

**Department of Home Affairs**  
**Annual Report 2011**  
**2012**



**home affairs**

Department:  
Home Affairs  
**REPUBLIC OF SOUTH AFRICA**

*We Care!*



**Department of Home Affairs  
Annual Report  
2011/12**



**home affairs**

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Home Affairs  
REPUBLIC OF SOUTH AFRICA

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## home affairs

Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA

The Honourable Dr N C Dlamini Zuma  
Minister of Home Affairs  
Private Bag X114  
PRETORIA  
0001

Honourable Minister

### **ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2012**

It is my singular honour to submit the Annual Report of the Department of Home Affairs for the financial year 1 April 2011 to 31 March 2012 to the Minister of Home Affairs.

The Annual Report has been prepared as required by section 40 (1)(d) and section 55 (1) (d) of the Public Finance Management Act, 1999 (Act 1 of 1999) as amended.

**MKUSELI APLENI**  
**DIRECTOR-GENERAL OF HOME AFFAIRS**  
**Date: 12/10/2012**

## Overview of the Report

The Annual Report is structured in four main parts, in addition to the Minister and Deputy Minister's Statements and the Accounting Officer's Overview.

**Part One** gives a general overview of the Department of Home Affairs, containing information on the Ministry, the departmental vision, mission, values, outcomes, organisational structure, legislative mandates and entities reporting to the Minister.

**Part Two** gives more insight into the overall performance of the Department, various programmes of the Department, concentrating on achievements and challenges within this specific context. Detailed information on outputs, performance indicators and actual achievements is contained in tabulated format.

**Part Three** contains statutory information including Audit Reports and Annual Financial Statements.

**Part Four** contains statutory information concerning Human Resource Management

**Part Five** contains other information.

PART 1	PART 2	PART 3	PART 4	PART 5
GENERAL INFORMATION	INFORMATION ON PREDETERMINED OBJECTIVES	ANNUAL FINANCIAL STATEMENTS	HUMAN RESOURCE MANAGEMENT	OTHER INFORMATION
Vision, Mission and Values	Overall Performance	Report of the Audit Committee		Tables and Figures
Organisational Structure	Programme Performance	Annual Financial Statement		Glossary of Terms
Legislative Mandate	Programme 1: Administration			Contact Details
Entities reporting to the Minister	Programme 2: Citizen Affairs			
	Programme 3: Immigration Affairs			



**Minister of Home Affairs  
Dr Nkosazana Dlamini Zuma**

## MINISTER'S STATEMENT

The Annual Report covers the work of the Department of Home Affairs for the 2011/12 financial year arising from the Department's constitutional mandate to deliver effective, efficient and secure service to all our people.

The mandate of the Department of Home Affairs extends to funding the work of the Electoral Commission (IEC), the Film and Publication Board (FPB) and the Government Printing Works (GPW). Each entity has its own accounting officer and submits separate plans and reports from that of the Department.

During the reporting period the Department continued to consolidate the gains made through the National Population Registration Campaign. The campaign was aimed at mobilising South Africans behind the registration of all child births within 30 days of delivery; and encouraging youths of 16 years and above to acquire Identity Documents (IDs).

At the heart of this Campaign has been the need to protect identity and citizenship through ensuring the integrity of the National Population Register (NPR), which has been threatened by unscrupulous syndicates. This is a direct attack on the dignity and rights that the people of South Africa have fought so hard to reclaim. Accordingly, and as part of protecting this vital national asset, Home Affairs needs to ensure that the early registration of birth is the only entry point into the NPR.

In this regard, Home Affairs continued to rely on the support of the stakeholder forums launched in all the provinces. These stakeholder forums have continued to give impetus to the campaign, assisting the Department in dealing with challenges of service delivery in many areas, while giving effect to the notion that the People Shall Govern.

During the reporting period, 11.2% more registrations within 30 days of birth was achieved compared with 2010/11. This increase in early birth registration was due to the awareness created among people and the number of hospitals, clinics and health-care centres connected to Home Affairs systems and serviced by Departmental officials. However, 49% of birth registrations still occur after 30 days, which is in contravention of the law. Penalties and additional requirements will be introduced in 2012 for the late registration of birth.

An integral part of the campaign has also seen the Department working together with the Department of Basic Education in mobilising learners of 16 years and above to acquire IDs. More than half of all high schools were visited to process applications during the review period.

During this period, the Department worked together with the South African Banking Risk Information Centre (SABRIC) to launch an online verification system, which gives banks access to the Home Affairs National Identification System (HANIS). This enables banks to verify the identity of clients in real time as part of on-going efforts to deal a decisive blow to criminals who are undermining the drive to grow the economy and create jobs.



In the same period, the Department worked with the GPW to design and produce a more secure crew-member certificate for airlines using smart-card technology. This achievement has laid a firm foundation for the introduction of a Smart ID Card which will be piloted in the 2012/13 financial year. The Smart ID Card is a key element of a programme to modernise the Department through establishing a single integrated platform for managing civic and immigration services. The aim is to put in place a secure National Identity System that will enable all citizens to reclaim their citizenship, identity and dignity. Preparatory work was done in the period under review to enable the project to be launched in 2012.

In terms of services to citizens (Civic Services), performance has been stabilised around acceptable standards with regard to IDs and passports. Most passports are received within two weeks if the application is done at an office equipped with online digital “live capture”. Live capture is another key step towards the secure modernisation of the Department. Having cleared obstacles related to the termination of the Who am I Online (WAIO) project the majority of frontline offices will be equipped with live capture in the 2012/13 financial year.

There are two areas of Civic Services that continue to be a serious challenge for many citizens and for Home Affairs. The first area is duplicate IDs resulting largely from the twisted management of identity under apartheid and from out of date systems that allow human error by officials and citizens. The great majority of cases of citizens with more than one ID number reported in the 2011/12 financial year were resolved. Where two citizens share an ID number at least one has to be traced and this has proven difficult in spite of cooperation from TransUnion and other partners. Further efforts will be made to enlist public cooperation in 2012/13.

The other major area of challenge in the Civics environment is amendments and rectifications where older original documents are needed. The mischief in this regard is out of date processes and systems, which will be replaced through the Home Affairs System Modernisation Programme. Meanwhile the public is making use of several channels provided by the Department for bringing priority cases to the attention of officials. In this regard, it should be noted that the mobile phone numbers and the email addresses of most senior managers, including the Director-General, are posted in all frontline offices.

Having made great progress in stabilising the Civics environment, the major area of strategic focus in the Department is Immigration Services in terms of security and service delivery. In particular, the permitting environment received focused attention. Major efforts to improve security and processes have resulted in all new applications being dealt with within stipulated norms and the backlog being systematically addressed. Another challenge that is being addressed relates to security and service delivery at ports of entry, especially in the maritime environment. Improvements made ahead of the 2010 FIFA World Cup and better management has enabled the Department to deal effectively with the bottlenecks that used to impact on major land ports of entry during holiday periods. On the security front progress is also being made, with the Department taking the lead in working with its security clusters partners in addressing security gaps at major marine, land and air ports of entry.

In the coming months, Home Affairs will publish a review of immigration policy and engage

with key stakeholders and the public at large on the way forward. In order for South Africa to develop and thrive in a globalised world the country needs to embrace the positive aspects of international migration while being vigilant in the defence of its people, the state and the security of all who live in South Africa.

In the area of human resources and learning, Home Affairs continued to consolidate efforts aimed at helping to produce a Home Affairs cadre, who pays allegiance to the constitution; is loyal to the Republic, is humble in the service of the people; and is honest and dedicated to the cause of improving the lives of all people. This effort is at the heart of the transformation of Home Affairs. It should be noted that the Department was voted among the employers of choice, simultaneously being honoured with the Special Ministerial Award by the Ministry of Public Service and Administration, for “the innovative turnaround and modernisation of service delivery”.

The Department introduced the first ever South African Qualifications Authority accredited Home Affairs course aimed at training and producing a well rounded Home Affairs official capable of dealing with all aspects of the Department. As part of these efforts, the Department through a combined team of South African and Cuban instructors trained a group of 350 former South African National Defence Force (SANDF) members in immigration and security management and these cadres are currently deployed to the OR Tambo International Airport.

With regard to finances, the Department and its entities namely the IEC, FPB and the GPW continued to build on and consolidate upon the achievement of the unqualified audits with a view to securing a clean audit in the long term. However, for Home Affairs, there has been a challenge with regard to the management of revenue collected abroad. The prudent management of public finances is not a luxury, but indeed a commitment that will ultimately contribute to the notion of creating a better life for all our people.

The Department has continued to participate in regional and international forums to advance the cause of the country and its peoples. In this context, together with the honourable Deputy Minister, Fatima Chohan, the Ministry paid several official visits including to Germany, Cuba and Switzerland during the reporting period. The focus of the official visits to Germany and Cuba was to study best practice in order to improve the Department's civic and immigrations systems.

The Department continued to play a role within clusters of governance during the reporting period as part of its contribution to efforts aimed at improving the system of governance with a view to delivering quality services to people and create a better South Africa for all who live in it. Clusters include the Governance and Administration (G and A); Justice, Crime Prevention and Security (JCPS); as well as the International Cooperation, Trade and Security (ICTS) clusters.

Working together with the Portfolio Committee on Home Affairs, the rest of Government, relevant stakeholders and indeed all people in the various formations, Home Affairs will continue to build on the successes of the previous year while charting a way forward to ensure sustainable, caring, efficient and effective services to all people.



**Deputy Minister of Home Affairs  
Fatima Chohan**

## DEPUTY MINISTER'S STATEMENT

South Africans are justly proud of the democratic institutions we have put in place to ensure oversight and accountability. The primary purpose of this Annual Report is to account to the people of South Africa for the performance of the Department of Home Affairs in carrying out its mandate and using the budget allocated to it efficiently and honestly.

The core mandate of Home Affairs is to know with certainty the identity and status of all persons living in South Africa and to regulate the entry and exit of persons into and out of the Republic at our ports of entry. These functions are at the heart of a secure and effective management of any state and society. The Department thus plays a critical role in ensuring the efficient and comprehensive delivery of government services; securing our people's right to security and self-determination; and achieving our national development goals.

In December 2011, I delivered a statement on behalf of the Government of South Africa at the commemoration of the 60th anniversary of the 1951 Convention on the Status of Refugees, in which I stated that our government remains fully committed to affording asylum seekers and refugees protection in accordance with the Convention, to which South Africa is signatory.

The main challenge we are facing is that a large number of people applying for asylum are in fact economic migrants who do not qualify for refugee status as defined in the United Nations Convention. This has put the system for adjudication of asylum claims under severe pressure, leading to widespread abuse and resources being diverted away from assisting genuine refugees.

During 2011/12 financial year, we embarked on a three pronged strategy to overhaul the processing of asylum seekers. In this regard, we introduced new structures and processes to improve the quality and efficiency of adjudication and review of new applications.

Secondly, we strengthened our internal counter corruption efforts in conjunction with the country's security and law enforcement agencies.

Thirdly, we began a process of engagement with neighbouring countries on common challenges of asylum seeker management with the aim of entering into formal agreements. During the period under review, we held discussions with Mozambique and Zimbabwe as part of implementing a broader regional approach.

A major focus of the Legal Services unit of the Department was on finalizing amendments to a number of Acts that were assented to in 2010 and 2011. These are the amendments to the South African Citizenship Act, the Refugees Act and the Immigration Act. To be effective, regulations need to be well-crafted and take account of inputs from stakeholders; and the officials that are ultimately entrusted with implementing them. We hope that these regulations will come into effect in the 2012/13.

With regard to civil litigation brought against the Department, apart from cases emanating from Lindela Repatriation Centre, the Department won 42 out of the 46 cases finalized during the 2011/12 financial year, amounting to a success rate of 91%. During this period, the department saw a significant reduction of claims brought against it. This bears testimony to an overall improvement in the functioning of the department.

The Film and Publications Board (FPB) is tasked with providing society with information that will enable adults to make informed decisions on published material that they choose to view whilst at the same time enabling caregivers to protect minors from being exposed to adult content.

To this end the FPB reached more than 200 000 people across the country through the Campaign Against Child Pornography and other general outreach and awareness interventions during the period under review. These campaigns focused on the anti-child pornography drive, educating people about the role of FPB and compliance initiatives within the industry.

Furthermore, inspections on compliance of films and games distribution points were carried out. As a result, 215 illegal operators were closed during the year under review year and 370 182 illegal content (DVDs, games and publications) were confiscated and destroyed. Over 95% of submitted materials were classified.

Finally, we thank the Portfolio Committee on Home Affairs for its valuable insights and support during the period under review.





**Director-General, Mkuseli Apleni**

## Accounting Officer's Overview

The aim in producing an Annual Report is to give an honest account of how the Department of Home Affairs has performed against its mandate and strategic objectives with the resources at its disposal. The report is given within a governance and regulatory framework that is widely regarded as being among the best in the world. The resources that were allocated to the Department were audited on behalf of Parliament and a full account was given by the Department to ensure good governance and accountability to the citizens of South Africa.

On 7 March 2011 the Department tabled a Strategic Plan that in accordance with new Treasury Guidelines charted a course for the Department for a period of five years in terms of its mandate, vision, mission, objectives and strategies. In the same document, the Annual Performance Plan (APP) provided a detailed breakdown of objectives into annual targets over a cycle of three years.

The Department has ensured that its planned outcomes support the achievement of three of the 12 national outcomes that fall within the scope of its mandate. These are:

Outcome 3	All people in South Africa are and feel safe
Outcome 5	A skilled and capable workforce to support an inclusive growth path
Outcome 12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

The Strategic Plan of the Department is aimed at achieving three Department-specific strategic outcomes that, taken together, support the achievement of the above national outcomes. These are:

Home Affairs Outcome 1	Secured South African Identity and Citizenship
Home Affairs Outcome 2	Immigration managed effectively and securely in the national interest including economic, social and cultural development
Home Affairs Outcome 3	A service that is efficient, accessible and corruption free

The Minister of Home Affairs, Dr Dlamini Zuma, in the Preface to the Strategic Plan and APP (2011-2014), outlined the three key strategic priorities of the Department that relate directly to the mandate of the Department and to achieving the national priorities indicated above.

The first priority, linked to Home Affairs Outcome 1, is to continue efforts aimed at securing the identity and status of citizens, including their citizenship. Key strategic objectives in this regard are to ensure the registration of all citizens within 30 days of birth; and to ensure that all citizens of 16 years and above have IDs. Establishing stakeholder forums at local level across South Africa has ensured the involvement of communities in achieving these goals.

The second priority is to take decisive steps to improve the capacity of South Africa to realise the benefits of immigration while minimising its risks. This requires appropriate policies, laws, processes and skilled people to be in place. It also requires the active involvement of Government departments and civil society partners in managing immigration securely and effectively to achieve development and security objectives. The outcome of these and related objectives are linked to Home Affairs Outcome 2.

A third strategic priority is to transform the Department so as to achieve the Home Affairs Outcome 3 of having a service that is efficient, accessible and corruption free. Key strategies in this regard are to deepen relationships with communities via stakeholder forums; implementation of a new operating model to strengthen service delivery and empower managers at all levels with appropriate controls; and the ongoing improvement of business processes and the modernisation of systems for better security and efficiency.

