDV)		Not Submitted	30-Sep	31-Mar	Not Submitted		Not submitted	31-Dec	Not submitted	Submitted unaudited financial statement
Congress of Democrats (COD)		Not Submitted	Not Available	Not Available	Not Submitted		Not submitted	Not in Parliament	Not in Parliament	
Democratic Party of Namibia (DPN)		Not Submitted	Not Available	Not Available	Not Submitted		Not submitted	Not in Parliament	Not in Parliament	
Independent Patriots for Change (IPC)		Submitted	31-Dec	30-Jun	Submitted		Submitted	Not in Parliament	Not in Parliament	
Landless People's Movement (LPM)		Submitted	30-Jun	31-Dec	Submitted		Submitted	30-Sep	Not submitted	Unaudited
Monitor Action Group (MAG)		Submitted	30-Mar	30-Sep	Not submitted		Submitted	Not in Parliament	Not in Parliament	
National Democratic Party of Namibia (NDP)		Not Submitted	Not Available	Not Available	Submitted		Not submitted	Not in Parliament	Not in Parliament	
National Empowerment Fighting Corruption (NEFC)		Not submitted	31-Dec	30-Jun	Not Submitted		Not submitted	Not in Parliament	Not in Parliament	
Namibia Economic Freedom Fighters (NEFF)		Not Submitted	31-Mar	30-Sep	Not Submitted		Not submitted	30-Jun	Not submitted	
National Patriotic Front of Namibia (NPF)		Submitted	Not Available	Not Available	Not Submitted		submitted	Not in Parliament	Not in Parliament	
National Unity Democratic Organization of Namibia (NUDO)		Submitted	31-Mar	30-Sep	Not Submitted		Submitted	30-Jun	Not submitted	Combined Statements
Popular Democratic Movement (PDM)		Not Submitted	31-Mar	30-Sep	Submitted		Not submitted	30-Jun	Submitted	
Rally for Democracy and Progress (RDP)		Not Submitted	28-Feb	31-Aug	Submitted		Not submitted	31-May	Submitted	Combined with Financial Statements Sect 140 & 158
Republican Party (RP)		Not Submitted	28-Feb	31-Aug	Submitted		Not Submitted	31-May	Submitted	
SWANU of Namibia		Not Submitted	28-Feb	31-Aug	Not Submitted		Not submitted	31-May	Not submitted	
SWAPO Party of Namibia (Swapo Party)		Not Submitted	31-Mar	30-Sep	Submitted		Not Submitted	30-Jun	Submitted	

SUMMARY OF POLITICAL PARTIES SUBMISSION-2021/22 FINANCIAL YEAR										
Name of Political Parties	Date of Opening of National Assembly	Submission of Declaration of Assets and Liabilities, Form 33 - (Section 139) All political parties	End of Party Financial Year	Due date of Submission Financial Statements	Submission of Audited Financial Statements -All Political Parties (Section 140)	Disclosure of Foreign and Domestic Financing of political parties, organisations or other persons, Form 34 - (Section 141)	Form 34 - Section 141	Due Date for Disclosure of Public Funding (Section 158)	Submission of Audit Report (Political Parties represented in parliament)	Notes
United Democratic Front of Namibia (UDF)	09 February 2021: Due date for submission all political parties 02 March 2021	Submitted	31-Mar	30-Sep	Submitted	Due Date for submission: 31 August 2021	Submitted	31-Dec	Submitted	Submitted unaudited financial statement and Report
United People's Movement (UPM)		Submitted	31-Mar	30-Sep	Not Submitted		Submitted	Not applicable	Not in Parliament	Alliance with PDM
Workers Revolutionary Party (WRP)		Not Submitted	Not Available	Not Available	Not Submitted		Not submitted	Not applicable	Not in Parliament	Requested to submit on Monday the 04 April but they only submitted letters no Financial statements or forms
Democratic Coalition of Namibia (DCN) - Dormant		Not Submitted	Not Available	Not Available	Not Submitted		Not submitted	Not applicable	Not in Parliament	Dormant for a long time - no way of contacting them - addresses, phone numbers are not operational any longer.
Federal Convention of Namibia (FCN) - Dormant		Not Submitted	Not Available	Not Available	Not Submitted		Not submitted	Not applicable	Not in Parliament	
Namibia Democratic Movement for Change (Namibia DMC) - Dormant		Not Submitted	Not Available	Not Available	Not Submitted		Not submitted	Not applicable	Not in Parliament	
None of the political parties have publish their financial statements/reports.										

*At the time of going to print, the submission of financial statements for the 2021/22 Financial Year, was not included as the parties are required to submit within the period of up to six months after the end of the respective Financial Year.*

## 6.2 LEGAL SERVICES



During the year under review the Legal Services office was occupied with drafting Proclamations, Government Notices and General Notices for the national elections, as well as providing legal opinions and advice to the Commission and Management.

The office was occupied with reviewing legislation, facilitating registration of new political parties, drafting and review of Service Level Agreements (SLA), Memorandums of Understanding (MoU) and contracts with various service providers and stakeholders.

A number of court cases were lodged against the ECN in respect of the recently concluded Regional Councils and Local Authority National elections.

The office of the Legal Advisor facilitated engagements with the Office of the Government Attorney, assisted with research and the compilation

of heads of argument, drafting of affidavits and ensured the commissioning thereof.

The only outstanding legal matter is the case of the Electoral Commission of Namibia and 29 others vs Charmaine Tjirare and two others, which was already argued in the Supreme Court, and the parties are awaiting the Court's judgment. The matter relates to the correct interpretation of Schedule 4(4) of the Namibian Constitution after a general election for members of the National Assembly.

The All People's Party (APP) approached the Electoral Court on the 18 January 2021 in a motion to direct the ECN to recount the votes cast for the Regional Council Elections held on the 25 November 2020 at the Ndonga Linena Constituency including the ballots which were rejected in contravention with section 105(4) of the Electoral Act, Act 5 of 2014. Furthermore, the APP requested that their counting agents and/or election agents be present at such recount.

The Electoral Court heard the matter on 23 March 2021, declined the order sought and afforded the applicant to approach the court on the same papers duly amplified and seek a different relief. The APP on 8 April 2021 served and filed an amended notice of motion asking the court that a final mandatory interdict be granted ordering the First, Second and

Third respondents, to by no later than 48 hours from the date of the order of the court make available and allow the applicants to make copies of the following documents:

- 57 (Fifty-Seven) ballots were rejected in the Regional Council Election for the Ndonga Linena Constituency, for the Regional Council Elections held on 25 November 2020.

The Electoral Court on 22 June 2021 granted a final mandatory interdict ordering the ECN, the Chairperson and Chief Electoral and Referenda Officer to by no later than 14 July 2021 from the date of the order of the court, make available and allow the APP to make copies of the 57 (Fifty-Seven) ballots that were rejected in the Regional Council Election for the Ndonga Linena Constituency, for elections held on 25 November 2020.

ECN complied with the court order and on Monday, 12 July 2021, APP was granted access to the ballot boxes containing the rejected ballot papers as announced by the Presiding Officers.

The APP submitted another application to the Electoral Court on 03 August 2021 and the Electoral Court on 13 September 2021 granted the order and ruled that:

- The announcement of the results of the Electoral Regional Council Elections for the Ndonga Linena Constituency by the Electoral Commission of Namibia on 27 November 2020 is declared null and void.
- The swearing in of Kampota Michael Shiwana as a member of the Kavango East Regional Council representing the Ndonga Linena constituency is declared null and void.

The ECN (first respondent) was ordered to:

- Cause the recount of the votes cast in the Regional Councils Elections for the Ndonga Linena Constituency in accordance with the provisions of the Electoral Act of 2014 (Act No.5 of 2014), at a secure and convenient place determined by it in Windhoek;
- Cause such recount to commence not later than 10 calendar days from the date of the order and to be concluded as soon as reasonable hereafter but not later than 20 calendar days from the date of the order;
- Allow the applicant and other respondents to exercise their rights in regard to such recounting as provided for in the Electoral Act;
- Cause the results of the election determined in such recount to be announced in terms of section 111 of the Electoral Act.



## 6.3 SECURITY & RISK MANAGEMENT



**T**he Division Security and Risk management is responsible for the management, maintenance, and control and monitoring of security services and systems. Additionally, the division is entrusted with providing the Commission with guidance, support and expert advice concerning risk and security.

### **a) Risk Assessment and Management**

Extensive work was done in the department and the Commission approved a Risk Management policy with the Risk Management Strategy (RMS) outlining the overall approach to risks impacting the attainment of the Commission's vision, mission and strategic objectives. The strategy ensures that risk management is embedded within the daily operations of the Commission, from strategy and policy formulation to strategic leadership, strategic management and operational levels.

### **b) Security Management**

The division developed the Security Policy awaiting approval by the Commission as well as the development of Security Standard Operating Procedures. An access control system at the ECN head office has been activated and completion of the project will be done in phases.

A continuous relationship with the Namibian Police Force on physical security targeting the increase in security personnel at ECN is maintained.

Furthermore, during the period under review the division focused on the appointment of the Security Officer and securing sufficient funds to implement the surveillance and access control system to improve security.