The APP for this financial year 2011/12 has 50 targets to realise 14 strategic objectives which contribute to the achievement of the three Home Affairs outcomes. Budget Vote Four, which provides the Department with the financial resources to deliver against the plan, is divided into the following four programmes, each with its own specific set of targets. The following table shows the relationship between the four programmes, their targets and the Home Affairs-specific outcomes:

**TABLE 1: PROGRAMMES, NUMBER OF TARGETS AND OUTCOMES**

Programme of Vote Four	No. of Targets	Mainly contributes to achieving the following Outcomes
Programme 1: Administration	16	Home Affairs <b>Outcome 3</b> : A service that is efficient, accessible and corruption free
Programme 2: Citizen Affairs	19	Home Affairs <b>Outcome 1</b> : Secured South African Citizenship and Identity
Programme 3: Immigration Affairs	15	Home Affairs <b>Outcome 2</b> : Immigration managed efficiently and securely in the national interest including economic, social and cultural development
Programme 4: Transfer to Agencies	N/A	

The above table shows that the targets in the APP are reasonably strategic and balanced, with the majority of 34 targets in Programmes 2 and 3, which constitute core business, and 16 targets in Programme 1: Administration. The fact that Programme 2: Citizen Affairs has the largest number of targets of any programme is mainly due to two strategic factors namely efforts to transform the Department as an organisation in terms of security and service delivery, including the fight against corruption; and the importance of support functions in service delivery and security, including critical information systems.

Most service delivery takes place at provincial level and an important step taken was to involve top management as “Champions” of specific provinces. Posters in every office show the cell phone numbers and e-mail addresses of top management with the statement “We

serve with Humility. Talk to us.” This opened up a direct line of communication between the client and the top management of the Department. Improvements were also made in the functioning and monitoring of enquiry and complaints channels.

An important development subsequent to the publishing of the Strategic Plan and APP was the initiation of a critical pilot project aimed at producing a cadre of officials who are patriotic, professional, humane and caring. Without such officials, the best systems will not be secure or deliver efficient services to clients that meet their needs and aspirations.

Any analysis of achievements against targets and strategic objectives must be understood in the context of service delivery and organisational environments and challenges; and in terms of efforts to lay the basis for critical developments going forward. A key example of the latter is the work done to prepare the ground for the launch of an extensive programme to modernise the systems and processes of the Department.

A strategic assessment of the performance of the Department should be based on whether the Department has achieved its planned strategic objectives and targets. This will indicate progress towards achieving the three Home Affairs outcomes that support the achievement of key national outcomes.

The entire senior management cadre and managers representing frontline offices meet every quarter to review progress against the objectives and targets in the APP and to decide how to improve performance. Progress against the planned targets and financial performance is reported on a quarterly basis to National Treasury and audited annually. Quarterly reports are also presented to the Portfolio Committee on Home Affairs to ensure accountability and to benefit from the valuable support afforded by that committee. The Department of Performance Monitoring and Evaluation, based in the Presidency, also receives quarterly reports to assist in monitoring the performance of Government against the 12 national priority outcomes and the related performance agreements signed by Ministers.

The Accounting Officer’s Report provides an account of financial management in terms of the budget voted to achieve the planned objectives of Home Affairs.

It is important to note that the targets in the APP cover strategic areas of development and service delivery that account directly or indirectly for the largest part of the budget. By no means, however, do they cover the day to day efforts of thousands of officials who are striving to deliver secure services and transform the Department in difficult circumstances.

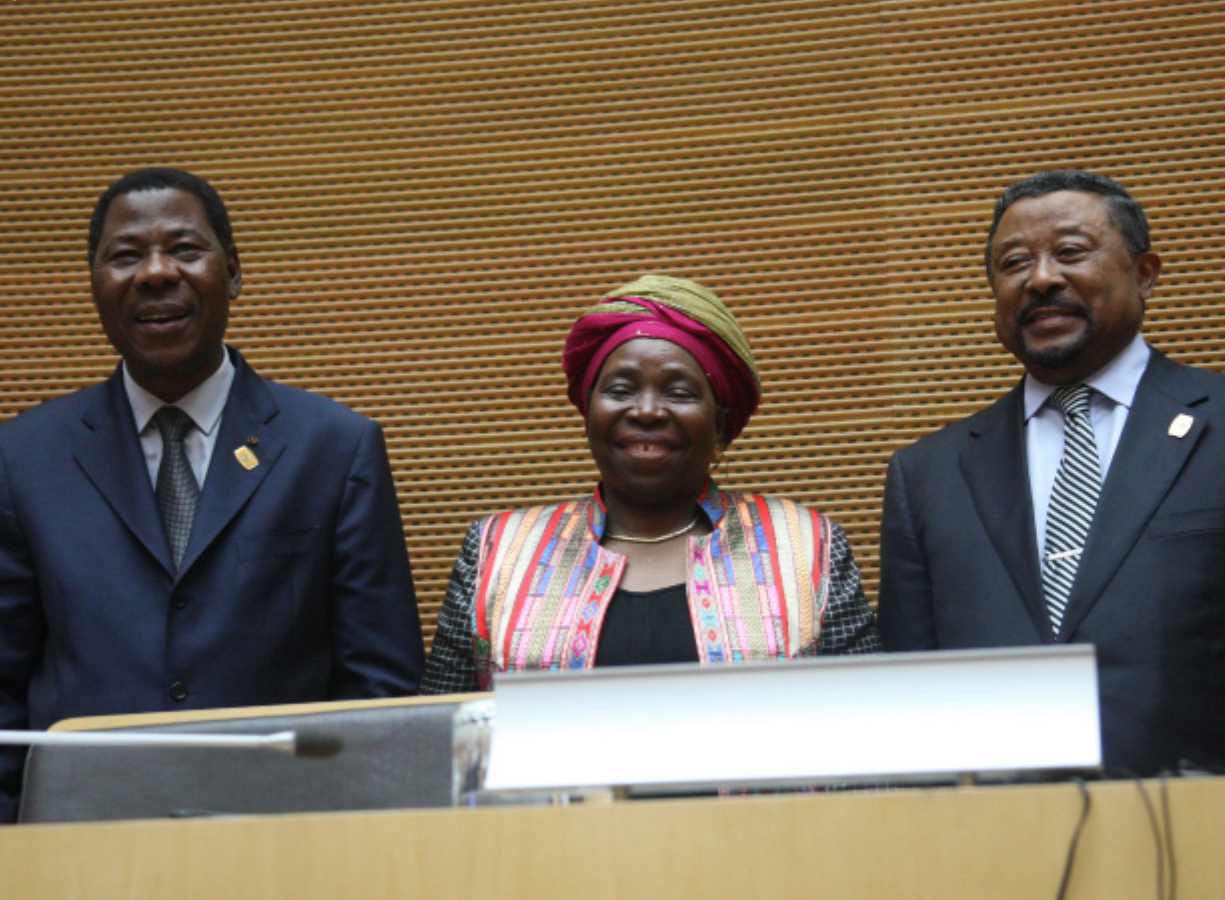
Although the Department received the first unqualified audit report for 16 years for 2010-2011, during the current financial year the Departmental received a qualification on one matter, with regard to contingent assets. Contingent assets relates to revenue collected abroad, where supporting documents have not yet been received or do not have a clear description allowing correct classification (Revenue, Repatriation and Fines). To rectify this situation the Department has already put in place processes concrete action plans that deal with the problem of revenue collected abroad.



We wish her well in beating the drums of change in Africa.

**The officials of Home Affairs are united in acknowledging the leadership of Minister Nkosazana Dlamini Zuma in transforming the Department. We congratulate her on being elected as Chair of the African Union Commission and wish her every success in her new endeavours.**











# **PART ONE**

## **General Information**

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## **PART I: GENERAL INFORMATION**

### **VISION STATEMENT**

A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship

### **MISSION STATEMENT**

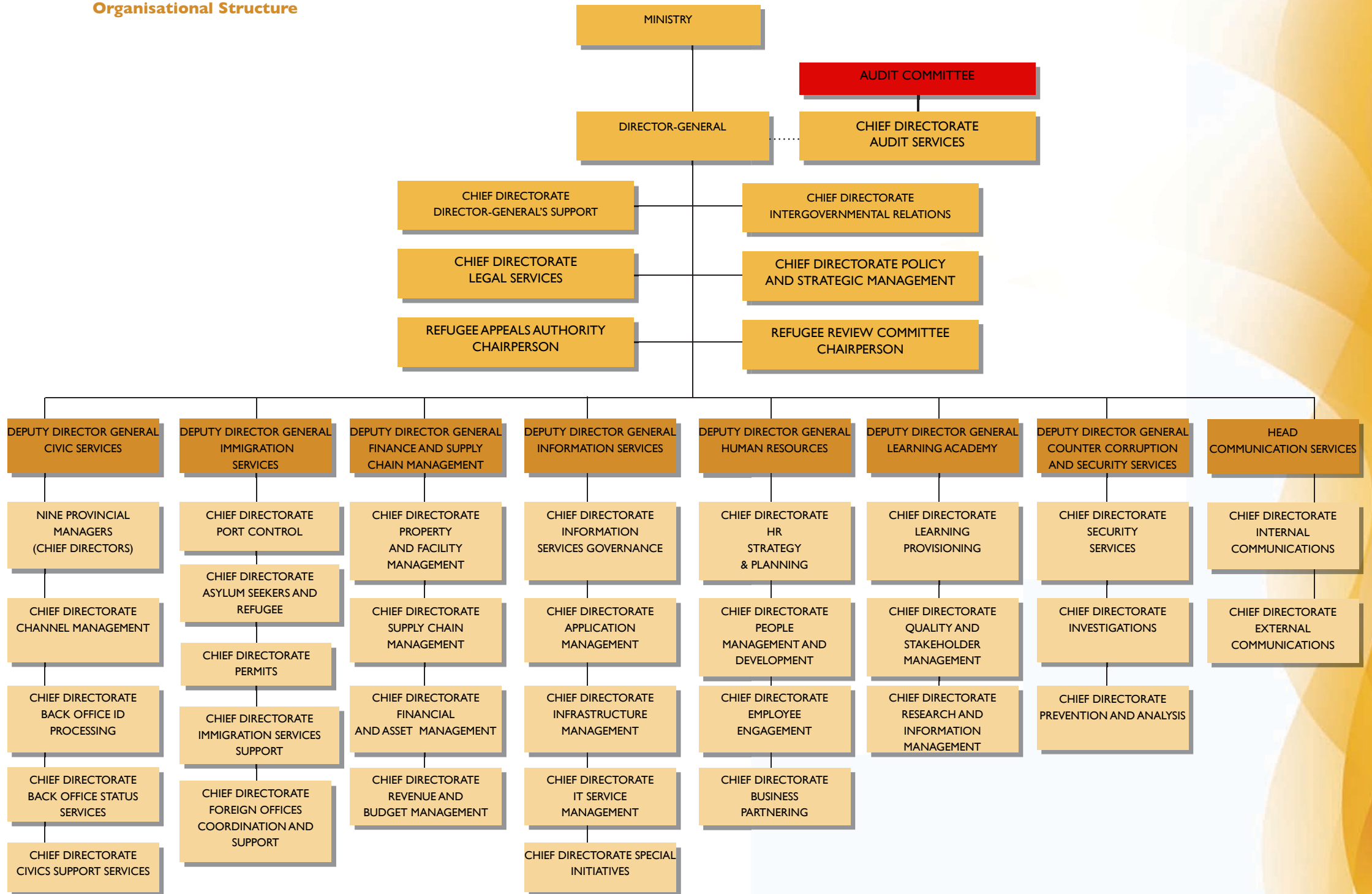
The efficient determination and safeguarding of the identity and status of citizens and the regulation of immigration to ensure security, promote development and fulfil our international obligations

### **VALUE STATEMENT**

The Department of Home Affairs is committed to being:

- People-centred and caring
- Patriotic
- Professional and having integrity
- Corruption free and ethical
- Efficient and innovative

## Organisational Structure



## Legislative Mandate

The mandates of the Department of Home Affairs are embedded in legislation, as well as other policy documents. In order to fulfil its mission the Department executes or participates in the execution of the following mandates:

### Civic Services:

#### Births, Marriages and Deaths

Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);  
Regulations made under the Births and Deaths Registration Act;  
Marriage Act, 1961 (Act No. 25 of 1961);  
Regulations made under the Marriage Act, 1961;  
Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);  
Civil Union Act, 2006 (Act No. 17 of 2006); and  
Regulations made under the Civil Union Act, 2006

#### Identity Documents and Identification

Identification Act, 1997 (Act No. 68 of 1997);  
Regulations made under the Identification Act, 1997; and  
Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003)

#### Citizenship

South African Citizenship Act, 1995 (Act No. 88 of 1995); and  
Regulations made under the South African Citizenship Act, 1995

#### Travel Documents and Passports

South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994); and  
Regulations made under the South African Passports and Travel Documents Act, 1994

### Immigration:

Immigration Amendment Act, 2011 (Act No. 13 of 2011);  
Regulations made under the Immigration Act, 2002;  
Refugees Amendment Act, 2011 (Act No. 12 of 2011); Already using the new act  
Regulations made under the Refugees Act, 1998;  
Criminal Procedures Act, 1977 (Act No. 51 of 1977);  
The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;  
The Basic Agreement between the Government of the Republic of South Africa and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;  
The 1991 United Nations Convention Relating to the Status of Refugees;  
The 1967 Protocol on Specific Aspects of Refugees Protection;  
The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996; and  
The UNHCR Handbook on Criteria and Procedures for the Determination of Refugee Status, 1997.

### Other Mandates

Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);  
Regulations made under the Promotion of Access to Information Act, 2000;  
Public Holidays Act, 1994 (Act No. 36 of 1994);  
Imprint Act, 1993 (Act No. 43 of 1993);  
Films and Publications Act, 1996 (Act No. 65 of 1996);  
Regulations made under the Films and Publications Act, 1996;  
Constitution of the Republic of South Africa, 1996;  
Public Service Act, 1994 (Proclamation No. 103 of 1994);  
Regulations made under the Public Service Act, 1994;  
Labour Relations Act, 1995 (Act No. 6 of 1995);  
Regulations made under the Labour Relations Act, 1995;  
Public Finance Management Act, 1999 (Act No. 1 of 1999);  
Treasury Regulations made under the PFMA;  
Intergovernmental Relations Framework Act, 2005 (Act No. 15 of 2005);  
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000);  
Regulations made under the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000;  
Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000); and  
Regulations made under the Preferential Procurement Policy Framework Act, 2000.

### Entities Reporting to the Minister

- Film and Publication Board;
- Electoral Commission; and
- Government Printing Works.

### Film and Publication Board:

The Board was established in terms of section 3 of the Films and Publications Act, 1996 (Act No. 65 of 1996).

The functions of the Board include the following:

- To regulate the creation, production, possession and distribution of certain publications and certain films by means of classification, the imposition of age restriction and the giving of consumer advice.
- To perform the functions assigned to it by the Act.

The Chief Executive Officer of the Board is the accounting officer in terms of section 13 of the Films and Publications Act, 1996 (Act No. 65 of 1996).

### Electoral Commission:

The Commission was established in terms of section 3 of the Electoral Commission Act, 1996 (Act No. 51 of 1996).

The functions of the Commission include the following:

- To manage any election
- To ensure that an election is free and fair
- To perform the functions assigned to it by the Act

The Chief Electoral Officer of the Commission is the accounting officer in terms of section 12 of the Electoral Commission Act, 1996 (Act No. 51 of 1996).