## 6.4 INTERNAL AUDIT

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Our Internal Audit function is an independent and objective division designed to add value and improve the ECN's operations. The division resorts in the office of the Chief Electoral and Referenda Officer and it is tasked with the provision of audit services designed to help the institution to meet its strategic goals.

The division further ensures the 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 measures and fraud detection, establishing effective internal controls, processes and procedures and reducing costs with a view to improving the institution's internal operations.

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 State Finance Act of 1991 (Act No.31 of 1991).

The activities of the internal audit division were guided by the internal audit annual plan for the 2021/2022 financial year.

Moreover, the division prioritised the strengthening and development of internal auditing policy as well as improving government processes.

Furthermore, the division prioritised the appointment of the Deputy Director: Internal Audit position.

## 6.5 CORPORATE COMMUNICATION AND MARKETING



Understanding and being responsive to the interests of our stakeholders through effective dialogue and engagement is crucial to delivering on our core purpose.

Pursuant to ECN's mandate, the Corporate Communications and Marketing division implements activities and programmes to ensure effective coordination of internal and external communication to its stakeholders. In addition, the division ensures enhanced participation in the electoral process by engaging the public using various media platforms as well as facilitating stakeholder engagement.

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. The ECN's communication function is targeted towards informing and educating the electorate and the general public about various organisational and operational activities. During the reporting year, the following activities were conducted.

### 6.5.1 Media Relations

Media relations work includes writing and distributing news releases and responding to media inquiries. The division oversees all planning for news conferences, including selecting the site for an event, arranging for banners and other graphics to be displayed at the event, preparing packets of information to distribute to the media and preparing executives to speak at news conferences.

Media relations activities also included arranging for the CERO and Chairperson to appear on local television and radio programs.

Furthermore, the Division focused on regular monitoring of newspapers, television news broadcasts and other outlets to see what the media is saying about the ECN and to devise strategies to address misinformation.

To effectively manage the media, the division uses traditional media (i.e TV, Radio, Newspapers, news releases, reports etc) and digital media (i.e ECN website, Facebook, Instagram, Twitter, LinkedIn and YouTube) to disseminate information.



These media platforms are well suited to the ECN's needs, as they enable smooth engagement with stakeholders and public in an immediate fashion, by which it reaches a great number of people in a cost-effective manner.

## 6.5.2 Stakeholder Engagements



At the centre of the ECN's approach to stakeholder engagement is our commitment to good corporate governance.

Our stakeholder-relations function is executed by the Corporate Communications and Marketing division and plays a critical role in ensuring that we observe regional and international best practices in the management of our institution and response to the views and needs of our stakeholders.

In all our interactions with key stakeholders across the political parties/organisations, regional and traditional authorities, public and private sectors, civil society, voters etc, we continuously strive to deliver a meaningful value exchange.

It is our strong belief that the growth of our institution and overall success depends on the quality of relationships we build and maintain with our stakeholders.

In recognition of the significance of stakeholders to our operations, we developed a Stakeholder Engagement Plan to promote the creation of intentionally unique and positive stakeholder experiences in all our operations and activities.

Our commitment to transparency and excellence in electoral management ensures willingness to interact on a daily basis with media, political parties/organisations, voters, civil society, international and local electoral bodies etc. For stakeholders who prefer direct interaction, our offices are always open.

As a responsible corporate citizen we are mindful of the impact our decisions have on stakeholders. Therefore, we value the views of our stakeholders because they play a significant role in shaping our organisational responses to both business and societal issues.

## 6.5.3 Developed Policies

The Strategic Communication policy was developed and approved by the Commission. The Commission further developed a service charter that sets out the basic information on the services the Commission. It provides the standards of service that our stakeholders and the public can expect from the institution, and how to make complaints or suggestions for improvement of the ECN. The service charter was approved and ready for implementation.

## 6.5.4 Statutory Reports

Drafting and submitting Performance Assessments and Post-Election reports is a statutory requirement in terms of Section 116 of the Electoral Act of 2014 (Act No.5 of 2014). It is required by the ECN to conduct a performance evaluation of any electoral process and to publish a post-election report for the election in question. Section 116 of the Electoral Act of 2014 (Act No.5 of 2014) is clearly meant to





*Ncamagoro Constituency By-election – 17 December 2021*



*Opuwo Rural Constituency By-election – 25 July 2021*

*Katima Mulilo Constituency By-election - 25 August 2021*

solidify accountability, build confidence in the electoral process and to deepen democracy. During the reporting period, the Commission drafted and submitted the following Performance Assessment and Post-Election reports:

Furthermore, the Commission submitted the 2020/2021 Annual Report that provided a comprehensive overview of all the activities and operations undertaken by the Electoral Commission during the period 01 April 2020 – 31 March 2021. The reports included the institutions audited statements.



***SADC Electoral Advisory Council visits ECN***



## 6.6 INFORMATION TECHNOLOGY



The Information Technology (IT) division 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.

During 2021/2022 Financial Year, the IT division provided technical support during SRV and by-elections in various regions.

### Achievements

With all the changes experienced, the IT division managed to provide technical service contributing to the conducting of successful by-elections.

Challenge	Mitigation
<ul style="list-style-type: none"><li>Aging equipment; The IT division continues to face challenges in maintaining old IT equipment (server computer, Voter Registration Kits and Voter Verification Devices). Financial constraints are hampering the procurement of new server computers. The current server computers are over nine (9) years old.</li></ul>	Funds must be allocated to procure the required hardware and software as well as replacing the current registration and verification equipment.



## 6.7 DIRECTORATE OPERATIONS

The Directorate of Operations comprises two divisions, namely, the Division of Planning and Registration (PR) and the Division of Democracy Building (DDB). The Directorate of Operations is mainly responsible for the administration, management and conduct of elections.

### 6.7.1 PLANNING AND REGISTRATION

The Division of Planning and Registration (PR) facilitates the participation of voters in regular and free elections, using sustainable systems, people and processes. The main activities of the division include the efficient provision of services in relation to the maintenance of the national voters' register and the planning and coordination of activities during supplementary registration of voters and election day, the counting of votes and collation of results. The logistics section provides support in terms of electoral materials and equipment as provided for in terms of the Standard Operating Procedures (SOPs).

The major activities carried out during the period under review were the conduct of three (3) by-elections in the Opuwo Rural, Katima Mulilo Urban and Ncamagoro constituencies. Following an application by the All People's Party, the Electoral Court ordered a recount of the ballots cast during the 2020 Regional Council and Local Authority Election for the Ndonga Linena Constituency, which the division undertook. In addition, the division also undertook an extensive review of the elections conducted in 2019 and 2020 which resulted in the formulation of an Electoral Operations Roadmap for the General Registration of Voters and conduct of the 7<sup>th</sup> Presidential and National Assembly Elections earmarked for 2024.

#### 6.7.1.1 Conducting by-elections

The ECN is obliged in terms of Section 10 (3) of the Regional Act, (Act. No 22 of 1992), to conduct a by-election in a constituency where a vacancy occurs. Such a by-election must be held within 90 days after the vacancy occurred.

Constituency	Date vacancy occurred	Election Dates	Registered Voters	Votes casted	% voters turnout
Opuwo Rural	04 April 2021	02 July 2021	8 194	3 469	42
Katima Mulilo Urban	26 May 2021	25 August 2021	14 241	3 008	21
Ncamagoro	19 September 2021	17 December 2021	3 818	1 283	33.6

Challenge	Mitigation
<ul style="list-style-type: none"> <li>Insufficient budget allocation – ECN was provided with funds for the conduct of one by-election only hence had to utilize funds which were earmarked for other operational activities for the financial year.</li> </ul>	Adequate funding from the Ministry of Finance to conduct any given election.
<ul style="list-style-type: none"> <li>Transport – ECN currently operates on a minimal fleet of transport and most vehicle accessories such as tyres and batteries are in dire need of replacement. Vehicles are not regularly maintained by Government Garage.</li> </ul>	Engage the Ministry of Works and Transport to regularly maintain the fleet to avoid hampering election activities, particularly the conduct of a by-election;
<ul style="list-style-type: none"> <li>Low voter turnout – Regional Councils and Local Authority elections have over the years reported a low voter turnout.</li> </ul>	Undertake a survey to establish the causes of the low voter turnout during by-elections.

## Sub-division Logistics & Registration

The sub-division resorts under the supervision of a Control Administrative Officer and is responsible for overseeing the sections logistics and registration.

### i) Registration

During the period under review, the main activities undertaken included the maintenance of the national voter's register, which includes the capturing of new registered voters, verifying new data against

the existing voters roll to eliminate duplicate entries, removal of deceased voters and issuance of duplicate voter registration cards.

### ii) Capturing of new registered voters and removal of duplicate entries

New applicants, change of addresses and duplicate cards issued during the period under review for the conduct of the three by-elections held included the following:

Constituency	New applicants	Change of Address	Duplicate cards issued	Duplicate entries removed
Opuwo Rural	454	435	389	0
Katima Mulilo Urban	317	113	193	6
Ncamagoro	123	80	85	9

### iii) Removal of deceased voters and issuance of duplicate cards

The table below illustrates the total number of deceased persons removed and duplicate cards issued at the ECN Head-Office during the period under review:

REGION	DECEASED	DUPLICATE CARD ISSUED
//Kharas	737	3
Erongo	1020	5
Hardap	908	2
Kavango East	532	4
Kavango West	393	1
Khomas	2106	147
Kunene	502	5
Ohangwena	1417	4
Omaheke	722	8
Omusati	1768	7
Oshana	1101	3
Oshikoto	1186	8
Otjozondjupa	1044	9
Zambezi	483	2
<b>TOTAL</b>	<b>13919</b>	<b>208</b>

\* Deceased voters removed from the national voters register during the period 01 April 2021 up to 21 April 2022

Challenge	Mitigation
<ul style="list-style-type: none"> <li>Absence of conduct of continuous voter registration – due to the moratorium imposed by the Government to contain the Public Service Wage Bill, the Commission since the inception of the Electoral Act in 2014 has not been able to establish and appoint permanent Chief Regional Officers or any other officers as provided for in terms of Section 18(17) of the Electoral Act, which as a result have hampered the introduction of the continuous registration of voters.</li> </ul>	The Commission will request funds to recruit Chief Regional Officers to enable re-introduction of continuous registration of voters at regional level.
<ul style="list-style-type: none"> <li>Manual and delayed submission of death statistics – the manual-based process of removing deceased registered voters from the national voters register and late submission of returns containing death statistics is time consuming and subject to human error.</li> </ul>	Facilitate formalisation and finalise collaboration with the Ministry of Home Affairs, Immigration, Safety and Security (MHAISS) on the integration of system databases to ensure efficient and timely removal of deceased voters from the national voter's register.

### 6.7.1.2 Logistic Management

Elections are operationally complex and require meticulous planning to be successful. As an institution responsible for managing elections, careful consideration of the feasibility of all aspects of election operations, particularly in terms of electoral material needs assessment and how it may affect the execution of any electoral activity must be considered. ECN utilises depots (containers) countrywide that serve as storage facilities for non-sensitive electoral materials. As the institution is preparing for the conduct of

the next electoral cycle, particularly the GRV and Presidential and National Assembly elections, the logistics section undertook a stock-taking exercise in terms of treasury instructions and Electoral Roadmap 2024 to all regional depots (containers). This exercise was aimed at assisting the Division: Planning and Registration to compile a detailed election equipment needs assessment and prepare a detailed electoral expenditure report for the acquisition of all required equipment timeously in the financial years towards the build up to the 2024 electoral cycle.



### 6.7.1.3 NDONGA-LINENA CONSTITUENCY BALLOT

The recounting of the ballot papers for this constituency transpired on 23 September 2021 and the table below indicates the outcomes:

Candidates duly nominated for election as member of regional council in alphabetical order	Political parties that partook in election	Votes recorded for each candidate	Votes recorded for each candidate
		2021	2020
Djami Balthazar Daniel	All People's Party	1074 (13)	1061
Kampota Michael Shiwana	SWAPO Party of Namibia	1094 (21)	1073
Kashera Patrick Shiyemo	Independent Patriots for Change	72 (2)	70
Shipapo Kassian Kayeya	Popular Democratic Movement	146	146
<b>Rejected</b>		<b>20</b>	<b>57</b>
<b>Total Counted</b>		<b>2386</b>	<b>2350</b>
<b>Total Votes Cast</b>		<b>2406</b>	<b>2407</b>

Thirty-six (36) ballot papers, which were previously rejected, were identified as valid ballot papers during the recount. One ballot paper, which was wrongly accepted as a valid ballot paper for APP, was reallocated as correct to the SWAPO Party of Namibia. The rejected ballots were allocated to three political parties, APP (13), SWAPO Party of Namibia (21) and IPC (2).

From the eleven (11) teams where rejected ballot papers were recorded, eight (8) teams have either omitted to mark the ballot as rejected as provided for in terms of the Electoral Act, rejected the ballot paper for a wrong political party or wrongly rejected a valid ballot paper. The highest number of wrongly rejected ballot papers was observed in teams 103 and 104.

Challenge	Mitigation
<ul style="list-style-type: none"> <li>The Electoral Act of 2014 (Act No.5 of 2014) does not make provision for a timeframe during which aggrieved contesting political party/candidate can lodge an application with the Electoral Court regarding an objection to the outcome of an electoral process.</li> </ul>	The Commission as part of the review of the Electoral Act of 2014 (Act No.5 of 2014) should consider recommending a timeframe within which an electoral challenge can be submitted.

### 6.7.1.4 Review of the 2019 and 2020 National Elections

In setting the tone for the preparation of the next electoral cycle, which is the conduct of the 2024 General Registration of Voters (GRV) and Presidential and National Assembly elections (PNA), the Secretariat undertook an extensive review of the 2019 and 2020 national elections conducted. This exercise culminated in the formation of a guiding tool setting a framework for the preparation of the next electoral cycle, namely the 2024 Roadmap that highlights and addresses the following:

- Key electoral activities and actions outlined in the 2019 and 2020 Electoral Calendars for the PNA and Regional Councils and Local Authority (RCLA) elections as a base for the preparation of the next electoral cycle;

- Key challenges experienced in executing the 2019 and 2020 EC for the PNA & RCLA elections;
- Mitigation actions required in addressing key challenges experienced during the execution of both 2019 and 2020 electoral calendars respectively and with set timelines and relevant actors using notable improvements as a foundation in preparation for the 2024 elections.



## 6.7.2 DIVISION: DEMOCRACY BUILDING

The division is responsible for general voter and civic education. It aims at providing voter and civic education using different channels suitable to the electorate.



- Opuwo Rural Constituency on 02 July 2021 in Kunene region
- Katima Mulilo Urban Constituency on 25 August 2021 in Zambezi Region
- Ncamagoro Constituency on 17 December 2021 in Kavango West region.

### ii) Voter and civic education

Prior to the above mentioned electoral processes, the division conducted voter education outreach programmes. The outreach programmes were aimed at providing information and education to the communities regarding the registration and polling processes. The division further produced information and voter education materials for the processes including radio live-reads in local languages and English.

### 6.7.2.1 Objectives

- To build capacity for civic and voter education
- To provide information on registration, voting processes and regulations
- To create political and democratic awareness among the communities and the public at large
- To provide information and education on electoral systems and processes
- To design and produce voter education materials relevant to electoral activities for ease of reference
- To encourage popular civic participation in the electoral processes, before, during and after any electoral activities (registration of voters, polling, boundary clarifications of constituencies and regions amongst others)

These outreach programmes were implemented to sensitise the communities to the requirements for the voters to register and vote.

### 6.7.2.2 Voter and Civic Education Programs Undertaken

#### i) By-Elections

The Division rolled out voter education activities as outlined in the annual activity plan of the institution. The year under review was hindered by the outbreak of the COVID-19 in various ways. However, since electoral activities such as by-elections are regulated by the law, the ECN is mandated to conduct such electoral processes within the prescribed period. During the year under review, the ECN conducted the following three (3) Regional Councils' by-elections:



It was a very challenging year for the division to conduct three by-elections within one year considering the financial implications and human resources as funds were limited and the staff were inadequate. Due to the geographical challenges, the division had to reinforce some constituencies with voter education officers from other regions to conduct information and voter education campaigns and to ensure that the communities within these constituencies are covered within the prescribed times.





The division managed to disseminate information in all constituencies as well as covering all affected constituencies that had by-elections with voter education sessions. The full coverage was also achieved by using multi-faceted voter information and education outreach approaches such as radio and print.

### iii) Training and capacity building

During the months of January, February and March 2022, the division organised and trained its staff members on the performance management system. This followed the signing of performance agreement contracts with all staff members. The training of head office staff was conducted on 29 March 2022 whilst the signing of the performance agreements contracts was done from 31 March to 01 April 2022.

### Achievements

The division managed to successfully conduct the voter education campaigns for the three Regional council by-elections. In addition, the division had successfully trained the staff members on the performance management system and the signing of performance agreements with all the staff members both at the head-office as well as regional offices, an exercise that hopes to improve the performance and thus the outcome of the division's output.

Challenge	Mitigation
<ul style="list-style-type: none"> <li>Low voter turnout at voter education sessions during the outreach programme carried out in all three (3) constituencies and subsequently at the polls. Low voter turnout and voter apathy is a global phenomenon and a threat to participative democracy. The division's task is rather challenging and perplexing, as there is often a trend of the registration turnout being high and the voter turnout at polling being low.</li> </ul>	<p>Voter apathy especially among the youth remains a challenge. The voter education officers gathered complaints and concerns raised during the voter education sessions that many communities in remote areas lack national documents which prohibit them from registering to vote.</p>

The division is further conscious that due to limited funds and restrictions on public gatherings due to COVID-19, voter and civic education programmes were affected and thus contributed to voter apathy and low voter turnout. This is a concern to participative democracy and calls for the conduct of research during this post-electoral phase of the electoral cycle in order for the division to make informed decisions to improve its activities.