### Government Printing Works:

Founded in 1888, the GPW was established to render security printing and related services to the Government of South Africa. During 1976 the GPW was established as a Trade Account by the Department of Finance. The Government Printing Works operates as a Government Component after Proclamation in the Government Gazette No. 32616, dated 9 October 2010.

The functions of the GPW include the following:

- Compiling, editing, printing and distribution of Government Gazettes and Provincial gazettes.
- Procuring and stocking of departmental forms as well as face value forms.
- Provisioning of a printing service pertaining to high security documents and printed matter of a general nature.
- Administering of the Publications Section to provide for the stocking of government publications as well as the selling thereof to government institutions, the general public and institutions abroad.

The Chief Executive Officer of GPW is the accounting officer in terms of section 36(3) of the Public Finance Management Act, 1999 (Act No. 1 of 1999) of 1999 for the 2011/12 financial year.









# PART TWO

## Information On Predetermined Objectives

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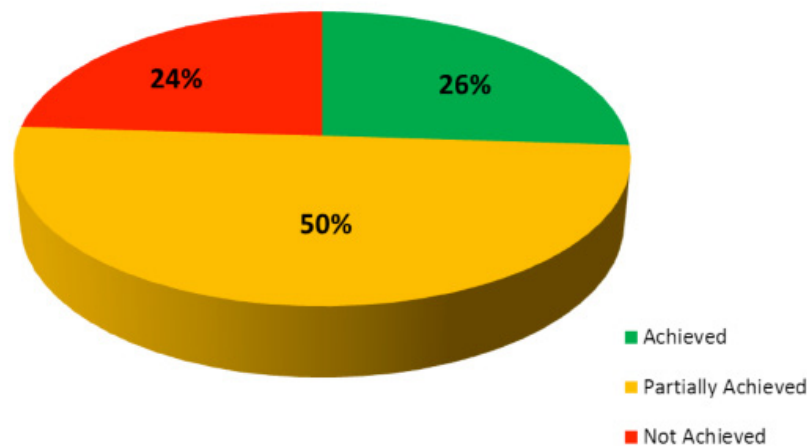


## PART 2: INFORMATION ON PREDETERMINED OBJECTIVES

### 2.1. Overall Performance

The chart below is an assessment of progress against the 50 targets in the APP.

**FIGURE 1: OVERALL PROGRESS OF THE DEPARTMENT: 2011/12 FINANCIAL YEAR**



The Department achieved 26% or 13 of its 50 targets; 50% or 25 targets were partially achieved; and 12 targets or 24 % were not achieved. Five of the targets were not achieved as a consequence of delays resulting from the termination of the WAIO project and the process needed to establish a programme to modernise the Department.

Another challenge for both Civic Services and Immigration Services were delays in gazetting new regulations for civic and immigration acts that were amended in 2011. The delays are mainly due to the need for rigorous drafting and sufficient consultation to avoid operational and legal problems arising once the regulations are in force.

The partially achieved targets is a reflection of the Department having to stretch its limited human resources to cover a large number of initiatives. It is also due to targets being set at an initial stage of projects and then having to revise the targets as the project progresses.

### 2.1.1. Voted Funds

**TABLE 2: BASELINE ALLOCATION**

BASELINE ALLOCATION ALLOCATED BY NATIONAL TREASURY	2011/12	2010/11
	R'000	R'000
Baseline Amount	5 464 134	5 719 584
Home Affairs Functions	4 470 484	4 136 631
Electoral Commission	799 190	1 430 508
Film And Publication Board	65 458	55 217
Government Printing Works	129 002	97 228
Additional Funds	386 680	58 102
Home Affairs Functions	346 082	49 700
Electoral Commission	40 598	7 432
Film And Publication Board	–	970
Sub Total	5 850 814	5 777 686
Roll-Over Funds	–	56 704
Final Appropriation	5 850 814	5 834 390

### 2.1.2. Aim of vote

To efficiently determine and safeguard the identity and status of citizens and regulate migration to ensure security, promote development and fulfill international obligations.

### 2.1.3. Strategic Outcome Oriented Goals

The Department of Home Affairs has set for itself the following three outcomes or strategic outcome oriented goals for the 2010 to 2014 period:

Strategic Outcome Oriented Goal 1	Secured South African citizenship and identity
Goal Statement	To be the custodian of the identity of citizens and provide them with evidence confirming their status based on a national population register that is accurate and protected against fraudulent and corrupt activities

Strategic Outcome Oriented Goal 2	Immigration managed effectively and securely in the national interest including economic, social and cultural development
Goal Statement	To ensure the effective and secure management of immigration and to facilitate the movement of persons through ports of entry which is essential for national security and the development of the country

Strategic Outcome Oriented Goal 3	A service that is efficient, accessible and corruption free.
Goal Statement	To provide a service to the public that is in support of Batho Pele principles and supported by appropriate systems and controls (governance, management and operational)

#### 2.1.4. Overview of the service delivery environment for 2011/12

Home Affairs is the only Department that has a legal mandate to register births, marriages and deaths, make changes to the NPR, confirm identity and issue identity and travel documents. It is also the only department mandated to decide on whether or not a foreign national can enter South Africa and under what conditions. The Department therefore has to provide all citizens and other clients with access to services that are secure, accessible and efficient.

Service delivery in South Africa presents significant challenges that must be understood in a historical context. Most seriously, most of the large numbers of South Africans who are poor and require services are living in areas that are far from urban centres and have huge infrastructure backlogs. In spite of a footprint of over 400 offices, the distance some clients have to travel to Home Affairs remains a challenge.

The Department has employed multiple strategies to extend the reach and quality of its service delivery. One of the strategies is to take services to the communities. In 2011/12 there was a major effort made to reach schools, with 65% of the 11, 219 high schools in South Africa visited by officials to process applications for IDs. The proportion of births registered within 30 days increased by 11.2% over the reporting period.

This indicates a significant shift in social behavior by parents who have been influenced by the officials working at local level in partnership with the Stakeholder Forums established by the Department. In recognition of social realities, recent amendments to the Births and Deaths Registration Act, 1992 (Act No. 51 of 1992) make it easier for guardians to register the birth of children.

Another strategy that is improving service delivery is to engage with citizens and other clients through a wide range of channels. The fleet of mobile offices has been augmented by 4x4 vehicles and the Department is piloting portable equipment that can capture applications. A cumulative total of 264 hospitals have been connected for the online registration of birth.

Steps have also been taken to improve communication channels for the public to get information and assistance through short message services, faxes, e-mails, telephonically and via the website of the Department. The analysis of complaints by category and age is regularly used to identify and deal with systemic problems. The mobile numbers, photographs and e-mail addresses of the Director-General and top management are posted in all front-line offices to enable clients to have direct access to senior management.

The refurbishment of offices to uniform corporate standards is ongoing, with an additional 14 offices refurbished in 2011/12. The roll out of this programme is constrained by funding and reliance on leased accommodation. The electronic Queue Management System is also being rolled out as funds become available and officials have been appointed to assist the public on the floor.

A wide range of Government and civil society organisations depend on the identity and immigration services provided by Home Affairs. A number of these organisations have interfaces with the Department that allow them to verify the identity of their clients in real time, including the Departments of Social Development and Justice and Constitutional Development. This has reduced fraud and improved efficiency. In 2011 an agreement was signed with SABRIC to extend this service to the banking sector.

Service delivery challenges specific to the immigration environment related to the large increase in migrants, including asylum seekers and refugees, following South Africa's full integration into the family of nations in 1994. In 2011, the installation of an enhanced Movement Control System (eMCS) enabled the rapid facilitation of travellers through 11 additional ports of entry. Funds have been secured for 2012/13 to improve infrastructure at prioritised ports of entry, including key marine ports for which planning began in 2011/12. Work also began on establishing Refugee Reception Offices (RRO) closer to the borders where most asylum seekers enter South Africa.

In 2011/12, the Department continued taking robust steps to secure and stabilise the permitting environment and improve efficiency. By the end of the period under review all new applications were being processed according to prescribed standards and the backlog was being systematically reduced. With regard to foreign missions, a service provider is being used in six countries to collect visa applications, which has impacted positively on service delivery and security challenges.

Going forward, the modernisation of the processes and systems of the Department will dramatically improve access to speedy, quality and secure services.

#### 2.1.5. Overview of the organisational environment for 2011/12

The organisational environment is regarded as being central to the transformation of the Department, with five critical areas of development:

- The most critical area is the building of a cadre of officials who own and live the values that are consistent with the Constitution and the mandate and vision of the Home Affairs. In terms of core values they must be professional, competent, patriotic, humane, committed, have integrity and be responsive to the needs of the people.
- The leadership and management of the Department must be able to drive and sustain these values at every level of the organisation.
- The organisational structure must be appropriate and aligned to the departmental strategy and municipal boundaries.
- There must be ongoing support and training and development towards the Department being a learning organisation. There must also be an appropriate working environment in terms of business processes, systems and infrastructure.

The transformation strategy of the Department is to put in place the elements described above; and the reports of each of the branches indicate that progress was made in 2011/12 in all five areas. An important initiative was the pilot training and deployment to O R Tambo International Airport of 350 new immigration officers. Besides training, the project involves putting in place new leadership; improved processes and structures; and ongoing training. The Department's Learning Academy, together with the Human Resource Branch, is using the lessons learnt from the project to apply the same principles across the organisation going forward in terms of human resource development.

To further drive an organisational culture of change, the Home Affairs Ambassador Programme will be implemented where all employees will advance the interests of the Department and improve the lives of the public. The identified ambassadors will be trained and placed in all provinces and branches to ensure sustainability of the programme.

The new organisational model was approved in 2010/11 and implementation was initiated in the same period. The first priority was to structure the Department so that it could work effectively within all three spheres of Government. District and Regional Offices were aligned with local Government structures and Provincial Offices with Provincial Governments. The second priority was to capacitate managers at each level to take full responsibility and account for all activities within their sphere of control. One strategy being implemented in this regard is to ensure that critical support posts are filled, such as the appointment of Directors: Finance and Support in each Province. A related strategy is to devolve responsibility downwards with appropriate controls. In 2011/12, preparatory work was done in terms of systems and training to enable a roll out of new financial and Human Resource delegations in 2012/13.

Another area of progress to be noted is leadership development through Leadership Forums and the involvement of office heads and middle management in processes such as planning and quarterly reviews. In addition to the Leadership Forum, the coaching program for supervisors and managers was launched in March 2012 with implementation continuing in 2012/13. Furthermore and in order to capacitate employees across all salary levels to perform optimally, the Department continues to provide bursaries in line with its skills requirements.

#### **2.1.6. Key policy developments and legislative changes**

The main policy and legislative developments in 2011/12 related to the Refugees Amendment Bill, 2010 and the Immigration Amendment Bill, which were assented to as Acts in 2011; and the development of regulations for these Acts, as well as for the Births and Deaths Registration Amendment Act (2010) and the Citizenship Amendment Act (2010). These amendments reflected a stronger focus on the securing of identity, citizenship and immigration, while enabling more efficient and responsive service delivery.

The first mandate of Home Affairs is to determine and secure the identity and status of citizens in accordance with their rights and the need to protect the security of the state and all who live in South Africa. A second mandate is to regulate and facilitate immigration

and the entry and exit of all persons to the Republic through designated ports of entry in order to attain security and development objectives. Services to citizens, foreign nationals and to state and civil society organisations flow from the above mandates and are functions of the institutions, processes and systems established by the Department to carry out these mandates.

In every modern society the above mandates and functions mean that Home Affairs or its equivalent plays a central role in ensuring national security and public safety; as well as being a key enabler of service delivery and putting in place an environment conducive to achieving development goals. In 2011/12 this understanding was expressed at the level of policy and strategy through closer integration with the security cluster of departments and initiatives to transform the organisation and strengthen security and service delivery. The modernisation of the Department's processes and systems and putting in place a cadre of professional, patriotic and caring officials is informed by this vision.

#### **2.1.7 Departmental Revenue**

The Department collects revenue both within the Borders of South Africa as well as outside the borders, through foreign missions. For collections at Foreign mission, the process is managed by Department of International Relations and Cooperation (DIRCO). In return DIRCO will pay over the funds to DHA based on the documentation collected. In this regard there was a change in the accounting policy, which had effect in the balances of the previous years.

For the year under review, there has been an increase in fines and penalties mainly due to:

- The increase in the collection of documentation at DIRCO resulting in an increase in the revenue paid and recorded. These collections are also affected by exchange rate differences.
- An increase in the efforts to collect the outstanding funds from Conveyors.
- Robust collection of funds from overstayers.

A combination of the above led to the overall increase in Fines and Penalties.

<b>Detail of departmental receipts</b>						
<b>Economic classification</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>% Deviation from target</b>
Rand thousand						
Tax revenue						
Non-tax revenue						
Sales of goods and services other than capital assets	304,904	384,662	610,777	466,436	665,214	42,6%
Sales of goods and services produced by the department	304,891	384,642	610,777	466,436	665,200	42,6%
Administrative fees	299,107	380,036	606,839	457,573	660,587	44,4%
Sales by market establishments	1,398	1,261	1,370	2,146	2,078	(3,2%)
Other sales	4,386	3,345	2,568	6,717	2,535	(62,3%)
Sales of scrap, waste, arms and other used current goods	13	20	-	-	14	-
Transfers received	608	-	-	-	-	-
Fines, penalties and forfeits	17,094	33,219	27,021	15,915	44,383	178,9%
Interest, dividends and rent on land	-	659	543	224	882	293,8%
Sales of capital assets	-	327	-	-	-	-
Financial transactions in assets and liabilities	33,067	23,353	6,411	-	42,409	-
<b>TOTAL DEPARTMENTAL RECEIPTS</b>	<b>355,673</b>	<b>442,220</b>	<b>644,752</b>	<b>482,575</b>	<b>752,888</b>	<b>56,0%</b>

**CONFIRMATION OF THE ACCURACY AND FAIR PRESENTATION OF THE ANNUAL REPORT (INCLUDING INFORMATION ON PREDETERMINED OBJECTIVES) SUBMITTED**

**TO: National Treasury**

**DATE: 31 May 2012**

**CC: The Auditor-General**

**ANNUAL REPORT FOR THE 2011/2012 FINANCIAL YEAR END**

I hereby acknowledge that the annual report of Department of Home Affairs, has been submitted to the Auditor-General for auditing in terms section 40 (1) (c) of the Public Finance Management Act

I acknowledge my responsibility for the accuracy of the accounting records and the fair presentation of the financial statements and confirm, to the best of my knowledge and belief, the following:

- the financial statements have been prepared in accordance with Modified Cash Basis of Accounting and Departmental Framework Guide as prescribed in the Treasury Regulations and relevant guidelines specified / issued by the National Treasury
- the report on predetermined objectives is complete and accurate and has been prepared in accordance with the Framework For Managing Programme Performance Information and relevant guidelines specified / issued by the National Treasury
- the annual report is complete and accurate
- all amounts appearing on the annual report and information in the annual report are consistent with the financial statements submitted to the Auditor-General for audit purposes and;
- the annual report is free from any omissions.

Yours faithfully



Chief Financial Officer



Accounting Officer



## **2.2. Programme Performance**

Detailed information on outputs, performance indicators and actual achievements is contained in the Annual Performance Table per Programme.

### **2.2.1. Programme I: Administration**

#### **2.2.1.1. Purpose**

To provide for the overall management of the Department and centralised support services.