### Conclusion

Despite all the challenges experienced during the year under review, provision of voter education and information to the communities, the voter education programs were completed peacefully with no incident of political intolerance reported. The entire political atmosphere and the conduct of the public showed some credible democratic maturity and stability in the country. The division is grateful to the public and electorate, media houses, community, church leaders, political parties, education and health ministries among other stakeholders for the support provided to ECN and regional staff members while conducting the electoral activities for the year under review.

### 6.7.3 DIVISION OF GENERAL SERVICES

The General Services division is responsible for 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 and auxiliary services. The division is comprised of (a) Finance (b) Auxiliary Services and (c) Human Resources (HR) sub-sections.

#### 6.7.3.1 Subsection: Finance

##### General overview

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

***The following is the budget analysis for the 2021/22 financial year:***

2021-2022 Budget				
DIVISION	ORIGINAL BUDGET	ADDITIONAL BUDGET	SUSPENSION	TOTAL BUDGET
Administration	36,772,000			36,772,000
Planning and Registration	14,603,000		500,000	14,103,000
Democracy Building	21,044,000		2,500,000	18,544,000
<b>TOTAL</b>	<b>72,419,000</b>	<b>-</b>	<b>3,000,000</b>	<b>69,419,000</b>



## Achievements

- During the 2021/2022 financial year, the execution rate was 99.23% which is a slight decrease compared to the 99.92% in the 2020/21 financial year.
- The Commission has also received a positive audit review in the form of an unqualified audit opinion from the findings of the audit conducted by the Office of the Auditor General during the year under review.
- The Commission managed to successfully conduct three (3) by-elections (Opuwo Rural, Ncamangoro and Katima Urban Constituencies).

Challenge	Mitigation
Monthly thresholds issued by Treasury are mostly not sufficient as a result, it affects the annual procurement plan.	MoF should consider issuing monthly thresholds equal to the amounts indicated on the budget forward plan to avoid deferring activities due to insufficient funds released.
<ul style="list-style-type: none"> <li>The IFMS system is disrupted sometimes and this causes slight delays in the processing of payments and other functions that depend on the system.</li> <li>The budget ceiling received was insufficient and the Commission had three (3) by-elections during the financial year without any additional budget, which meant the commission had to sacrifice and defer some important activities to the following year.</li> </ul>	For efficient and timely support, it will be appropriate if IFMS can be decentralised to line ministries/institutions for effective and timely technical support.
Statements on the system do not reflect corresponding information, which makes it difficult to verify which statement is correct at that specific time.	It will also be very helpful if MoF will manage to link the entire IFMS module reports for the statements to reflect the same information.

### 6.7.3.2 Subsection Human Resource Management (HRM) & Training

#### General overview

This section is charged with the recruitment, well-being and staff development of ECN employees, among others mainstreaming HIV/AIDS, gender and wellness into core processes. It includes disability activities, and ensures compliance with Affirmative

Action requirements, Public Service staff rules, PSM circulars implementation, and other HRM legislative frameworks.

The following activities were carried out during the financial year under review:

#### (a) Recruitments of officials: Opuwo rural Constituency by-elections

A total number of two hundred and ninety (290) unemployed youths were recruited during supplementary registration of voters and Regional Council elections for the Opuwo Rural constituency by-election, which commenced on 24 June – 04 July 2021.

Position	Total Number of Officials
Supervisors of Registration	1
Team Leaders	22
Registration Officers	110
Returning officers	1
Presiding officers	26
Polling Officers	130
<b>Total</b>	<b>290</b>



**(b) Recruitment of officials: Katima Mulilo Urban Constituency by-elections**

A total number of one hundred and fifty (150) unemployed youth were recruited during the Supplementary registration of Voters and Regional Council Elections for the Katima Mulilo Urban constituency by-election, which commenced on 21 June – 25 December 2021.

Position	Total Number of Officials
Supervisors of Registration	1
Team Leaders	6
Registration Officers	24
Returning officers	1
Presiding officers	21
Polling Officers	97
<b>Total</b>	<b>150</b>

**(c) Recruitment of officials: Ncamagoro Constituency by-elections**

A total number of one hundred and sixty-five (165) unemployed youth were recruited during Supplementary registration of Voters and Regional Council Election for the Ncamagoro constituency by-election, which commenced on 6 October – 18 December 2022.

Position	Total Number of Officials
Supervisors of Registration	1
Team Leaders	10
Registration Officers	40
Returning officers	1
Presiding officers	18
Polling Officers	95
<b>Total</b>	<b>165</b>

**(d) New appointments 01 April 2021 – 31 March 2022**

No	Title	Names	Surname	Duty station	Rank	Grade	Date of Appointment
1.	Mrs	Elsie Tuleingepo	Nghikembua	Windhoek	Chairperson		16.09.2021
2.	Mr	Simson	Uatjike	Windhoek	Administrative Officer	12	01.04.2021

**(e) Terminations 01 April 2021 – 31 March 2022**

No	Title	Name	Surname	Rank	Grade	Types of Termination	Last working day
1.	Adv.	Notemba	Tjipueja	Chairperson		Retirement	15.09.2021
2.	Ms	Magreth	Rukoro	HR Administrator	11	Resignation	30.04.2021
3.	Ms	Emilia	Kalumbu	Assistant Voter Education officer	12	Resignation	31.05.2021
4.	Ms	Kaino	Siunze	Assistant Voter Education officer	12	Resignation	31.07.2021
5.	Ms	Aune	Lisias	Account Assistant	11	Resignation	31.10.2021



**(f) Vacant positions (at the time of going to print)**

No.	Position description	Grade	No of Positions
	Chief System Administrator	6	1
	Chief Security Operations Officer	6	1
	Senior Security Operation Officer	7	1
	Security Operations Officer	8	2
	Security Operations Assistant	12	2
	Chief Information Officer	6	1
	Information Officer	8	1
	Administrative Officer	12	4
	Messenger	15	1

Out of these fourteen (14) vacant positions, six (6) positions are budgeted for in the 2022/2023 financial year.

### Affirmative Action (AA) report

The Affirmative Action report for the period 01 January – 31 December 2021 was compiled by the AA-Committee and submitted to the office of the Prime Minister as well as the Employment Equity Commission in March 2022.

### Wellness Activities

This division conducted awareness training starting at Head Office and all regional offices to sensitise staff members on what is expected from them in their

respective working capacities at their duty stations. This exercise was conducted from 18 November – 06 December 2021.

### Achievements:

- Successfully conducted annual education and awareness sessions on HR matters and wellness activities
- Successfully assisted in the facilitation of the awareness sessions on the signing of the performance agreements

Challenge	Mitigation
<ul style="list-style-type: none"><li>• Inadequate HR budget</li></ul>	An adequate budget must be allocated to HR

## 6.7.3.3 Subsection: Human Resource Development (Training)

### General overview

The Training and Development section is responsible for the planning and designing of training interventions for the ECN, as well as coordinating training needs analysis for the institution after every three (3) years or as the need arises and submitting a report to the CERO.

This division is also entrusted to facilitate the drawing up of the annual training plans as well as to analyse any training materials related. It conducts and facilitates induction and supervisory courses and sources the best training and development service providers that can tailor-make training for the institution. Pre and post training and development briefings are done in consultation with supervisors as well as to compile annual statistics, reports and submit to the CERO.

Activities carried out during the financial year under review:

- Training needs analysis
- Employee satisfaction survey
- Information sharing and induction
- Compiling of annual training statistics

### Achievements

- Training needs analysis  
TNA questionnaires were developed and the analysis was conducted at all regional levels.
- Employee satisfaction survey  
Employee satisfaction survey was developed and conducted in all regions. 90% of staff members participated and completed the survey questionnaires.



- Information sharing and induction

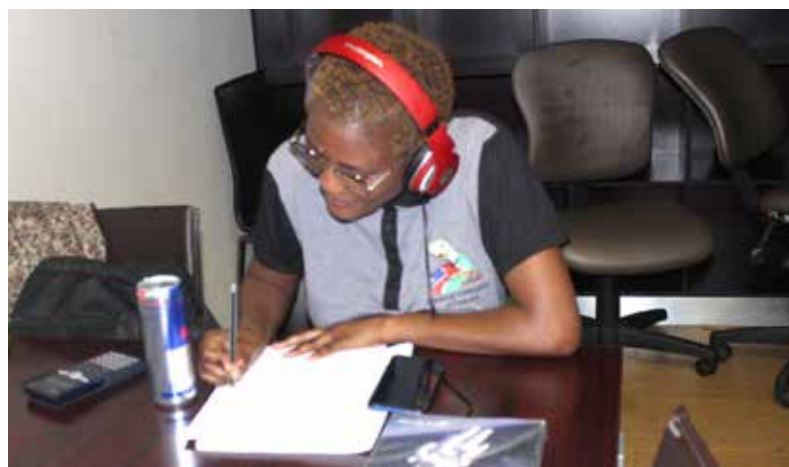
The division took this awareness training starting from Head Office and to all constituencies to sensitise staff members on what is expected from them in their respective

working capacities at their duty stations. Staff members were trained on relevant topics such as HR matters, staff development, and wellness management.