#### **2.2.1.2. Management**

##### **2.2.1.2.1. Policy and Strategic Management**

The function of the Chief Directorate: Policy and Strategic Management is to assist the Department in fulfilling its mandate and achieving the priorities of Government by developing, managing and facilitating policy; strategic planning; as well as monitoring and evaluation. In this context, the Chief Directorate strengthens governance and assists the Director-General and management to manage and improve the performance of the Department.

Over the reporting period significant improvements were made to the planning process, with full participation by management and the Ministry in the development of the strategy and plans of the organisation. Work teams submitted reports on progress and plans to a broad management workshop held on 28 - 29 September 2011. This was followed by an Executive Management Retreat in October 2011 attended by the Minister and Deputy Minister. The APP was finalised after engagement with the management of each of the branches and provinces.

Monitoring and evaluation reviews were conducted on a quarterly basis and reports submitted to National Treasury as prescribed. These reports provided evidence that was considered during the planning process and informed strategy, operations and decision-making in general across the management. All senior managers attend the reviews as well as representatives of all categories of offices namely local and regional offices, ports of entry, connected hospitals and mobile offices.

Responsibility for policy is vested with the Minister. The task of the policy unit is to facilitate the process of policy development and provide support in partnership with the relevant business units. The priority with regard to policy development is to finalise the review of immigration policy. The purpose of the policy review is to offer an analysis of the nature of immigration challenges and propose a way forward that can be discussed within Government and then by stakeholders and society at large. The process is informed by desktop research; interviews and discussions with internal and external stakeholders; and domestic and international visits. It is also informed by insights from practice in the context of the Department of Home Affairs grappling with the actual problems.

##### **2.2.1.2.2. Audit Services**

The purpose of Audit Services is to provide an independent objective audit assurance, risk management and consulting service to the Department.

#### **Risk Management**

The Department performed a comprehensive risk assessment in November 2011 to review and update its risk register. During this process the responsibility for designing and implementing risk mitigation strategies for the key risks were delegated to specific risk owners, drawn from the Department's executive management.

Risk management now features as a permanent item on the Department's Management Committee and Quarterly Review platforms. Furthermore, risk management responsibilities have been included in the portfolios of the Directors: Finance and Support at the nine provincial offices. These Directors will be assisted by the Risk Management Support function based at Head Office to fulfil their responsibilities for ensuring appropriate risk management practices within their provinces.

The Risk Management Committee Terms of Reference, Risk Management Policy and Risk Management Strategy were reviewed and updated in the period under review, adopted by the Risk Management Committee and approved by the Director-General.

#### **Internal Audit**

In October 2011, the Department effected unprecedented steps to address concerns surrounding the poor performance of Audit Services. The Director-General, supported by the Audit Committee and Executive Management, placed the Chief Audit Executive (CAE) under suspension and sought assistance from the National Treasury to revitalise Audit Services. The case against the CAE is in progress.

Since these changes, Audit Services developed the 2011/12 Internal Audit Plan, which was approved by the Audit Committee. The Plan was substantially executed by the end of the 2011/12 financial year. The Audit Committee approved the roll-over of two projects to the 2012/13 financial year owing to the fact that the resources were re-directed to more urgent ad-hoc projects. Notwithstanding the completion of the associated audit testing for all other projects, by year end the finalisation of certain internal audit reports were delayed into the 2012/13 period due to the need for additional quality assurance.

In January 2012, the Audit Committee approved the Internal Audit Plan for 2012/13, as well as the plan for 2013 to 2015.

### 2.2.1.2.3. Communication Services

The purpose of Communication Services is to provide strategic communication advice and an integrated media liaison service to the Department.

The Branch: Communication Services has continued to contribute to a positive image of Government in general and the Department of Home Affairs in particular during this reporting period. In this regard, the Branch: Communication Services continued to profile the work of the Ministry as well as the Department's programmes and policies within the broad framework of Government's overall five key priorities.

This includes highlighting the work of the Ministry and Department within related key Government clusters such as the G and A, JCPS and ICTS clusters. Working together with other departments and within the framework of the Government Communicators Cluster, the Branch has provided leadership and developed programmes to highlight the work in particular of the G and A cluster, which often culminated in ministerial media briefings. In addition, members of the Branch continued to participate in the various Government communicator forums under the auspices of Government Communication and Information System (GCIS). As part of on-going efforts and in line with GCIS directives for Government departments to brief the media on an on-going basis around Government programmes, the Branch has ensured weekly media briefings by political and administrative principals on various key priorities of the Department. Major briefings in this context related among others to the launch of the Online Fingerprint Verification system, a joint Home Affairs and SABRIC project which received wide coverage in the media.

Another area of communication revolved around the resolution of the contract around the WAIO project in a manner that resulted in the Department receiving major coverage and plaudits from the public with particular reference to the outcome of the negotiations.

In addition, the work of the Branch relates to the interaction of the Department and Ministry with Parliament and related portfolio committees. This included on-going briefings to the media regarding the Department's Policy Debate on Vote 4 in both houses of Parliament and reports to its committees namely the Portfolio on Home Affairs in the National Assembly and the Select Committee on Social Services in the NCOP. Issues that continued to feature in these media briefings related to the documentation of Zimbabweans, arrests of those found implicated in nefarious activities, closure of Refugee Reception Offices (RRO) occasioned by court judgements and general improvements in the service delivery to members of the public who require Home Affairs services. A major achievement was the first-ever direct broadcast of the Department's Policy Debate on Vote 4 on a few South African Broadcasting Corporation and 65 community radio stations across the country. This enabled the Ministry and Department to communicate in an unmediated manner with members of the public.

Innovative communication initiatives continued in the reporting period consolidating on strategic relationships that the Department has with private sector organisations. These included among others sponsored adverts, promoting the National Population Registration Campaign and the free issuance of death certificates. A similar relationship enabled

the Department to continue to utilise the platform afforded us by the National Lottery to promote the objectives of the launch of the Online Fingerprint Verification system following the official launch by the Minister, Dr. Nkosazana Dlamini Zuma and the Chief Executive Officer of SABRIC, Kalyani Pillay. This has helped the Ministry to access huge audiences that standard media platforms do not provide. The Ministry and the Department extend sincere gratitude to all those private sector companies that continue to partner with the Department and Ministry to advance the course of nation building. This approach will continue to be among the defining features of communication services. Furthermore, more television adverts including billboards were utilised to promote successes, programmes and priorities of the Ministry and Department.

Internally and as part of efforts to ensure that staff members become brand ambassadors, the Branch introduced new and innovative ways of communicating with all staff members to ensure maximum impact. These included among others the utilisation of modern technology that enabled the Ministry and Department to communicate directly with staff members through mobile and landline telephones; the launch of Notes from the DG's Desk, which allowed for direct communication between the Director General and staff; while improving on the quality of the in-house magazine, Ikhaya.

The capacity of the Branch: Communication Services to keep political and administrative principals informed of national, regional and international developments has improved tremendously through the early production of daily media clippings. This enables the Department to monitor developments that may impact on its work and Government generally and allow it to pro-actively respond to the issues of the day.

The advances of the Branch: Communication Services thus far were only made possible by the support of the political and administrative principals, good working relationships with senior management and members of the media as well as the conducive working environment in which the Branch operates.

### 2.2.1.2.4. Legal Services

In broad terms, the Chief Directorate: Legal Services deals with the drafting of legislation (new and amendment) administered by the Department based on information received from the relevant line functions (i.e. Immigration Services and Civic Services), provides legal opinions and legal support to line and other support functions in dealing with Memoranda of Understanding (MOU), International Agreements and Commercial Contracts, and provides support in the litigation process where civil litigation is instituted against the Department.

Based on the above, Legal Services prepared and submitted a progress report on the legislative programme of the Department for 2011/2012 to the Leader of Government Business during December 2010. Not all Bills tabled in Parliament during 2010/11 were finalised. The outstanding Bills were the Refugees Amendment Bill, 2010 and the Immigration Amendment Bill, 2010. However these were subsequently assented to and signed by the President on 21 August 2011 as Acts of Parliament [Refugees Amendment Act, 2011 (Act No. 12 of 2011) and Immigration Amendment Act, 2011 (Act No. 13 of 2011)]. The draft Regulations to the aforementioned Amendments are still being finalised.

With regard to MOUs, Legal Services rendered legal support in finalising the MOUs between the Department and the following institutions:

- National Department of Tourism - on co-operation in the issuance of visas to tourists;
- Government Pensions Administration Agency - regarding, amongst others, support to the agency to ensure the integrity of Government Employee Pension Fund data through the validation of personal information and the reporting of deaths; and with information on beneficiaries who depart the Republic of South Africa through any port of entry within its borders;
- SANDF - regarding the employment and inter-departmental transfer of their members;
- Department of Labour - regarding the improvement of service delivery to clients of the State and specifically to clients and recipients of the services provided by the Department of Labour; and
- Association for Savings and Investment South Africa and Astute, as service provider to the association - regarding access to identification verification.

In relation to International Agreements, Legal Services assisted in the finalisation and obtaining of Presidential Minutes pertaining to the International Agreements between the Government of South Africa and the Governments of Italy, Spain and Ghana on the Waiver of Visa Requirements for Holders of valid Diplomatic or Official Passports, as well as the Government of Cuba regarding Technical Support. The Agreements with Ghana and Cuba were ultimately signed by the respective countries.

With regard to commercial contracts, Legal Services provided legal support on 103 contracts and opinions thereon. 96 of the 103 (i.e. 93%) Contracts and requests for legal opinions were finalised within one month of receipt. At the end of 2011/12, only 2 legal opinions on commercial contracts had not been finalised, as they were received at the end of the last quarter of the financial year.

Looking at the percentage success rate on finalised litigation cases, the Chief Directorate was able to manage an overall success rate of 91% for the reporting period (i.e. successful in 42 of the 46 cases that were finalised during the reporting period).

### 2.2.1.2.5. Counter Corruption and Security Services

The purpose of Counter Corruption and Security Services is to prevent and combat corruption in order to protect and promote the integrity of the department.

During August 2011, the Branch: Counter Corruption and Security Services embarked on a joint project with the Crime Intelligence Unit, the Organised Crime Unit, and other SAPS units and members of the National Prosecuting Authority in Mpumalanga Province. During the operation, 14 Home Affairs officials and six policemen were arrested in raids across the province. The officials, who were all stationed at the Lebombo Port of Entry, were subsequently charged with corruption, both criminally and departmentally. After the arrests, the revenue collected at the Port of Entry increased by more than 37%. Five other Immigration Officials were arrested in Mpumalanga on a different sting operation. They were all charged criminally and departmentally with corruption. Similar joint operations will continue taking place in the quest to ensure ethical conduct and a “zero tolerance” approach to corruption. Good working relationship with members of the JCPS Cluster will be maintained to ensure greater successes.

Counter Corruption and Security Services successfully investigated the prevalence of fraudulent marriages and/or marriages of convenience, particularly in Durban and surrounding areas, and uncovered hundreds of “marriages” between foreign nationals and mostly teenage South African women from poor socio-economic backgrounds. The investigation led to the arrest of five Home Affairs officials and a host of priests and marriage officials who were implicated in the scam. The Department is in the process of reviewing regulations governing the Immigration Amendment Act in an attempt to mitigate risks identified in this area. Fraudulent marriages and/or marriages of convenience between foreign nationals and South Africans, including the revised role of priests/pastors in solemnising marriages between South Africans and foreign nationals will continue to be an area of focus by Counter Corruption and Security.

Counter Corruption and Security Services in close collaboration with members of the JCPS Cluster provided extensive support to the Cuba-SA Cooperation Project, including the training of the recruits from the SANDF, who have made a huge impact in the Department's management of immigration services at O.R. Tambo International Airport.

A Case Management System, custom-designed for investigations and managing deportations data for the Inspectorate, is being developed. This will revolutionise investigations, guarantee proper monitoring and allow access to partners within the JCPS Cluster, while maintaining a secure platform for sharing of investigations files with duly authorised stakeholders, business units and entities.

Counter Corruption and Security Services plays a critical role in the functioning of Home Affairs as a security department, including preparing management at various levels to embrace the new paradigm, training and intensifying vetting processes. There was an increase in the numbers of officials applying for security clearances and much as this has resulted in the increase in the vetting backlog, this shows that officials are realising the need for security competency and this also shows that the awareness briefings are beginning to bear

fruit. Though the Vetting Policy has not yet been officially approved, it has been successfully presented to the various governance structures within the Department. To this end, a tacit approval has been granted and the current vetting operations are based on that policy. A Security Advisory Committee has been established within the Department. This Committee will address various issues relating to security that have an impact on all administrative and operational functions within the Department. Its function will also be to grade all the posts within the Department to an appropriate security competency level.

The Branch has also aligned itself with the JCPS Cluster's priorities of "cleaning out" two identified ports of entry, conducting threat and risk assessments at several identified missions abroad, as well as rooting out corruption within supply chain management processes. In order to further ensure better co-ordination of projects, the case management system will be rolled-out to two JCPS member departments in the 2012/13 financial year.

### **2.2.1.2.6. Intergovernmental Relations**

The function of the Chief Directorate IGR is to manage international engagements and the Department's interaction with other Government departments, Parliament and its committees and other external stake holders.

#### **International Relations**

The Chief Directorate facilitated the bilateral interactions with the European Union as well as the following countries: Mozambique; Botswana; Cuba; India; Namibia; Zimbabwe; Tanzania; Tunisia; France; United Kingdom; Rwanda; Russia; China and Canada. The engagements with the above countries were around the issues of illegal migration, visa waiver exemptions, co-operation on border management, training, asylum seekers and refugee management.

The cooperation with the Government of Cuba has culminated in the training of 350 Immigration officials who are currently deployed in the Oliver Tambo International Airport and the strengthening of the management of marine border posts as critical ports of entry. The signed agreement on cooperation between the two countries has positioned Home Affairs to be more focused in its functioning as a security department to effectively fight fraud, corruption and other threats to national security.

#### **Integrated Governance**

Intergovernmental Relations facilitated all departmental engagements with the Parliamentary portfolio committees including oversight visits to ports of entry and Regional Offices.

The Department is an active member of JCPS and the G & A Clusters. During the reporting period quarterly reports were submitted to the clusters regarding the turnaround process for issuance of IDs, permits and other enabling documents. The Department continues to play a key role in the development and the establishment of the Border Management Agency which is an important output of the JCPS Cluster.

Within the Department, protocol training was given to some officials at the Ministry to enhance interaction with the outside clients.

## **Corporate Services**

### **2.2.1.2.7. Human Resources**

The purpose of Human Resources is to provide a strategic and transformed human resources services within the Department.

#### **Human Resources Strategy**

The Human Resources Strategy has been reviewed to ensure alignment with the organisational value statement of being more security conscious. The five key human resources priorities identified to drive organisational effectiveness and people management practices have been refined to further enhance the transformation and change agenda in support of organisational strategies and priorities. These key human resources priorities are as follows: People Acquisition; Human Resources Development; Performance Management; Employee Relations; and Transformation and Change. The performance of the Branch: Human Resources during 2011/12 was informed by these priorities.

#### **Organisational Development**

During the financial year, the Department conducted a headcount analysis to confirm the number of officials on the post establishment and organisational structure through Project AKANI (Building the Organisation Together). The project was established to ensure that accurate data existed in terms of filled posts; funded, vacant posts; and unfunded posts as well as the alignment of the post establishment to the organisational structure and PERSAL. Managers were required to sign off on their organisational structures and post establishments, and to enter into Service Level Agreements with Human Resources to ensure adherence to sound principles of establishment management. The updated post establishment was captured on the Human Resources Management Information System (PERSAL) to ensure that all filled and vacant, funded positions were appropriately recorded. An increase in the Departmental funded post establishment from 9 259 to 10 719 was recorded during 2011/12. The approved organisational structure and post establishment will serve as a vehicle to drive operations and implement organisational strategies.

Job profiles and job descriptions, particularly in the Regulatory and Support Personnel occupational categories, were revised to include security elements.

#### **Building Leadership Capability and Capacity**

Enhancement of leadership capacity continued with a further three Leadership Forums taking place during this financial year. The focus of the fora was on assessing the Home Affairs leadership against the leadership dream, its intent and the associated attitudes and behaviours that were crafted during 2010/11 financial year, and to come up with practical interventions aimed at addressing identified people management gaps within the organisation.

Key executive leadership positions were also filled, viz. Deputy Directors-General for Communication Services; Counter Corruption and Security; and Information Services. The improved leadership capacity also facilitated enhanced financial management as well as improved service delivery.

Moreover, the Coaching Clinics Framework has been developed and the Coaching Programme launched in March 2012. The primary objective of the Coaching Programme is to raise awareness of self and others and to maximise individual performance. The programme will target supervisors on salary levels 7 and above. This will enable management to be innovative in attaining the goals of the organisation. Further implementation of the coaching clinics by the Learning Academy will take place during 2012/13.

### **Human Resources Planning**

The Human Resources Strategy has been reviewed to ensure alignment with the organisational status of being a security and service oriented Department. This has fostered an integrated approach to planning for human resources and work organisation. The Human Resources Plan was adjusted, approved and implemented in relation to the identified five key priorities. Human Resources Plan implementation reports have been submitted to the Department of Public Service and Administration in line with the Human Resource Strategic Planning Framework for the Public Service - Vision 2015. Human Resource Planning capacity was a challenge particularly at provincial level but this gap was addressed through Human Resource Planning training provided to Departmental officials by PALAMA. This training was, amongst others, intended to enhance strategic business partnering in the development, implementation, monitoring and review of Human Resource Plans within the Department.

In the quest to create a cadre of Home Affairs officials who are committed, humble, disciplined, security conscious, patriotic and people centred, the Home Affairs Cadre Framework, was developed and rolled out to all provinces. Its main focus was on front office personnel as these are the first level of contact between the Department and its clients. However, the complete transformation of the Department requires the alignment of employee attitudes, conduct and performance to improve the organisational culture as well as the protection of the citizenship/sovereignty of the country. This implies that the heads, hearts and minds of the Home Affairs cadre should be geared towards service delivery. A Home Affairs Cadre Ambassador Programme will be launched to further support the organisational change programme in the following financial year.

The results of an assessment conducted on human resource effectiveness within the Department in this financial year have shown an above average evaluation by the members of the Inter-Branch Relationship Forum. A similar result was evidenced in the past two years as well, which is indicative of the excellent partnership forged by Human Resources with the line function. The high level role played by the Branch: Human Resource in terms of strategic partnering, being employee champions and being agents of change is evident in the 85% overall outcome of the Human Resource Effectiveness report.

### **Recruitment**

1,073 (99.7%) of the 1,076 posts identified for filling during the financial year, were actually filled. The recruitment drive afforded particular focus on front office and leadership positions. In addition, 143 natural attrition posts were filled.

The Human Resources Delegations have been revised to decentralise the recruitment function in order to improve turnaround times in the filling of vacant posts. The implementation hereof will include dedicated management empowerment interventions as per the Department's newly mapped processes and guideline, which is aimed at aiding managers in following correct procedures whilst hiring the right people. Furthermore, there has been a marked decrease in dependency on contract workers with the reduction from 1,023 in 2010/11 financial year to 28 contract workers by 31 March 2012. This is reflective of progress towards establishing organisational stability with most posts being filled on a permanent basis.

The filling of strategic leadership positions, viz. Deputy Directors-General for Communication Services; Counter Corruption and Security; and Information Services contributed to improved leadership capacity and capability.

The Department's intended recruitment model and methodology aims to improve the quality of candidates on-boarded through enhanced competency, pre-employment and security screening; and to improve efficacy at ports of entry through the prioritisation of posts to be filled in this sphere of service delivery.

### **Employment Equity**

In terms of the establishment there are 85.6% Africans, 5.7% Coloureds, 0.8 % Indians and 7.94% Whites. The percentage of employees with disability is 0.57%. There are 58.96% females and 41.04% males employed. The equity status on priority posts filled per race in 2011/12 was as follows: Africans (96%); Coloureds (2.33%); Indians (0.25%); and Whites (0.33%). In terms of gender, the percentage of female representation at organisational level is at 58.96% whereas the Department has successfully achieved the 50% representation of females at senior management level. Disability status against national demographics remains low at 0.57%. However, the Department's integrated Employment Equity Strategy is beginning to yield a turnaround where the percentage of people with disability has increased to 0.43% with a progressive targeted increase of 1, 43% by 2014/15 to ensure compliance to the national target of 2%. The strategy includes the utilisation of available databases of disabled people through various organisations and institutions for people with disabilities. An awareness program in this regard targeting all managers and employees at all levels will also be rolled out within the next financial year.

To further achieve gender equality, the Department will implement the Gender Equality and Women Empowerment principles and also female employees to attend the Home Affairs Senior Management Development Programme. The Department will work closely with the Department of Women, Children and People with Disability to access the database of women graduates including further collaboration with regards to its employment equity

strategy. Where there is over or underrepresentation within the Department, the Employment Equity Targets will be aligned prior to the commencement of the recruitment process to ensure representivity across race and gender.

### **Employee Wellness**

Employee health and wellness was prioritised to ensure a safe and healthy working environment. Preventative measures included reaching a total of 4,113 employees in terms of awareness campaigns against a target of 3,200. Employees also have access to a 24-hour call centre service to help them cope with challenges relating to work-life balance.

The Department established a partnership with GEMS in which health screening are conducted. This includes HIV and AIDS testing and counselling and ongoing care and support for those infected and affected.

### **Labour Relations**

The Employee Relations Strategy seeks to improve turnaround times with an emphasis on a zero tolerance towards corruption. It is on this basis that improved Labour Relations processes have resulted in enhanced turnaround times to finalise misconduct cases. 73.68% of the cases were finalised within a period of 60 days as compared with 60% during the 2010/11 financial year. This recorded milestone achievement has ensured that the Department's intent of zero tolerance to misconduct is known to all employees and the decisive manner in which misconduct was being addressed, will serve as a deterrent to all employees.

The training of additional Chairpersons and Initiators on disciplinary processes has largely contributed to the improvement in the finalisation of disciplinary cases and will continue to further improve departmental capacity to finalise misconduct cases within the prescribed timeframe of 60 days. Moreover, in order to enhance monitoring of misconduct cases, the process of implementing the Case Management System has commenced.

In order to reduce misconduct and employee complaints, managers and employees were empowered through Awareness Campaigns on the Department's Code of Conduct, and disciplinary and grievances procedures.

### **Performance Management Development**

The performance management culture has greatly improved in that the number of employees who entered into performance agreements increased to 94%. Greater emphasis was placed on ultimately ensuring that all activities within performance agreements are linked to the broader organisational goals. Performance management business processes were mapped to further improve and empower managers to better manage employee performance. Employees who failed to comply with the performance management framework were called to account. During the 2012/13 financial year, the Branch: Human Resources will embark on extensive re-orientation training for all employees, envisioning targeting approximately 20% of all employees mainly those at front line offices.

### **Leave and Absenteeism Management**

Improvements on management of leave and work attendance were implemented to support enhanced service delivery and reduce related cost. PERSAL printouts indicative of leave credits, were issued to Branches and Provinces for monitoring of leave and absenteeism trends. Circulars regarding leave planning, maintenance of attendance registers and time off, were issued. Random audits on attendance registers versus leave transactions on staff files / PERSAL were conducted. Recommendations/required action have been communicated.

### **Overtime**

The Department allocated a budget of R35 071 000 for performance of remunerative overtime by staff on salary levels 1 – 12 for the 2011/12 financial year. At 31 March 2012, R32 733 000 had been defrayed in this regard resulting in a saving against the allocation of R2 338 000. A decrease in expenditure to the amount of R59 161 000 (64.37%) was recorded when comparing the expenditure defrayed in the 2011/12 financial year to the same for the 2010/11 financial year. During the 2010/11 financial year, an amount of R91 894 000 was paid for remunerative overtime duty.

The marked decrease in overtime expenditure is largely attributed to the introduction of clear guidelines and stricter control measures around performance management, approval of and monitoring of remunerative overtime duty. Effective prioritisation of posts to be filled in highly pressured areas and the implementation of the Working Hours Arrangement within the Department further contributed to the decrease in overtime expenditure.

### **Staff Turnover Rate**

There has been a decrease in the turnover rate by critical occupation from 3.7% in the 2010/11 financial year to 2.9%. Moreover, the overall staff turnover rate has been reduced from 32.9% in the 2010/11 financial year to 12.9% in the 2011/12 financial year.

### **Health and Safety**

The Director-General is responsible for ensuring compliance with the Occupational Health and Safety Act, Act 85 of 1993 and Regulations and for the implementation of all processes relating to the Occupational Health and Safety (OHS) standards.

During the year under review, the Department has established ten functional provincial committees in terms of Section 17 of the Occupational Health and Safety Act, 1993 (Act No. 8 of 1993). As part of the on-going internal audit of ports of entry, 18 were visited, of which 11 were fully compliant. The compliance rate in terms of non-commercial ports of entry is at 61%. In terms of medical surveillance, 853 Immigration Officers were inoculated; this includes the 350 newly appointed staff at ORTIA.

The Department has also facilitated three training interventions; these include Advanced Health and Safety Committee training, First Aid Level One and Supervisor's Training on Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993).

36 Occupational Injuries have been reported to the Compensation Commissioner.

An Occupational Hygiene Survey was facilitated in Tshwane Interim Refugee Reception Office.

The Department continued with internal assessments aimed at identifying occupational risks and potential health risks in terms of Section 8 of the Occupational Health and Safety Act 85/1993 and provided training to Occupational Health and Safety Representatives.

### **2.2.1.2.8. Learning Academy**

The purpose of the Learning Academy is to provide and manage generic and functional learning for DHA employees.

The Learning Academy's 2011/12 APP had six main targets which included:

- Enrolment of officials in management development programmes to enhance operational and service excellence: The programme was piloted with the enrolment of 50 junior managers in the New Management Development Programme in partnership with an institution of higher learning. The programme only commenced in the third quarter of the financial year due to commitment to the Cuba-SA Cooperation Project. The outbound management and leadership development programmes for middle managers and senior managers, as well as a second group of junior managers begun in May 2012. The philosophy of outbound management and leadership development programmes imply the programmes are customised to meet the needs of Home Affairs in terms of core business and other issues such as gender and disability.
- Improved Basic and Advanced Programme for new and existing Immigration Officers: The Basic (Home Affairs) and Advanced (Cuban) Immigration Training programmes in line with the Department's strategic position as a security department were approved. The material for the Basic and Advanced programmes was designed, developed, improved and implemented.
- Implementation of the National Certificate: Home Affairs Services: During the last quarter of the financial year, 116 learners registered and commenced with the National Certificate: Home Affairs Services. The implementation of the National Certificate: Home Affairs Services is in line with the Department's strategy to create an all rounded cadre of officials with the ability to perform across functions. These learners will specialise in all three fields, namely, Immigration Services, Refugee Affairs (Asylum Seeker Management) and Civic Services. Further 131 learners have been undergoing practical training and will be registered in Quarter 1 of 2012/13 for the National Certificate Home Affairs Services.

- Conducting a Standard Operating Procedures (SOPs) survey in nine of the Chief Directorates in Civic and Immigration Services collectively. The 2010/11 Strategic Plan of the Department identified the lack of approved SOPs as one of the risk factors contributing to inconsistent provision of services to the public. A mitigating strategy to this risk was to conduct a SOPs survey to determine whether core business branches had approved SOPs to enhance service delivery and update training material for the Learning Academy. The survey was conducted in eight Chief Directorates, with the exception of one Chief Directorate that did not have appointed staff. The overall survey response rate was 42% and 60% for Civic and Immigration Services respectively. Data were analysed and interpreted, and the final report was developed for presentation to Departmental Management Committee in Quarter One of 2012/13.
- Approval and implementation of the Research Management Policy: The Department's Research Policy was developed and presented to Departmental Management Committee for input before it was signed-off by the Director-General in 2012/13 financial year. This Research Policy outlines a research framework, strengthens security and ethical considerations for research conducted in the Department. Furthermore, it identifies the need for the Department to play a crucial role in providing information and research opportunities to other Government departments to advance national policies, strategies and priorities.
- Conduct Focus Group Discussions in provinces to improve service delivery: The efficiency and effectiveness of 24 local, district and regional offices in all provinces was established through focus group discussions in order to find ways of improving service delivery to citizens and foreign nationals. These discussions formed a research study that required an "in-depth" interrogation and probing regarding how each of the 24 offices perceived their own performance against nine identified factors of performance. The second purpose of the research was the Learning Academy's interest in understanding the human capital development needs within Home Affairs offices. The study acknowledged that it is an important mission of every organisation including the Department of Home Affairs to continuously revive itself and its capacity in order to remain relevant, focused and client orientated. The Department being both a security and a client based institution requires this invigoration. Research findings and recommendations will be reported back to senior management in the 2012/13 financial year.

### **2.2.1.2.9. Financial and Supply Chain Management**

The purpose of the Branch: Finance and Supply Chain Management is to ensure effective integrated financial services and supply chain management systems.

#### **Filling of Vacant Positions**

All vacant, funded management positions in the Branch were filled, namely, Chief Directors for Property and Facility Management; and Revenue and Budget Management, as well as Directors for Facilities; and Assets Management. All necessary measures were implemented to fill natural attrition positions for the year under review.

### **Financial Management Capability Maturity Model**

The Branch developed and implemented a plan to address gaps identified in the financial management of the Department which was monitored on a regular basis at the Back to Basic Project and reports submitted to National Treasury for their review. Based on the assessment there are indications of improvement in terms of the current financial maturity level in light of the better processes followed that led to the compilation of financial statements for the year under review.

### **Policy Developments**

In order to enhance controls with regard to expenditure management, the Branch developed the following policies:

- Transport;
- Record Management;
- Archives Management; and
- Asset Management.

### **Delegations**

In preparation for decentralisation, supply chain management and financial delegations were revised to align them with the operational model of the Department for implementation with effect from the beginning of the 2012/13 financial year.

### **Revenue Management**

During the year under review the Department implemented internal controls by extending provincial revenue support project to certain revenue administering offices where there were inconsistencies with the implementation revenue procedures as well as retrieval of vouchers from missions. Hence there was a substantial increase in revenue collection.

### **Budget Reforms**

The Department re-enforced the structure of the Budget Committee by extending the membership to include Provincial Managers and provincial Directors: Finance and Support. A detailed budget process was compiled in which the operational and contractual costs of the Department were firstly funded and the priorities as captured in the strategic plan were properly catered for. Furthermore, critical positions for the achievement of the set goals were fully funded. In this regard, management and supervisory positions as well as mobile office and hospital service delivery points were prioritised. These measures have improved the management of the budget as indicated by the level of expenditure against the budget allocated.