- Compiling of Annual Training Statistics

***During this financial year, 10 staff members enrolled for Master's Degrees while 14 staff members attended, workshops and short course as illustrated in the table below.***

Course Name	Name	Surname
MBA-Management	Wilka	Ndahangwanonya
MBA-Management	Hambeleleni N.	Mengela
Master of Management	Petrina P.	Witbeen
MBA-HR	Elizabeth H.T	Haipinge
MBA-Management	Lina M.K	Ndengu
MBA-Management strategy	Herman W.	Rutz
MBA	Ushi-Kwala M.K	Nauyala
Master of Management	Vikitoria	Hango
MBA-Management	Zenia	Klazen
Diploma HR	Menete I.N	Iita
MBA-Management	Marilyn	Kazetjikuria
Customer care	Marret	Farmer
Customer care	Martha	Bostander
Customer care	Elizabeth	Haipinge
Customer care	Bertha	Heita
Disciplinary Hearing	Petrus	Tapalo
Long Term Observer	Vikitoria	Hango
Long Term Observer	Petrina P.	Witbeen
Integrity Committee Training	Petrus E.	Tapalo
Integrity Committee Training	Elisia N.	Haludilu
AA Workshop	Wilka	Ndahangwanonya
AA Workshop	Hambeleleni N.	Mengela
AA Workshop	Petrus E.	Tapalo



### 6.7.3.4 Subsection: Auxiliary Services and Support Services

#### General overview

Auxiliary and Support services is charged with responsibilities such as transport management, procurement of goods and services, stock control and stock taking, registry, switchboard, capital project, cleaning and maintenance of assets at ECN Head Office building (Election House).

#### i) Capital Projects

During the financial year under review, the ECN was not provided with any funds under the development budget hence no activities related to capital projects took place.

#### ii) Stocktaking and Stock control

The annual physical stock taking was conducted successfully at all ECN stock control points, and reports were submitted to Treasury.

#### iii) Procurement and Payment processing

Acquisition of the institutions' goods and services was carried out as per requests received and payments

of all received invoices for goods and services, which could be catered with the institution's budget, were settled accordingly.

#### iv) Transport

The ECN-allocated vehicles were sufficient to carry out the activities of the institution during the financial year under review. The said vehicles also catered for the by-elections the ECN conducted during the said financial year. Hence, the transport needs of the regional offices, head office and by-elections activities were met.

#### Achievements

- Stock Taking and Stock Control - Both stock taking reports were approved by treasury without any changes/amendments.
- Procurement and Payment Processing - All invoices for goods and services which could be accommodated by ECN's limited budget were settled accordingly.
- Transport - ECN vehicles were used effectively and efficiently for all activities carried out during the financial year.

Challenge	Mitigation
<ul style="list-style-type: none"><li>• <b>Capital Projects</b> – Capital projects could not be realised due to budgetary constraints.</li></ul>	Budget provision should be made for capital projects to construct regional offices.
<ul style="list-style-type: none"><li>• <b>Procurement and Payment Processing</b> – Despite the Commission's effort as far as procurement and payment processing is concern, the Commission experienced budgetary constraints.</li></ul>	Adequate allocation of budget.
<ul style="list-style-type: none"><li>• <b>Transport</b> – The aging of the feet and the need to service the cars often.</li></ul>	Due to budget constraints, ECN is not in a position to buy a new fleet. Budget provision to service the old fleet must be made available.

### 6.7.3.5 Subsection: Registry

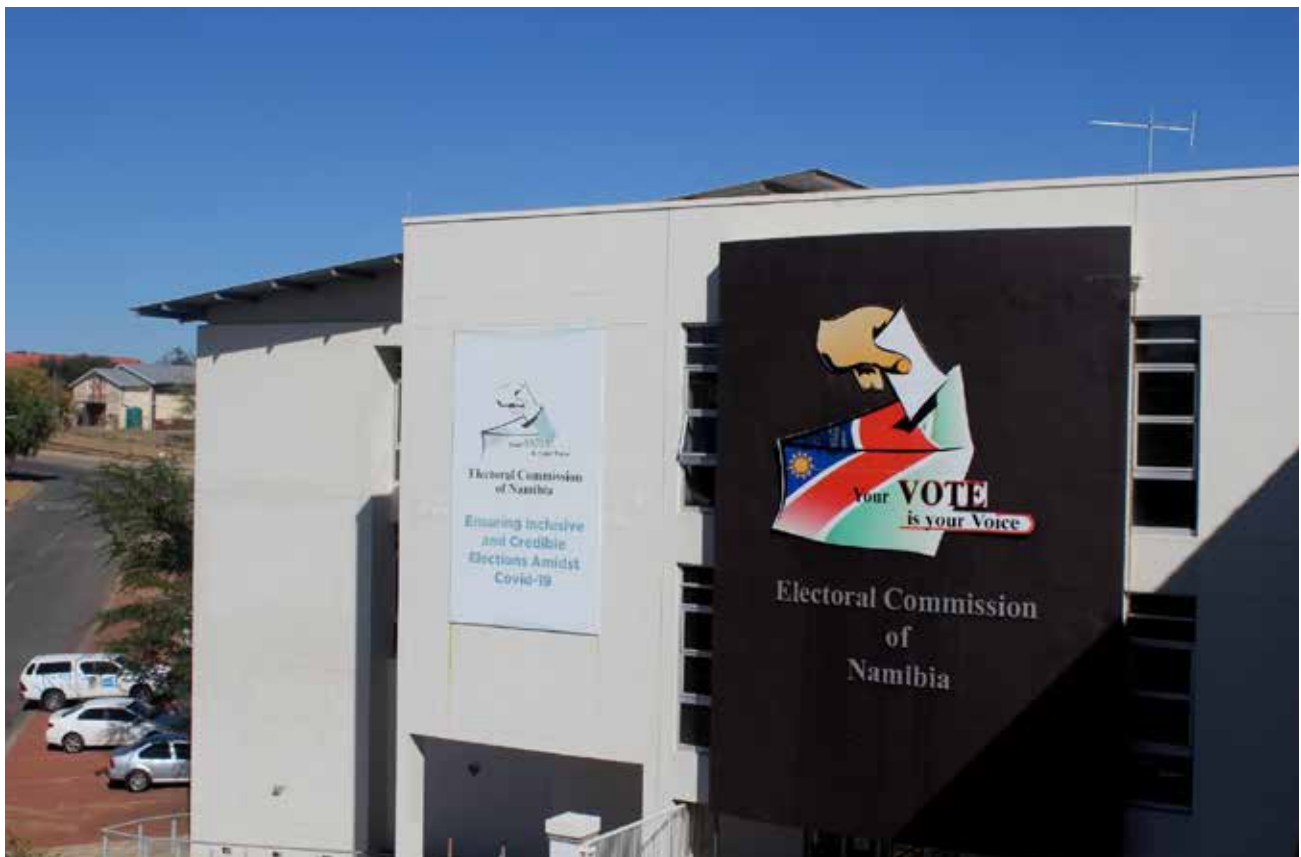
There central registry office remains operational. Documents sent and received were recorded accordingly.

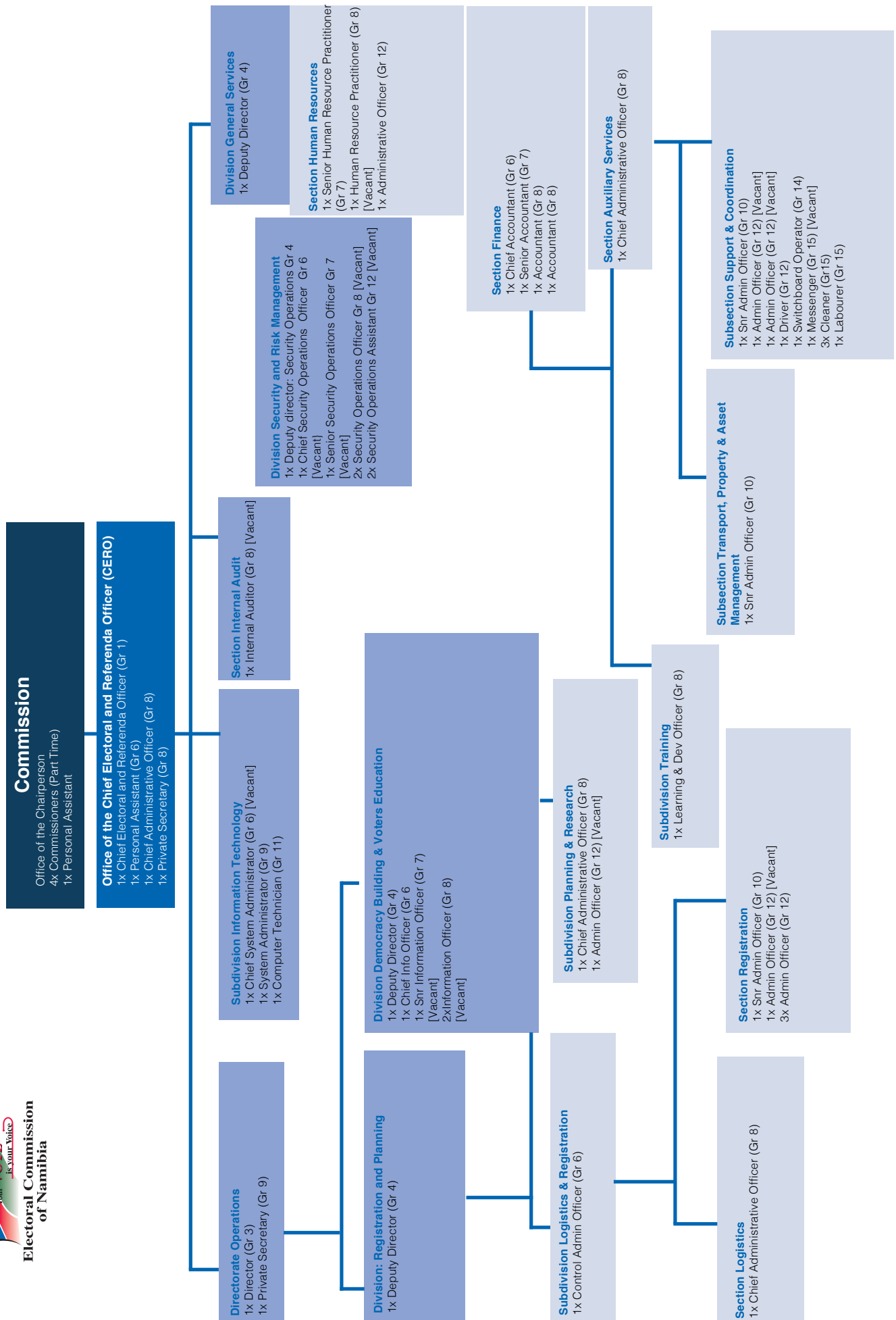
The current structure was approved in 2006, with limited human capital. However the structure does not provide sufficient human capital for ECN to fully deliver its mandate.