### **Decentralisation of certain Procurement and Payment Functions**

Preparatory work that included amongst others, site readiness assessment training of Provincial Officials on BAS and LOGIS, infrastructure setup, creation of ICN numbers for individual assets, and loading of audited assets as per 2010/11 financial year into LOGIS. Furthermore, to provide support for the decentralisation of functions as well as to ensure that internal controls are not compromised, capacity with regard to financial management has been strengthened in the provinces by appointing Directors Finance and Support as well as State Accountants. Having done all the necessary preparatory work, the Department is ready to roll out these functions in the 2012/2013 financial year.

### **Fleet Management**

During the year under review, the Department procured 64 vehicles to revitalise the depleted and old fleet. Furthermore, the transport policy was reviewed and approved to deal with Fleet Management and controls. The contracts with the state service providers, namely the Government Garage and Gauteng G Fleet, were reviewed to ensure that maximum value was achieved.

### **Relocation of Head Office**

The Department successfully relocated to Head Office Building namely the Hallmark Building, in December 2011. In addition, a storage warehouse of 10 000m<sup>2</sup> was secured at Brits to store archive records relocated from the previous head office. The New Corporation Building which houses the NPR is undergoing renovations as part of the Department's modernisation project.

### **2.2.1.2.10. Information Services (including Transversal IT projects)**

The purpose of Information Services is to manage information resources to enable the Department to achieve its objectives in line with its mandate.

For the 2011/12 financial year, the Information Services Branch has focused its resources and efforts towards the accomplishment of its strategic objectives of providing a stable and secured technology-based offering to core branches of the Department, namely Civics Services and Immigration Services, other corporate support branches of the Department, and external customers and stakeholders like SABRIC and Government institutions.

The strategic objectives of the Branch were to be accomplished by enhancing systems that core business depends on, as well as improving operational efficiency and enhancing security of all systems. The strategic objectives also included development of internal capacity to minimise reliance on service providers.



### **Progress for 2011/12 was realised in the following areas:**

- 72 Health Facilities were connected to support core business in its strategic objective of ensuring that registration at birth is the only entry point for South Africans to the NPR.
- Infrastructure Capacity Assessment (bandwidth) for offices planned for Live Capture deployment was performed in 167 offices which will be upgraded to increase bandwidth capacity to improve services.
- A project was initiated to introduce a secure identification mechanism to combat fraud and corruption in the Departmental processes and systems in which an ID Smart Card will be rolled-out. The initial stages of the project were achieved and a Specimen ID Card and Back-end System were designed. Once tested successfully, an ID Smart Card will be piloted internally in the Department.
- Third Party verification interface is in place for the South African Social Security Agency and the Department of Human Settlement in which fast and secured verification of identity of their clients is performed against secured Home Affairs databases. This interface can be extended to any institution which is secured and ready.
- In addition to previously upgraded ports of entry, an eMCS was deployed to 11 ports of entry to bring the total to 45 ports with eMCS.
- As a continual strategy for operational efficiency in the usage of Information Technology (IT) Systems in the Department, the Cyber Crime Policy was rolled-out and awareness was completed in 78% of Home Affairs provincial offices and in the Internal Magazine (Ikhaya, November-December 2011 publication) which was made available to all offices.
- The Branch successfully installed new infrastructure at the new Home Affairs Head Office in the Hallmark Building. The project further achieved deployment of the latest technology which included the Internet Protocol Telephony. Bandwidth was upgraded at the Randfontein office which was targeted for BAS services improvements.
- The Queue Management System was rolled out in the Jane Furse office to ensure improved management of queues and reduction of waiting times.
- The Technology Refresh project was resuscitated and over 1,122 end-user devices, such as computers, laptops and printers were procured to replace the old ones and also for allocation to newly appointed staff.
- The Branch also managed to participate in the resolution of the contractual disputes

between the Department and the service providers for the WAIO and Electronic Document Management System (EDMS) projects, amongst other things. Disputes saw permanent settlement with service providers, and the objectives of these projects are set to resume in 2012/13 financial year within the Home Affairs System Modernisation Programme.

- To mitigate the capacity and resourcing issues, the Branch Head was appointed, and various senior and middle management posts were filled. Some key officials were trained in the scarce skills areas and skills transfer by contractors was initiated successfully.

### **Challenges encountered for 2011/12**

Whereas much progress has been made, the Branch came across a number of challenges regarding resources (funding and personnel), contractual disputes and readiness by other institutions to achieve some of its strategic objectives. Those challenges are as follows:

- The dispute between the Department and service providers impacted on the implementation of Live Capture for IDs and Passports, EDMS, Systems Integration and provision of IT devices. Funding for these projects was used to settle most of the disputes and new service providers were appointed to ensure that the objectives of these projects are achieved in 2012/13 financial year.
- Piloting and deployment of key programmes like ID Smart Card, Trusted Traveller Programme and Queue Management System was not achieved due to lack of funding. Most of these programmes are now going to be achieved within the Home Affairs System Modernisation Programme .
- Limited financial and personnel resources impacted largely on projects to upgrade data lines at the high volume offices and offices running BAS, and on the full implementation of the Cyber Crime policy. The Branch has since prioritised critical posts and funding has been provided to ensure that these posts are filled.
- Incomplete readiness of other institutions has delayed full achievement of projects, namely:
  - Third Party verification could not in some cases be implemented at all. Outstanding MoUs are being concluded with some of the institutions.
  - Aside from contractual issues, Hospital connectivity experienced challenges IT equipment. Further negotiations are underway to resolve this challenge.
  - Mobile Office services were still highly affected by sluggish arrangements between a service provider and regulatory institutions. Further engagements are being conducted with institutions impacting on the Branch's performance.

**ANNUAL PERFORMANCE REPORT: PROGRAMME I - ADMINISTRATION**

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Outcome 1: Secured South African citizenship and identity</b>								
<b>PROGRAMME I: ADMINISTRATION</b>								
<b>Strategic Objective 1.1: To ensure that registration at birth is the only entry point for South Africans to the National Population Register (NPR)</b>								
1.1.1	An increase of 22% of births registered within 30 days of the birth event against an estimated 1.1 million births per annum	Number of health facilities connected for online birth registration	46 health facilities connected for online birth registration making a total of 192	1.1.1.1	126 additional health facilities operational for online births registrations	Partially achieved  72 Health Facilities connected	Procurement of equipment took longer than planned for. Some hospitals lacked office space and information technology (IT) infrastructure.  Business will negotiate and confirm office space and IT infrastructure before targeting the hospital for connectivity	Transversal Information Technology Management
<b>Outcome 3: A service that is efficient, accessible and corruption free</b>								
<b>PROGRAMME I ADMINISTRATION</b>								
<b>Strategic Objective 3.1: To improve leadership capacity and capability towards enhancing service delivery</b>								
3.1.1	Effective leadership on people management practices and service delivery implemented	Percentage (%) of supervisors subjected to Coaching Clinics (level 7 - 16)	Coaching Clinics framework was approved	3.1.1.1	Coaching Clinics for 25% of 2000 supervisors (level 7 - 16) in the Department implemented (500 in total)	Partially achieved  Coaching Clinics Service Provider appointed with effect from 1 December 2011. A Service Level Agreement has been drafted and a project roll-out plan developed	It took longer than expected to identify and appoint a suitable service provider	Corporate Services
		Number of leadership forums conducted	3 leadership forums conducted	3.1.1.2	3 leadership forums conducted	Achieved  1st Leaders Forum hosted on 16 September 2011 in Rustenburg  2nd Leaders forum was held on 11 November 2011 in Durban, with a satisfaction rate of 89.2%  3rd Leaders forum was held on 16 March 2012 in the Vaal, with a satisfaction rate of 91%		Corporate Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
		Number of vacant funded posts filled	400 critical and natural attrition posts  1027 contract conversions	3.1.1.3	1076 vacant and funded posts filled	Achieved  1,073 prioritised posts were filled. In addition, 143 of the posts that became vacant through natural attrition were filled	To speed up recruitment, there will be decentralisation of certain functions to appropriate levels. Once approved, they will be rolled out and officials will implement accordingly with controls in place	Corporate Services
		Number of officials enrolled in management development programmes to enhance operational and service excellence	Not Applicable	3.1.1.4	150 officials enrolled in management development programmes to enhance operational and service excellence.	Partially achieved  50 officials were enrolled in management development programmes.  A further 100 need to be enrolled in management development programmes	Due to new priorities, resources were shifted to ensure the successful training of 350 newly-appointed immigration officers	Corporate Services
3.1.2	Development of Immigration Officers enhanced through Programme (training) initiatives	Approval of improved basic and advanced Programme for new and existing Immigration Officers	Not Applicable	3.1.2.1	Improved basic and advanced Programme for new and existing Immigration Officers approved	Achieved  Proposal for basic and advanced programmes for new and existing Immigration officers presented to EXCO  Basic (DHA) and Advanced (Cuban) Immigration Training programmes approved.  Material for basic and advanced programmes designed and developed.  Training material for approved and basic programmes finalised	In 2012/13 the basic and advanced immigration training programmes will be rolled out at high risk ports of entry	Corporate Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Strategic Objective 3.2: To ensure ethical conduct and a zero tolerance approach to corruption</b>								
3.2.1	Counter Corruption Strategy for Home Affairs implemented	Signed-off security process evaluation and reports submitted to State Security Agency for approval of Births, Marriages, Deaths (BMD), Permitting, IDs, Duplicates and Supply Chain Management	BMD and Permitting processes verified and approved based on old legislation	3.2.1.1	BMD and Permitting processes security evaluated and reports submitted to State Security Agency for approval (based on new legislation)	Achieved  The following processes were evaluated: 1. Marriages; 2. Permitting; 3. Births; and 4. Deaths  Reports/presentations have been submitted to the SSA. The following Refugee Reception Centres: PE, Durban, Cape Town, Marabastad, TIRRO and Musina were also security evaluated		Corporate Services
		State of establishment of a central database for monitoring and reporting on corruption in DHA	Not Applicable	3.2.1.2	Central database developed to provide integrated reports on all counter corruption cases in DHA	Partially achieved  814 reported and investigated cases have been recorded and captured on a database. The capabilities of existing system to generate reports have been tested	The specifications of an appropriate system has been discussed with relevant DHA business units so an integrated system can be agreed on and procured	Corporate Services
		Completion of baseline study on corruption to inform DHA contribution to the Counter Corruption project (part of the JCPS Cluster)	Baseline study on causes and scope of corruption commenced	3.2.1.3	Baseline study conducted to inform DHA Counter Corruption project (part of JCPS Cluster project)  (DHA Counter Corruption Project informed by the Baseline Study)	Achieved  The Counter Corruption Project developed by the DHA and submitted to the Justice, Crime Prevention and Security Cluster (JCPS) was informed by the Baseline Study		Corporate Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
		Status of establishment of Security Advisory Committee on vetting to ensure the grading of all posts within DHA	N/A (no committee in place) (presently grading depends on the level the incumbent occupies)  Each post is profiled according to its merits (Baseline as per report to Portfolio Committee)	3.2.1.4	Security Advisory Committee on Vetting established to ensure the grading of all posts within DHA	Achieved	The committee has been established and the initial focus will be the discussion sessions on broad security aspects affecting the Department.  The committee will determine priorities in terms of urgent posts to be considered first and by the end of the second quarter 25% of the posts will be graded	Corporate Services
3.2.2	Misconduct addressed through improved turnaround times for finalisation of cases	Percentage (%) of misconduct cases finalised within 60 days	60% of misconduct cases finalized within 60 days	3.2.2.1	70% of misconduct cases finalized within 60 days	Achieved  73.68% were finalised within 60 days as indicated below: Q1: 98 cases were finalised Q2: 70 cases were finalised Q3: 25 cases were finalised Q4: 31 cases were finalised	Urgent prioritisation of LR posts for funding by provinces to expedite finalisation of cases  Continued training of chairpersons and initiators on disciplinary processes in 2012/13	Corporate Services
<b>Strategic Objective 3.3: To obtain a clean audit report</b>								
3.3.1	Development and implementation of Finance and Supply Chain Management systems compliant with PFMA	Category of audit finding	Qualified audit for 2009/10	3.3.1.1	Unqualified audit report	Not Achieved  Plans were developed to address the gaps in financial control environment. This involved the design and implementation of relevant policies and assessment by Treasury using the Financial Management Capability Maturity Model for which we obtained an average rating of 2.68. This will further be substantiated by the results of the audit which is currently in progress	There was a change in the foreign revenue accounting policy, which resulted in the department receiving a qualified audit.  Corrective actions to address the qualified audit will be implemented in the next financial year	Corporate Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
3.3.2	Decentralisation of Procurement and Payment functions for goods and services to provincial offices to enable service delivery	Level of delegations applied (Ability of Provincial Managers to procure goods and services effectively, efficiently and in an equitable manner)	Roadshows on Procurement completed for all provinces	3.3.2.1	Procurement function decentralised to provincial offices	Partially achieved  Assets loaded on Logistics Information System (LOGIS) Staff trained on the Basic Accounting System (BAS) and LOGIS  Delegation of authority (DoA) reviewed for provinces Roll out plan in place Staff trained on ELS, Wesbank and transport standard operating procedures	There was a delay in the loading of assets as the Department has to load the audited asset register, which was only concluded at the end August 2011	Corporate Services
		Level of delegations applied (Ability of Provincial Managers to pay invoices within 30 days)	Not Applicable	3.3.2.2	Payment function delegated to provincial offices	Not achieved  Deferred to 1 April 2012, however training was done on BAS and delegations were reviewed	Delay in the deployment of LOGIS.	Corporate Services
3.3.3	Management and control of collection of revenue for passports and other key enabling documents	Status of establishment of Trading Account for enabling documents	Not Applicable	3.3.3.1	Trading Account established for passports	Achieved  National Treasury approved the opening of a separate bank account for Civics activities and commercial banks have been approached for the running of the said account. The Trading Account will be fully functional by the beginning of the 2012/13 financial year		Corporate Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Strategic Objective 3.4: To increase capacity to contribute to the fight against cyber crime</b>								
3.3.3	Management and control of collection of revenue for passports and other key enabling documents	Status of implementation of Cyber Crime Policy, Strategy and Plan to cover access and use of information	Not Applicable	3.4.1	Cyber Crime Policy, Strategy and Plan implemented through documented measures such as raising awareness and education	Partially achieved Awareness was completed in 7 provinces namely: Limpopo, Mpumalanga, KZN, Gauteng, Free State and Northern Cape Awareness was also done on Ikhaya Internal Newsletter: November-December publication Outstanding: Awareness sessions in Western Cape, North West and Eastern Cape	Awareness sessions in Western Cape, North West and Eastern Cape were not conducted because the staff concerned had to deal with priorities arising from operational work	Transversal Information Technology Management



## **2.2.2. Programme 2: Citizen Affairs**

### **2.2.2.1. Purpose**

Provide secure, efficient and accessible services and documents for citizens and lawful residents.

#### **2.2.2.1.1. Citizen Affairs Management**

This sub-programme is responsible for overall management of the Branch and includes all chief directors and support services reporting to the Deputy Director-General: Civic Services. The Branch is responsible for both head office and front line operations. Head office provides policy direction and set standards as well as manages back office processes.

During the period under review 34 senior management posts (Two level 14 posts and 32 level 13 posts) were filled in the Provinces.

#### **2.2.2.1.2. Status Services**

Status Services regulates all matters relating to the NPR. These include: maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registration of births, deaths and marriages; provision of travel documents and passports; provision of financial assistance to citizens abroad by paying for their visas and travel costs if they wish to return to South Africa and have no means to do so; and determining and granting citizenship.

#### **New Regulations**

The Department is currently in the process of finalising the Regulations in terms of the Amended Births & Deaths Registration Act, including the Citizenship Amendment Act. To date, the Department is in the process of gazetting the regulations and implementation will commence during 2012/13 financial year.

#### **Second Civil Registration & Vital Statistics Conference**

The Republic of South Africa will host the Second Civil Registration Conference of African Ministers responsible for Civil Registration and Vital Statistics in Kwa-Zulu Natal during September 2012. This came as a result of the first conference that was held in Ethiopia during August 2010. The objectives of the Conference are to strengthen awareness, improve the legal framework, infrastructure and institutional policies within the civil registration and vital statistics environment. During the review period Cabinet approval was obtained to host this conference, and Inter-Ministerial, Local Organising as well as Inter-Departmental Committees were formed. All key stakeholders were identified to participate in the conference and a preliminary budget was allocated. A draft programme with concept notes was also finalised, which must still be approved by Cabinet. A fully fledged project plan was approved by the core team, under the lead of the United Nations Economic Commission for Africa (UNECA). The UNECA Secretariat also presented the concept of civil registra-

tion to the African Union (AU) Planning Forum with the view to place the conference on its Calendar.

#### **National Population Registration Campaign**

The strategic goal of the National Population Registration Campaign is to build a secure, accurate and credible NPR with a single point of entry at birth. Pursuant to this goal, the Department, through its inclusive multi stakeholder forums with communities and strategic collaborations with key role-players continues to record significant progress. Notwithstanding the impact of local Government elections and the attendant challenges, the Department was able to mitigate the risk of reversing the gains made during the 2010/11 financial year. The ability to resuscitate and maintain 42 stakeholder forums at Metropolitan and District levels for the 2011/12 financial year out of 52 Metropolitan and District Municipalities including the newly created Metros in Eastern Cape and Free State provinces respectively bears testimony to the consistent support the Campaign is enjoying. This accounts for 80% of the metro and district municipalities throughout the country.

Of note, is the fact that the majority of these municipalities were affected by a high turnover of councillors, who are critical role-players in mobilising communities and coordinating outreach programmes to reach out to the high volume of people who do not have enabling documents. This partnership has contributed to the following achievements in the period under review:

#### **Registration of new born babies within 30 days after birth**

Consistent with the legislative requirement that new born babies must be registered within 30 days after birth, the Department has turned the corner in this period under review by growing this category by 11.2% from 500,524 in 2010/11 to 556,762 in 2011/12. Out of a total of 1,098,138 actual births registrations (0-14 years) during the period under review, the figure for new born babies registered within thirty days accounts for 51%. This is a significant milestone, because it implies that the majority of South Africans are beginning to heed the call for registration of new born babies within 30 days after birth.

Although the registration of birth within a year was not the strategic focus, it is very encouraging to notice that this category has also grown to 90% out of the total number of births registered. The total number of births registered during the review period is 1,209,040 (inclusive of late registration of births).

#### **Late Registration of Birth**

The Department is slowly turning the tide against the Late Registration of Birth, in particular the 15 years and above category. Whereas 190,091 Late Registration of Birth cases were recorded in the previous financial year, only 110,902 cases have been recorded for the period under review. This accounts for a significant decline of 41%.



### **Application for and issuance of IDs at the age of 16 and above**

The total number of first IDs issued during the reporting period is 1,199,467 compared to 1,091,511 that were issued for the same period in the previous financial year. This accounts for a 10% rate of growth.

There has been a decline of 4% in the issuance of second IDs as compared to the 2010/11 financial year. 1,075,994 were issued during 2011/12 compared with the 1,125,141 issued in the previous financial year. For the first time, since the inception of the National Population Registration Campaign, the trend reflects more first issues for IDs than re-issues. This can be attributed to a number of initiatives that the Department has undertaken to curb the trend, which include the Campaign intensifying its awareness message about the importance of looking after IDs and an increase in tariffs. Whilst this reflects significant progress, the levels of second issuance of IDs are still very high and the Department will intensify its messages to the public in this regard.

### **Survey of Immigrant communities**

Since the advent of democracy in 1994, South Africa has had comparatively strong economic and political stability making it a leading destination for migrants from neighbouring countries as well as the African continent as a whole. As a result, the Department embarked on a survey of immigrant communities along the border which began in 2011 in order to better understand the migratory flows and patterns that had demonstrably changed since 1994, which if unchecked could cause major social, political, economic and security risks for the country.

Bushbuckridge and Nkomazi local municipalities based in Mpumalanga were both identified as areas for piloting the project due to their highest concentration of immigrants. A total of 10,000 immigrants participated in the study. The ultimate objective of the project was to assist the Department to develop policy proposal with the view to regularize the stay of those immigrants who qualify to be in the country.

The survey results demonstrated that the majority of immigrants are from the neighbouring countries, especially Mozambique, Swaziland and Zimbabwe. The majority of immigrants came to the country to escape from harsh socio-economic conditions such as poverty, war and conflict whilst others arrived in order to improve their economic well-being and to join other family members. 85% of immigrants were living in the country illegally. About 49% of immigrants were not employed whilst 22% indicated their formal employment status. Even though the immigrants were willing to maintain some links with their countries of origin, about 82% were not willing to retain their country's citizenship. Most immigrants were residing with their families and dependents and were in need of IDs and birth certificates in order to regularise their stay in the country. The survey project has since been extended to two other areas of the country and the medium-to-long term plan is to cover all the identified cross-border areas.

The successes indicated above have generated overwhelming support for and interest in the Campaign. This is also evidenced by high public approval of improved service delivery

rendered by the Department. Other Government departments and institutions are showing a renewed interest in the unfolding turnaround process of Home Affairs.

It is also evident that the strategy of partnering with communities through stakeholder forums is paying dividends, because the stakeholder forums are fulfilling their mandate of galvanising the people, instilling a sense of patriotism and national consciousness about the strategic significance of building a secure, accurate and credible NPR, with a single point of entry at birth.

The communities, through the forums, gained a platform through which it began to control and determine the nature, quality and pace of the Department's service delivery. The accountability of Home Affairs to the community that it serves has been strengthened. Public awareness and appreciation of the strategic nature of the Department of Home Affairs as a security department including its immense challenges, has been consolidated.

### **2.2.2.1.3. Identification Services**

This sub-programme oversees issues relating to identity such as fingerprints, photographs and IDs. Once personal details are recorded in the NPR, IDs are issued to persons who have attained the age of 16 years. This sub-programme is also responsible for storing fingerprints in the central database of the Automated Fingerprint Identification System (AFIS) and its overall administration.

### **Back Record Conversion (BRC) of Manual Fingerprint Records**

The Department commenced with a BRC Project during 2007, which entailed the scanning, searching and recording of manual fingerprint records onto the AFIS. The scanning of records was finalised during the 2008/09 financial year. However, the absorption of records continued well beyond the BRC Project finalisation date. The total number of manual ID records absorbed into the AFIS to date is 25,841,917 and the total number of case files (records of foreigners) is 2,213,999. The BRC process was instrumental in the successful rollout of online fingerprint verification to local offices and banks, which is discussed below.

### **Online Verification with Banks**

During the review period, the Department commenced with the rollout of online fingerprint verification to banks. The Minister of Home Affairs launched this partnership on 8 November 2011. The following banks currently have access to the online verification sub-system (i) African Bank, (ii) ABSA, (iii) First National Bank and (iv) Standard Bank of Southern Africa. A combined total of 164 branches have conducted 10,904 fingerprint verifications against Departmental fingerprint records from November 2011 until March 2012.

- ID Smart Card

During the review period, the design of the ID Smart Card and related business processes was undertaken. Sample cards have since been manufactured during February 2012. The Department is currently drafting a Cabinet Memorandum and ID Smart Card proposal which will be considered during 2012/13. The ID Smart Card will also be piloted during 2012/13.

- Revision of Revenue Tariffs

Two significant changes were made to Temporary Identity Certificates during the review period. Firstly, the issuance of TICs was de-linked from applications for the reissuance IDs. The prescribed revenue tariff in respect of TICs, which was the same as for ID re-issues, namely R140-00, was reduced to R70-00 effective 1 January 2012.

- Participation in Local Government Elections

The Department successfully participated in preparations for the Local Government Elections on 18 May 2011. In this regard, all offices serving members of public were operational in line with the IEC operational hours. On 18 May 2011, more than 20,000 IDs were collected by clients and 3,000 TICs were issued.

#### 2.2.2.1.4. Access to Services

Civil Channel Management provides for the development and facilitation of strategic channel management that will ensure optimal placement and utilisation of Home Affairs services by developing, managing and co-ordination of the Departmental footprint strategy, hospital services, mobile offices and the Customer Service Centre.

- Enhancing Home Affairs Footprint

During the review period, the total number of additional health facilities equipped with online birth and death registration functionality was 72 (out of 126 planned). This effectively raised the number of health facilities with access to registration functions to 264. A further 146 hospitals are serviced offline from nearby Home Affairs offices. In total, the Department has part or full time presence at 410 health facilities countrywide and the total number of births registered at these facilities during the review period was 211,485. The Department appointed 54 permanent employees during 2011/12 to serve members of public at health facilities.

The Department also still maintains a fleet of 117 mobile offices that are used for the collection of civic services applications and products from clients in rural areas. The mobile offices jointly rendered the following services during 11,737 visits in 2011/12:

- ID applications collected: 220,392
- Birth, marriage and death certificates issued: 16,316
- Births, marriages and deaths registered: 32,532
- IDs handed to clients: 90,750

Four new Home Affairs offices were also opened during the review period namely, Motherwell, Jozini (Ingwavuma), Msinga Tops and Mkhuphula.

- Office Renovations

The Department planned to renovate six offices in terms of the “new look and feel” concept introduced during 2008. A total of 19 offices were renovated during the review period. These offices are as follows:

Umgungundlovu; Jozini; Umkhuphula; Ambanani; Umsinga; Ladysmith; Inanda One Stop; Tso-lo; Carnarvon; Groblershoop; Ratanda; Devon; Eldorado Park; Duduza; Ekangala; Ennerdale; Middelburg; Leandra and Kwaggafontein.

#### 2.2.2.1.5. Service Delivery to Provinces

This sub-programme provides for civic services in the provinces and the necessary support functions. Clients submit their applications for IDs and other enabling documents at front offices, which are then routed to head office for final processing.

## ANNUAL PERFORMANCE REPORT: PROGRAMME 2 - CITIZEN AFFAIRS

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Outcome 1: Secured South African citizenship and identity</b>								
<b>PROGRAMME 2: CITIZEN AFFAIRS</b>								
<b>Strategic Objective 1.1: To ensure that registration at birth is the only entry point for South Africans to the National Population Register (NPR)</b>								
1.1.1	An increase of 22% of births registered within 30 days of the birth event against an estimated 1.1 million births per annum	Percentage (%) increase in estimated total number of new born children registered within 30 days of the birth event	500,524 births registered within 30 days of the birth event as a percentage of total births (46% of total births)	1.1.1.2	Projected increase of 14% of births registered within 30 days of the birth event against the estimated 1.1 million births per annum (58% of total births)	Partially achieved  Of all births registered 11.2% more births were registered within 30 days of birth compared with 2010/11.  Total births registered under 15 years = 1,098,138  Total births registered within 30 days of birth = 556,762	Siemens contract negotiations took longer than anticipated	Status Services and Service Delivery to Provinces
1.1.2	All late registration of births (LRB) processed and finalized for the age group 31 days to 14 years of age	Percentage (%) of late registration of births finalized within 90 days for the age group 31 days to 14 years of age	93% of LRB applications finalized within 90 days for the age group 15 years and above based on old LRB process.	1.1.2.1	95% of LRB applications for the age group 31 days and above finalized within 6 months	Achieved  At average, 97% of late registration of births were finalized within 90 days for the age group 31 days to 14 years  The total births registered under this category 15 years old and above 110,902. They were also registered within six months	The target was dependent on regulations specifying the timeframe and the expectation was that the regulations would be completed in the reporting period	Status Services and Service Delivery to Provinces
<b>Strategic Objective 1.2: To issue Identity Documents (IDs) to citizens 16 years of age and above</b>								
1.2.1	All high schools visited to collect ID applications from learners of 16 years and above	Percentage of high schools visited to collect ID applications from learners of 16 years and above	39% of high schools visited (4 355 out of 11 219 high schools)	1.2.1.1	49% of high schools visited to collect ID applications from learners of 16 years and above (5,498 out of 11 219 high schools)	Achieved  7342 out of 11219 high schools were visited during the review period (65.4% out of 11219 schools were visited). We have exceeded our target by 16.4% during 2011/12	Not applicable	Identification Services and Service Delivery to Provinces

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
1.2.2	South African learners writing matric issued with IDs as required by examination regulations	Percentage (%) of South African learners writing matric issued with IDs as required by examination regulations	88% of South African learners writing matric in possession of IDs as required by examination regulations*	1.2.2.1	100% of South African learners who applied for IDs and are writing matric issued with IDs as required by examination regulations (in 2011/12)	Partially achieved  63,253 IDs were issued to matric learners. It was not possible to separate all the applicants writing matric from applications from applications of 16 years old and above reached through the school outreach programme	The Department of Education confirmed that no matric learner failed to write because of not having an ID  Steps have been taken to enable the DHA to measure issues IDs to those 16 year old who require them to write Matric/Senior certificate examinations	Identification Services and Service Delivery to Provinces
<b>Strategic Objective 1.3: To processes and systems to combat fraud and corruption</b>								
1.3.1	Integrity and security of identity of citizens ensured	Number of offices with live capture functionality for passports	40 offices with passport live capture functionality	1.3.1.1	Live capture functionality for passports rolled out to a further 167 offices	Not achieved	There was a dependency on the launch of the programme to modernise DHA systems following the termination of the Who am I online project (WAIO).  The modernisation programme is budgeted for in 2012/13 and will be rolled out according to the Definitive Agreement that will be signed by all the parties involved	Transversal Information Technology Management
		Number of offices with ID live capture functionality (Re-issues)	Nil	1.3.1.2	Live capture functionality for IDs rolled out to 167 offices (Re-issues)	Not achieved	There was a dependency on the launch of the programme to modernise DHA systems following the termination of the Who am I online project (WAIO).  The modernisation programme is budgeted for in 2012/13 and will be rolled out according to the Definitive Agreement that will be signed by all the parties involved	Transversal Information Technology Management