In light of the above, ECN is preparing to request adjustments to the existing organisational structure.

### 6.7.3.6 ECN Organisational Structure

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







ELECTORAL COMMISSION OF NAMIBIA

# Audited Financial Statements 2021

*Report of the Auditor General on the Accounts of the ECN  
for the financial year ended 31 March 2021*





**REPUBLIC OF NAMIBIA**



**TO THE HONOURABLE SPEAKER OF THE NATIONAL ASSEMBLY**

I have the honour to submit herewith my report on the accounts of the Electoral Commission of Namibia for the financial year ended 31 March 2021 in terms of Article 127(2) of the Namibian Constitution. The report is transmitted to the Honourable Minister of Finance in terms of Section 27(1) of the State Finance Act, 1991, (Act 31 of 1991) to be laid upon the Table of the National Assembly in terms of Section 27(4) of the Act.

**WINDHOEK, MARCH 2022**

A handwritten signature in black ink, appearing to read 'Junias Etuna Kandjeke'.

**JUNIAS ETUNA KANDJEKE**  
**AUDITOR-GENERAL**

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**ELECTORAL COMMISSION OF NAMIBIA**  
**Audited Financial Statements**

For the Financial Year Ended 31 March 2021

**DEFINITIONS**

<b>Treasury:</b>	Financial authority in public service. (The department of Government that has control over the collection, management and disbursement of public revenue).
<b>Vote:</b>	Represents an Office/Ministry/Agency.
<b>Appropriation Act:</b>	Estimate of expenditure and revenue for a particular financial year presented to the National Assembly, the Act passed by Parliament.
<b>Appropriation Account:</b>	Government Income and Expenditure statement, showing on receipt side the estimated budgeted amounts and on expenditure side the actual expenditure amounts and the difference thereof.
<b>Standard sub-division:</b>	Government Balance account, showing balances incurred on each account/activity.
<b>Suspension:</b>	Reduction on budget (Treasury may from time to time withhold or suspend any amount in an estimate of expenditure).
<b>Virement:</b>	Moving of budgeted funds from one account to another account within the same budget of the same office/ministry/agency. The utilization of a saving under one main division/sub division of a vote to defray an excess under another existing division of the same vote.
<b>Unauthorised Expenditure:</b>	Expenditure that exceeds the amount appropriated (budgeted) for a vote, main division or subdivision.
<b>Underexpenditure:</b>	Saving on the budget.
<b>Miscellaneous Revenue:</b>	All revenue collected and not having a specified revenue code.
<b>Commitments:</b>	Funds reserved to acquire goods or services from a supplier.
<b>Suspense accounts:</b>	Is an account opened in the books of Government that records movement of transactions of a temporarily nature, for example salary deductions of housing instalments.
<b>S&amp;T Advance Suspense Account:</b>	A suspense account reflecting the outstanding subsistence and travel advances.
<b>Rejection Account:</b>	A suspense account reflecting names and balances of all persons/companies that owe the money to the State.
<b>Budget:</b>	Is an estimation of the revenue and expenses over a specified future period of time. specified
<b>Subsistence Advance:</b>	Payment given in advance to an employee to reimburse accommodation, meal and incidental expenses, while on an official assignment.
<b>Performance Information:</b>	Measurement of an individual, group, organization, system or component which is collected, analysed and reported. (Includes Strategic plans, annual plans, performance agreements and personal development plans).performance agreements and personal development plans)
<b>Key performance indicator (KPI):</b>	A measurable value used to monitor and demonstrates how effectively an organization is achieving key business objectives.

# ELECTORAL COMMISSION OF NAMIBIA

## Audited Financial Statements

For the Financial Year Ended 31 March 2021

<b>International Standards of Supreme Audit Institutions (ISSAI):</b>	Professional standards and best practice guidelines for public sector auditors, officially authorised and endorsed by the International Organisation of Supreme Audit Institutions (INTOSAI).
<b>Types of Audit Opinions:</b>	<p><b>Unqualified Opinion.</b> In an unqualified report, the auditors conclude that the financial statements of your O/M/A's present fairly its affairs in all material aspects.</p> <p><b>Qualified Opinion.</b> An auditor's report is qualified when there is either a limitation of scope in the auditor's work, or when there is a disagreement with management regarding application, acceptability or adequacy of accounting policies.</p> <p><b>Disclaimer Opinion.</b> Auditors do not express an opinion on the financial position of a firm because they have not completed an examination of its accounts or the examination is not broad enough in scope to enable them to form an opinion.</p> <p><b>Adverse Opinion.</b> The Financial statements of an O/M/A's do not fairly present its actual financial position and the required information was either not disclosed, or (if disclosed) was inadequately disclosed or was inaccurate.</p>
<b>Reasonable Assurance</b>	It is when the audit conclusion is expressed positively, conveying that, in the auditor's opinion, the subject matter is or is not compliant in all material respects or, where relevant, that the subject matter information provides a true and fair view, in accordance with the applicable criteria.
<b>Limited Assurance</b>	It is when the audit conclusion states that, based on the procedures performed; nothing has come to the auditor's attention to cause the auditor to believe that the subject matter is not in compliance with the criteria.
<b>Direct reporting engagement</b>	It is when an auditor measures or evaluates the subject matter against the criteria. The auditor is responsible for producing the subject matter information. The auditor selects the subject matter and criteria, taking into consideration risk and materiality. By measuring the subject matter evidence against the criteria, the auditor is able to form a conclusion.
<b>Attestation engagement</b>	It is when a responsible party (the entity) measures the subject matter against the criteria and presents the subject matter information, on which you, the auditor, then gather sufficient and appropriate audit evidence to provide a reasonable basis for forming a conclusion.
<b>Subject matter</b>	Refers to the information, condition or activity that is measured or evaluated against certain criteria.

## ELECTORAL COMMISSION OF NAMIBIA

### Audited Financial Statements

For the Financial Year Ended 31 March 2021

<b>Materiality</b>	Materiality is the threshold above which misstatements, including omissions either individually or in the aggregate, could reasonably be expected to influence the economic decisions of users made on the basis of the financial statements.
<b>OMAs</b>	Office/Ministry/Agency



**REPORT OF THE AUDITOR-GENERAL ON THE ACCOUNTS OF THE  
ELECTORAL COMMISSION OF NAMIBIA  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021**

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**1. SECTION A: FINANCIAL STATEMENTS**

**1.1 UNQUALIFIED AUDIT OPINION**

I have audited the financial statements of the Electoral Commission of Namibia for the financial year ended 31 March 2021 provided by the Accounting Officer as attached in Annexure A. These financial statements comprise the Appropriation account, Standard subdivisions, Departmental revenue, notes to the financial statements and general information for the financial year then ended and other explanatory information.

In my opinion, the financial statements of the Electoral Commission of Namibia as at 31 March 2021 are prepared, in all material respects, in accordance with Section 12 and 13 of the State Finance Act, 1991 (Act 31 of 1991) and relevant legislation.

**1.2 BASIS FOR AUDIT OPINION**

I conducted my audit in accordance with International Standards for Supreme Audit Institutions. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the entity in accordance with the Code of Ethics for Supreme Audit Institutions together with the ethical requirements that are relevant to my audit of the financial statements in Namibia, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the Code of Ethics. I believe that the audit evidence I have obtained is sufficient and appropriate to provide an unqualified audit opinion.

**1.3 KEY AUDIT MATTERS**

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statement of the current period. I have determined that there were no key audit matters to communicate in my report.

**1.4 OTHER MATTERS**

Attention is drawn to the management on the following matter that relates to my responsibility in the audit of the financial statements, and excluding matters already disclosed by the Electoral Commission of Namibia in the financial statements. My opinion is not modified in respect of these matters:

**1.4.1 Non-functional Audit Committee**

The Commission has a non-functional Audit Committee as no internal audit reports were produced during the year under review as indicated in the Audit Committee Charter.

It is recommended that the Accounting Officer should ensure that the audit committee is actively functioning and that meetings are conducted by the audit committee members as indicated in the Audit Committee Charter.

**Management comment**

In his response on the management letter, the Accounting Officer indicated that the ECN agrees with the finding and indicates that the Commission will ensure that the committee is functional.

**1.4.1. IT continuity and disaster recovery plan**

The audit found that the Commission's IT and Disaster recovery plan and policy was still in a draft format since 2019/2020 financial year.

It is recommended that the Accounting Officer should implement the IT Continuity and disaster recovery plan as well as the policy.

**Management comment**

In his response on the management letter, the Accounting Officer indicated that as correctly stated, the ECN ICT Disaster Recovery Plan and Policy is still in a draft format. The ECN hereby makes a commitment that the ICT Disaster Recovery Plan and Policy will be finalized during the 2021/2022 financial year.

**1.4.4 ICT steering committee**

The Commission has a non-functional ICT Steering Committee.

It is recommended that the Accounting Officer should ensure that why the IT Steering Committee is functional.

**1.5 OTHER INFORMATION**

Management is responsible for the other information. My opinion on the financial statements does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. I have determined that there was no other information to communicate in my report.

**2. SECTION B: COMPLIANCE AUDIT AND AUDIT OF PERFORMANCE INFORMATION**

**2.1 COMPLIANCE TO LAWS AND REGULATIONS**

**SUBJECT MATTER: Financial Performance and the use of Appropriated Funds**

I have audited the financial performance and the use of appropriated funds of the Electoral Commission of Namibia for the financial year ended 31 March 2021.

**2.2 Description of the subject matter information and audit scope**

The audit aimed to determine whether the Electoral Commission of Namibia used the appropriated funds in compliance with the Appropriation Act, 2020 (Act 4 of 2020); Appropriation Amendment Act, 2020 (Act 8 of 2020); State Finance Act, 1991 (Act 31 of 1991), Public Procurement Act, 2015 (Act 15 of 2015); Treasury Instructions and Public Procurement Regulations during the financial year ended 31 March 2021.

**2.3 Audit objective**

The objective of this compliance audit is to verify and assess whether Electoral Commission of Namibia has complied with all laws and regulations that have an impact on the financial statements in accordance with the ISSAIs. This audit is an attestation engagement where the Commission presented the subject matter information on which the auditor then gathered sufficient and appropriate audit evidence to provide reasonable assurance in forming an opinion. In forming an opinion, the findings and recommendations are taken into consideration.

In addition, the objective of this audit is to verify and assess whether public funds have been used appropriately and lawfully, and to report issues of non-compliance so that corrective action is taken and compliance to laws and regulations is strengthened.

**2.4 Audit criteria**

The audit criteria of this compliance audit are derived from the following laws and regulations stated below:

- Appropriation Act, 2020 (Act 4 of 2020);
- Appropriation Amendment Act, 2020 (Act 8 of 2020);
- State Finance Act, 1991 (Act 31 of 1991);
- Procurement Act, 2015 (Act 15 of 2015);
- Treasury Instructions; and
- Public Procurement Regulations.

**2.5 Summary of methods applied**

I have audited the financial statements for the financial year ended 31 March 2021 submitted by the Accounting Officer in order to determine whether this information complied with laws and regulations that governs them.

**2.6 UNQUALIFIED AUDIT OPINION ON THE SUBJECT MATTER**

In my opinion, the Electoral Commission's financial performance and use of appropriated funds is in compliance, with all material respects, with the Appropriation Act, 2020 (Act 4 of 2020); Appropriation Amendment Act, 2020 (Act 8 of 2020), State Finance Act, 1991 (Act 31 of 1991), Public Procurement Act, 2015 (Act 15 of 2015); Treasury Instructions and Public Procurement Regulations.

### **3. AUDIT OF PERFORMANCE INFORMATION**

The auditors have audited the performance information of the Electoral Commission of Namibia for the financial year ended 31 March 2021.

#### **3.1 Description of the subject matter information and audit scope**

A Performance Management System (PMS) is as a systematic process for achievement and improvement in obtaining results from an organization and its staff members by managing performance within an agreed framework consisting of objectives, outputs, key performance indicators (KPIs) and timeliness.

The primary function of the PMS is to enable Offices, Ministries and Agencies (OMAs) to achieve success in National Development Plans (NDP) and provide improvements in service delivery to the public.

The scoping of the key performance indicators was performed, by looking at the high-level statements, which are indicated in the Mandate of the Electoral Commission of Namibia and the 2017-2022 Strategic Plan. Key performance indicators were selected based on what would be significant to the intended users and their usefulness in assessing the entity's achievements in terms of its service performance objectives.

#### **SELECTED KEY PERFORMANCE INDICATORS**

The following three (3) KPIs were selected from the different Directorates as follows;

- Directorate: Office of the CEO  
Percentage of stakeholder satisfaction  
Percentage of institutional performance score
- Directorate: General Services  
Number of elections conducted

#### **3.2. Audit objective**

The objective of the Key Performance Indicator (KPI) audit is to provide assurance on whether the reported performance information measured against key performance indicators is useful, reliable and evidence-based. Key performance indicators also provide the basis for the (OMAs) to inform the Parliament, the public and other stakeholders on its strategic priorities, programs, and projects.

The objective of this audit is also to provide reasonable assurance to Parliament, members of the general public and other relevant stakeholder whether the reported actual performance has actually occurred and is based on the selected criteria.

#### **3.3 Audit criteria**

In this audit, the performance information was tested against the following selected criteria:

- Compliance with legislative requirements;
- Usefulness;
- Reliability;

- Existence;
- Timeliness;
- Presentation;
- Measurability;
- Relevance;
- Consistency;
- Validity;
- Accuracy; and
- Completeness.

### **3.4 Summary of methods applied**

The audit team reviewed the Strategic Plan, annual plan and Annual Performance Report to confirm whether the Strategic Plan objectives, targets and KPIs have been correctly cascaded to the Annual Plan and the selected key performance indicators for the year under review are reported in the Directorate quarterly reports and Annual Performance Report.

Furthermore, the auditors conducted interviews and reviewed documents to obtain information that pertains to the selected key performance indicators.

### **3.5 Key audit findings**

The following three (3) key performance indicators were selected from the Office of the CEO and Directorate: General Services in the 2020/2021 Annual plan.



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**OFFICE OF THE CEO**

Key Performance Indicator	Finding	Recommendation
Percentage of stakeholder satisfaction rating	<p>The audit found that the Commission did not achieve any of the planned targets in three (3) quarters.</p> <p>Furthermore, the audit found that the planned action steps could not be met due to time constraints to conduct the survey due to electoral activities and the inability to develop/determine a tool to measure ratings due to lack of adequate skills and knowledge.</p>	It is recommended that the Accounting Officer should ensure that timely planning is done for all the different activities to be conducted on time.

**OFFICE OF THE CEO**

Key Performance Indicator	Finding	Recommendation
Percentage of institutional performance score	<p>The audit found that the Commission only achieved sixty percent (60%) of the hundred percent (100%) planned actions. No explanation for variances were provided for audit purposes.</p> <p>Furthermore, the audit found that none of the staff members at the Commission signed performance agreements as required by the Performance Management System.</p>	It is recommended that the Accounting Officer should ensure compliance with the PMS requirements.

**ADMINISTRATION (GENERAL SERVICES)**

Key Performance Indicator	Finding
Number of by-elections conducted	The audit found that the Commission achieved hundred percent (100%) of the planned action.

### **3.6 Conclusion on the subject matter**

The outcome of the audit is non-satisfactory, as the Commission did not comply with the legislative requirements of the Performance Management System of Government as no performance agreements were signed nor any performance appraisals conducted. Furthermore, the Commission did not achieve its target of the Percentage of stakeholder satisfaction rating and Percentage of institutional performance score.

## **4 RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Section 12 & 13 of the State Finance Act, 1991, (Act 31 of 1991) and legislation, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible of overseeing the entity's financial reporting process.

The management is also responsible for ensuring adherence to the Appropriation Act, 2020 (Act 4 of 2020); Appropriation Amendment Act, 2020 (Act 8 of 2020), State Finance Act, 1991 (Act 31 of 1991), Public Procurement Act, 2015 (Act 15 of 2015); Treasury Instructions and Public Procurement Regulations and to ensure that effective and efficient internal controls are implemented to enable compliance to the law that governs the performance information.

## **5. AUDITOR'S RESPONSIBILITY FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the International Standards for Supreme Audit Institutions (ISSAIs), will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

My powers and duties towards auditing and reporting on the financial statements and compliance to the subject matter are outlined under Section 25 (1) (c), Section 26 (1) and Section 27 (3) of the State Finance Act, 1991 (Act 31 of 1991).

As part of an audit in accordance with the International Standards for Supreme Audit Institutions, I exercise professional scepticism throughout the audit, I also;

## ELECTORAL COMMISSION OF NAMIBIA

### Audited Financial Statements

For the Financial Year Ended 31 March 2021

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
- I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.
- From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or, when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.
- It is also my responsibility to express an opinion on whether the financial performance and the use of appropriated funds is, in all material respect is in compliance with the Appropriation Act, 2019 (Act 4 of 2020; Appropriation Amendment Act, 2020 (Act 8 of 2020), State Finance Act, 1991 (Act 31 of 1991), Public Procurement Act, 2015 (Act 15 of 2015); Treasury Instructions and Public Procurement Regulations. I have conducted the audit in accordance with International Standards for Supreme Audit Institutions (ISSAIs). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the audited entity is in compliance with the authorities that govern the audited entity in the execution of its roles and responsibilities.

## 6. GENERAL INFORMATION

The financial statements, notes to the financial statements and general information provided by the Accounting Officer are attached as Annexure A.

The accounts were submitted timeously by the Accounting Officer to the Auditor-General on 30 October 2021 in terms of Section 13 of the State Finance Act, 1991.

## **7. ACKNOWLEDGEMENT**

The co-operation and assistance by the management and staff of the Electoral Commission of Namibia during the audit is appreciated.

**WINDHOEK, MARCH 2022**



**JUNIAS ETUNA KANDJEKE**  
**AUDITOR-GENERAL**



**ELECTORAL COMMISSION OF NAMIBIA**  
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For the Financial Year Ended 31 March 2021

**ANNEXURE A**

**1. AUDITED FINANCIAL STATEMENTS**

**1.1 Appropriation account**

2020/2021				2019/2020	
Service	N\$	Authorized expenditure	Actual expenditure	Variations	
				Under-expenditure/ (Excess)	Percentage
	N\$	N\$	N\$	N\$	%
<b>01. Administration:</b>					
Original budget	68 791 000				
Additional budget	2 854 000				
Less : Virements	( 24 116 114)	47 528 886	47 420 353.04	108 532.96	0.23
<b>02. Planning, Registration and Voting:</b>					
Original budget	160 572 000				
Additional budget	44 736 000				
Plus: Virement	28 788 527				
Less : Suspensions	(500 000)	233 596 527	233 336 377.15	260 149.85	0.11
<b>03. Voter Education:</b>					
Original budget	52 819 000				
Additional budget	2 910 000				
Less: Virement	(4 672 413)	51 056 587	50 894 738.63	161 848.37	0.32
<b>Total</b>		<b>332 182 000</b>	<b>331 651 468.82</b>	<b>530 531.18</b>	<b>0.16</b>



# ELECTORAL COMMISSION OF NAMIBIA

## Audited Financial Statements

For the Financial Year Ended 31 March 2021

### ANNEXURE B

#### 1.2 Standard subdivisions

Subdivision	2020/2021			2019/2020
	Authorized expenditure N\$	Actual expenditure N\$	Under-expenditure/ (Excess) N\$	Actual expenditure N\$
<b>Operational:</b>				
<b>Current expenditure: Personnel</b>				
001. Remuneration	46 620 096	46 459 003.68	161 092.32	48 838 809.79
002. Employer's contribution to the G.I.P.F. and M.P.O.O.B.P.F.	1 807 900	1 805 100.55	2 799.45	1 795 620.22
003. Other conditions of service	7 429 812	7 395 353.90	34 458.10	414 487.46
005. Employers contribution to the Social Security Commission	175 273	169 947.56	5 325.44	166 681.85
<b>Total</b>	<b>56 033 081</b>	<b>55 829 405.69</b>	<b>203 675.31</b>	<b>51 215 599.33</b>
<b>Current expenditure: Goods and other services</b>				
021. Travel and subsistence allowance	4 220 814	4 213 566.53	7 247.47	7 716 035.69
022. Materials and supplies	10 494 884	10 461 676.70	33 207.30	10 547 475.07
023. Transport	4 614 550	4 614 541.38	8.62	15 982 775.77
024. Utilities	7 500 213	7 481 103.72	19 109.28	7 956 748.77
025. Maintenance expenses	786 520	762 188.94	24 331.06	3 427 780.32
026. Property rental and related charges	4 786 740	4 768 458.98	18 281.02	4 625 571.00
027. Other services and expenses	227 475 290	227 250 621.16	224 668.84	214 871 980.66
028. Training courses, symposiums and workshops	-	-	-	456 841.61
029. Printing and advertising	-	-	-	27 495 707.95
031. Travel and subsistence allowance	-	-	-	26 639.92
033. Transport	-	-	-	57 985.80
034. Utilities	-	-	-	1 756.19
<b>Total</b>	<b>259 879 011</b>	<b>259 552 157.41</b>	<b>326 853.59</b>	<b>293 167 298.75</b>
<b>Subsidies and current transfers</b>				
041. Membership fees and subscriptions: International	33 776	33 775.82	0.18	386 446.68
<b>Total</b>	<b>33 776</b>	<b>33 775.82</b>	<b>0.18</b>	<b>386 446.68</b>
<b>Total: Current expenditure</b>	<b>315 945 868</b>	<b>315 415 338.92</b>	<b>530 529.08</b>	<b>344 769 344.76</b>
<b>Operational Capital expenditure: Acquisition of Capital</b>				
101. Furniture and office equipment	2 364 111	2 364 109.75	1.25	3 266 813.68
103. Operation plant and equipment	13 872 021	13 872 020.15	0.85	350 408.40
<b>Total: Capital expenditure</b>	<b>16 236 132</b>	<b>16 236 129.90</b>	<b>2.10</b>	<b>3 617 222.08</b>
<b>Total: Operational expenditure</b>	<b>332 182 000</b>	<b>331 651 468.82</b>	<b>530 531.18</b>	<b>348 386 566.84</b>
<b>Grand Total</b>	<b>332 182 000</b>	<b>331 651 468.82</b>	<b>530 531.18</b>	<b>348 386 566.84</b>

# ELECTORAL COMMISSION OF NAMIBIA

## Audited Financial Statements

For the Financial Year Ended 31 March 2021

### 1.3 Departmental revenue

Revenue for the year is as follows:

Revenue head	Estimate 2020/2021 N\$	Actual revenue 2020/2021 N\$	More/(Less) than estimated N\$	Actual revenue 2019/2020 N\$
Miscellaneous	2 000	25 473.23	23 473.23	111 060.94
Deposits made by political parties	550 000	1 037 800.00	487 800.00	280 000.00
<b>Total</b>	<b>552 000</b>	<b>1 063 273.23</b>	<b>511 273.23</b>	<b>391 060.94</b>

### 1.4 Departmental revenue: Explanations of variations exceeding N\$ 200 000

#### Underestimation

#### Deposits made by political parties (N\$ 487 800)

The variance is the funds deposited by various political parties who participated in the elections. It is difficult to estimate the revenue that will be collected.

## 2. GENERAL INFORMATION

### 2.1 Miscellaneous revenue

The Accounting Officer reported miscellaneous revenue amounting to N\$ 25 473.23 for the year under review.

### 2.2 Compensation payments

The Accounting Officer reported compensation payments (valid claims against the state) amounting to N\$ 24 038.67 for the year under review.

### 2.3 Outstanding commitments

The Accounting Officer reported outstanding commitments amounting to N\$ 22 570.49 for the year under review.

### 2.4 Bursaries and study assistance

The Accounting Officer reported that the Commission provided seven (7) staff members with financial assistance for studies to a total amount of N\$ 49 060.00.

### 2.5 Stores and depots

The Accounting Officer reported stock on hand valued at N\$ 62 394 132.18 at its stores and depots.

### 2.6 Vehicles on hand (Own Fleet)

The Accounting Officer reported a total number of one hundred and twenty-three (123) vehicles on hand as at 31 March 2021 with a total amount of N\$ 6 011 241.56.

## ELECTORAL COMMISSION OF NAMIBIA

### Audited Financial Statements

For the Financial Year Ended 31 March 2021

#### 2.7 Wellness

The Accounting Officer reported expenditure amounting to N\$ 99 345.32 in respect of wellness activities during the year under review.

#### 2.8 Suspense accounts

The final ledger shows seven (7) suspense account balances of which five (5) had credit balances and two (2) had debit balances as at 31 March 2021 as follows:

Description	Balance as at 31 March 2021
	Debit/(Credit)
	N\$
Receipt suspense	(357 850.00)
S&T advance suspense account	(65 560.76)
Rejection account	(4 046.07)
Bills payable	5 284 069.84
Electronic fund transfer clearing account	(56 182.00)
Social Security	230.44
Debt establishment	(1 000.00)

WINDHOEK, 2021-10-21

MR. THEO MUJORO  
ACCOUNTING OFFICER





## Electoral Commission of Namibia

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