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
		Number of offices with ID live capture functionality (First issues)	Nil	1.3.1.3	Live capture functionality for IDs rolled out to 167 offices (First issue)	Not achieved	There was a dependency on the launch of the programme to modernise DHA systems following the termination of the Who am I online project (WAIO)  The modernisation programme is budgeted for in 2012/13 and will be rolled out according to the Definitive Agreement that will be signed by all the parties involved	Transversal Information Technology Management
		Percentage (%) of reported duplicate cases (multiple persons sharing same ID and one person with multiple ID numbers) resolved	45 000 duplicate cases resolved	1.3.1.4	100% of reported duplicate cases resolved	Partially achieved  38.6% of cases were resolved during the financial year.  48,019 cases were resolved	There were challenges in contacting clients because in many cases their contact details are no longer valid  A strategy going forward is to publish the names on the website of the DHA and in national newspapers	Service Delivery to Provinces and Identification Services
		Status of approval of proposal for ID Smart Card pilot	Business case documented and submitted to National Treasury for funding	1.3.1.5	Proposal submitted to Cabinet for approval of ID Smart Card pilot	Partially achieved  Specimen ID Cards were designed during the review period and a proposal drafted	The variance is that the proposal was not considered by Cabinet within the reporting period. This was because the project took longer than expected	Identification Services
		Status of ID Smart Card pilot  Status of ID Smart Card roll out in phased approach	Current green bar-coded Identity Document	1.3.1.6	ID Smart Card piloted	Not achieved  Specimen ID Card was designed, Back-end System designed, blank Smart Cards obtained from GPW and integration testing initiated	The back-end process design took longer than anticipated  The ID Smart Card pilot will be conducted during quarter 1 of 2012/13	Identification Services
<b>Strategic Objective 1.4: To integrate key systems and upgrade IT infrastructure for improved security and data integrity</b>								
1.4.1	Key systems integration and enhancements to improve data integrity and enable faster processing of departmental services, ensured	Number of 3rd parties with access to HANIS	MoUs between DHA, SABRIC and TEBA under consideration  Interface with SABRIC tested  MoU with SASSA signed	1.4.1.1	3rd Party verification interface with Banks and MOUs in place for TEBA and the Department of Human Settlement	Partially achieved  Interface capabilities are in place for Banks, Human Settlement and SASSA	Technical issues had to be resolved that delayed the completion of the TEBA interface	Identification Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Outcome 3: A service that is efficient, accessible and corruption free</b>								
<b>Strategic Objective 3.5: To develop and implement service delivery standards for improving operational efficiency</b>								
3.5.3	DHA core business products and services costed	Status of costing of all civic services and products	Methodology developed and applied for costing key civic services	3.5.3.1	All civic services and products costed	Achieved  Temporary Identity Certificate was costed and new revenue tariffs were distributed to all offices for implementation	Not applicable	Status Services
<b>Strategic Objective 3.6: To ensure effective, efficient and accessible service delivery to clients</b>								
3.6.1	Accessibility enhanced through refurbishment of offices and the development and testing of an access model	Number of offices refurbished	24 offices refurbished during 2010/11	3.6.1.1	6 offices refurbished (rollovers from 2010/11)	Achieved  14 offices were refurbished during the review period (2011/12)	Not applicable	Corporate Services
		Status of testing of access model to DHA services (maximum distance to travel for access to DHA services)	Draft access model developed for access to DHA services (with distance as the norm)	3.6.1.2	Access model tested with regard to maximum travel distance to DHA services (model recommendations vs. DHA status quo)	Not achieved	Testing will commence in 2012/ 13  The DHA Access model was developed and awaits approval before testing can commence	Access to Services
3.6.2	Products and services rendered within specified time frames	Percentage (%) of IDs (First issues) issued within 54 days	54 days on average	3.6.2.1	95% of IDs (First issues) issued within 54 days	Partially achieved  62.6% ID books were issued within 54 days	The financial year commenced with a backlog due to poor quality of photos during photo Digitisation and power outage	Identification Services
		Percentage (%) of IDs (Re-issues) issued within 47 days	47 days on average	3.6.2.2	95% of IDs (Re- issues) issued within 47 days	Partially achieved  66.7% ID books issued within 47 days	The financial year commenced with a backlog that took almost two quarters to bring up to date. The backlog was well within manageable proportions by the end of the second quarter	Identification Services
		Percentage (%) of machine readable passports (manual process) issued within 24 days	24 days (manual process) on average	3.6.2.3	95% of machine readable passports issued within 24 days (manual process)	Partially achieved 82.1% of passports were issued within 24 days  Applications received = 464 041 Issued = 402 474 Issued within 24 days = 330 539 Issued above 24 days = 71 935	Delays were caused by technical issues that have been resolved; including power outages and a significant increase in tariffs caused a spike in application received	Status Services

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
		Percentage (%) of machine readable passports (live capture process) issued within 13 days	12 days (live capture process) on average	3.6.2.4	97% of applications for machine readable passports issued within 13 days (live capture process)	Partially achieved 84.4% of passports were issued within 13 days  Applications received = 186 216 Issued = 186 216 Issued within 24 days = 157 184 Issued above 24 days = 29 032	Delays were caused by technical issues that have been resolved; including power outages and a significant increase in tariffs caused a spike in application received	Status Services
3.6.3	Flow of customers improved in frontline offices through the implementation of electronic queue management	Number of offices with electronic queue management systems	10 offices equipped with electronic queue management systems	3.6.3.1	Electronic queue management systems implemented in additional 5 offices	Partially achieved  The procurement process was concluded and equipment delivered	The procurement and installation process took longer than expected	Access to Services

### Service Delivery Objectives and Indicators

**TABLE 4: CIVIC SERVICES : PERFORMANCE INDICATORS AND TARGETS**

Performance Indicator	Target	Actual	Reason(s) for Deviation
Number of new birth, death and marriage registrations	2,369,810	1,924,926	The number of late birth registrations processed by the Department during 2011/12 was 110,902 as opposed to the higher figure of 190,091 during the 2010/11 review period. This decrease is positive as it is intended to reduce the number of late birth registrations and increase the number of registrations under the 0 – 30 day birth registration category. Death registrations also decreased during the review period from 585,561 during 2010/11 to 538,538.
Percentage of machine readable passports (manual process) issued within 24 days	95%	82.1% issued in 24 days	Delays were caused by technical issues that have been resolved; including power outages and a significant increase in tariffs caused a spike in application received
Percentage of machine readable passports (live capture process) issued within 13 days	97%	87.3% issued in 13 days	Delays were caused by technical issues that have been resolved; including power outages and a significant increase in tariffs caused a spike in application received
Number of new passports and travel documents issued per year	1,034,250	755,750	The revenue tariff in respect of passports was increased to cover actual costs incurred by the Department and therefore the demand has decreased marginally.
Percentage of identity documents (first issue) issued in 54 days	95%	62.6% issued in 54 days	The financial year commenced with a backlog that took almost two quarters to bring up to date. The backlog was well within manageable proportions by the end of the second quarter
Percentage of identity documents (second issue) issued in 47 days	95%	66.7% issued in 47 days	The financial year commenced with a backlog that took almost two quarters to bring up to date. The backlog was well within manageable proportions by the end of the second quarter
Number of identity documents issued per year	2,425,000	2,275,461	The number of re-issues has decreased since the introduction of a market related revenue tariff in respect of ID re-issues.

Civic Services Statistical Information

TABLE 5: CIVIC SERVICES : OUTPUTS, INDICATORS AND ACTUAL PERFORMANCE

Outputs	Performance measures / Service delivery indicator	Actual Performance
Issue passports	<b>Number of passports issued</b>	
	Tourist Passports	508,950
	Child Passports	129,495
	Official Passports	15,273
	Documents for Travel Purposes	1,707
	Diplomatic Passports	2,364
	Temporary Passports	73,491
	Emergency Passports	7,273
	Crew members certificates (new format)	554
	Maxi Passports	16,643
	<b>Total</b>	<b>755,750</b>
Process citizenship applications	<b>Number of citizenship cases</b>	
	Naturalisations	1,603
	Renunciations	540
	Deprivations	0
	Resumptions	265
	Citizenship by descent registrations	6,294
	Retentions	7,434
	Restorations	155
		<b>Total</b>



<b>Births, marriages and deaths</b>	<b>Number of registrations</b>	
	Births (under 15 years)	1,098,138
	Late births registrations (above 15 years)	110,902
	Civil Marriages	171,019
	Customary Marriages	5,235
	Civil Union	1,094
	Deaths	538,538
	<b>Total</b>	<b>1,924,926</b>
	<b>Number of certificates issued</b>	
	Births	1,979,299
	Abridged	1,836,413
	Unabridged	142,886
	Marriages	305,999
	Abridged	285,157
	Unabridged	20,842
	Deaths	710,368
	Abridged	708,221
	Unabridged	2,147
	<b>Total</b>	<b>2,995,666</b>
	<b>Number of personal amendments</b>	
	Surnames: Majors	8,516
	Surnames: Minors	45,507
	Forenames: Majors	1,972
	Forenames: Minors	17,012
	Dates of birth	1,664
	Re-registration	8,043
	Adoptions	1,514
General	5,943	
Number of divorces recorded	40,128	
<b>Total</b>	<b>130,299</b>	
<b>Rectifications (Departmental Errors)</b>		
Surnames	3,734	
Forenames:	455	
Dates of birth	3,699	
General	2,214	
<b>Total</b>	<b>10,102</b>	
<b>Births, marriages and deaths</b>	<b>Number of marriage officer designated</b>	
	Church	1,289
	Department	106
	<b>Total</b>	<b>1,395</b>
	<b>Number of registered fraudulent marriages and deaths</b>	
	Fraudulent marriages	1,209
	Fraudulent deaths	910
	<b>Total</b>	<b>2,119</b>

<b>Identity Documents</b>	<b>Number of identity documents issued</b>	
	First Issues	1,199,467
	Re Issues	1,075,994
	<b>Total</b>	<b>2,275,461</b>
<b>System usability and roll-out of online fingerprint verification</b>	Initial registration on AFIS	
		1,609,975
	<b>Initial registration of ID Applications</b>	
	Initial registration on AFIS (citizens & permanent residents) - ID Applications	1,076,975
	Live capture of refugees on the National Immigration Information System	70,899
	Initial registration on AFIS (citizens & permanent residents) - Back Record Conversion	0
	<b>Total</b>	<b>1,147,874</b>
	<b>Initial registration of Case File applications (records of foreigners)</b>	
	Initial registration on AFIS (Foreign nationals, refugees, etc) Case file applications	107,777
	Initial registration on AFIS (Foreign nationals, refugees, etc) Case file applications BRC	354,324
	<b>Total</b>	<b>462,101</b>
	<b>AFIS Operations</b>	
	Number of Applications traced with previous records (number of hits)	634,452
	Manual fingerprint verifications conducted at head office (all services)	3,001,521
	Remote verifications conducted through online fingerprint verification	3,650,139
	<b>Total</b>	<b>7,286,112</b>
	<b>AFIS Rollout</b>	
	Departmental offices with online fingerprint verification	519
	Government Departments with online fingerprint verification	1
	Private institutions with online fingerprint verification	5
<b>Total</b>	<b>525</b>	
<b>Total number of fingerprint records on the AFIS database</b>		
Case files (foreign nationals, refugees, etc)	3,445,820	
ID applications (citizens & permanent residents)	35,304,746	
<b>Total</b>	<b>38,750,566</b>	
<b>Enhanced accessibility to Home Affairs services</b>	<b>Number of stakeholder forums in operation</b>	
	Stakeholder forums established	0
	Stakeholder forums maintained	28
	Stakeholder forums resuscitated	14
	<b>Total</b>	<b>42</b>
	New front offices opened	4
Number of offices refurbished	14	

## **Programme 3: Immigration Affairs**

### **2.2.3.1. Purpose**

Facilitate and regulate the secure movement of people into and out of the Republic of South Africa through ports of entry, determine the status of asylum seekers, and regulate refugee affairs.

#### **2.2.3.1.1. Strategic Overview of Achievements and Challenges**

The Minister of Home Affairs announced in the 2011 Policy Debate on Vote 4 that, having laid a solid foundation for Civic Services, the Department must prioritise the transformation of immigration. In 2011/12, the focus was on stabilising the permit environment, speeding up adjudication of asylum seeker applications and improving service delivery through the secure management of immigration. Steps were also taken to pilot a radically improved training programme for Immigration Officers and improve security at key ports of entry with close attention paid to major marine ports.

Following the review of the Immigration and Refugee legislation, amendments to the Immigration and Refugees Act were presented to Parliament. The objective of the amendments was to streamline permitting and admissions; improve management of asylum seekers; and address technical problems and close loopholes in the legislation. The overall intention is to prevent fraud and abuse of the systems while improving service delivery.

#### **2.2.3.1.2. Immigration Affairs Management**

The Department holds firm to Government being committed to ensuring immigration is managed effectively and securely in the best interest of the nation to advance economic, social and cultural development. Managing Immigration in a safer and more secure environment plays a critical role in promoting the integrity and development of the state and society. To this end the Department has taken steps to integrate more closely with the JCPS Cluster. The Department chairs the Inter-Agency Clearing Forum of departments involved in the border environment; and chairs a committee to prioritise and coordinate security operations related to immigration generally.

Human resource capacity within the Immigration Services Branch has been strengthened through the lateral transfer of 350 new immigration officers from the SANDF. They were taken through a radically improved training course by Cuban and South African instructors and deployed to OR Tambo International Airport, where they are now rendering excellent service. The staff that was stationed at the airport are being retrained and deployed to strengthen various areas of immigration. The broader objective is to produce a cadre of immigration officials that has appropriate skills and that is disciplined, patriotic, humane and caring.

#### **2.2.3.1.3. Immigration Services**

The Department played a key role in South Africa's successful hosting of the United Nations Climate Change Conference (COP17/CMP7) that took place in Durban from 28 November to 9 December 2011. The Conference met all United Nations conference requirements for international conferences, including matters related to immigration. In this regard, South Africa accredited a total of 20,000 delegates to the Conference, as part of its host agreement with the United Nations, facilitated through the e-MCS and the Advanced Passenger Processing Systems, based on best practice established during the 2010 FIFA World Cup tournament.

The Department facilitated the visa-free entry of accredited delegates into the country. In anticipation of the arrival of large volumes of representatives of the broader international community, additional immigration and SAPS Officers were deployed to the Durban Marine Port of Entry and the King Shaka International Airport to facilitate the smooth movement of delegates.

To improve the facilitation and controlled movement of persons through land ports of entry, the Department continued its successful roll out of the eMCS for enhanced security and processing to 11 of the 14 targeted ports of entry for the year under review. The remaining ports of entry could not be completed due to infrastructure challenges and will be completed in the 2012/13 reporting year together with all other ports of entry.

The Department has also initiated a programme to strengthen security at marine ports. After identifying the problems the Department liaised with other stakeholder departments to address gaps in capacity, infrastructure and processes.

The function of the Inspectorate Chief Directorate is to monitor the entry of travellers into South Africa and to ensure that they do not overstay or transgress the conditions of their visas and permits. Enforcement of the Immigration Act, 2002 (Act 13 of 2002) resulted in the deportation of 75,336 foreign nationals. Legislation allows for the detention of such persons for up to 120 days if magistrates warrants are granted after 30 days. However, in some cases the process takes longer due to lack of cooperation of the individual and / or their embassies in verifying identity and making necessary arrangements. The strategy being pursued is to investigate policy and legislative options while strengthening cooperation with the main countries concerned.

The Inspectorate is also tasked with combatting the acquisition of fraudulent documents and the facilitation of illegal migration by corrupt officials and criminal syndicates. The public makes an important contribution in this regard, mostly through Government's National Anti-corruption Hotline. In the period under review 180 reported cases were finalised.

## Foreign Offices

The Department provides consular services at 31 foreign missions wherein 53 of its officials are deployed. Officials from the Department of International Relations and Cooperation manage these services at the other foreign missions. A review was undertaken to determine the optimal utilisation of the limited resources of the Department in terms of the foreign missions where it has presence. Both security and service delivery factors are taken into account, as well as other strategic considerations. Business processes and systems linking the missions with head office systems are being improved in line with the overall management of the Department. In the 2011/12 financial year, we started extending our footprint on visa facilitation services to other high volume missions.

## Provincial Immigration Control

At a provincial level it is important that the Department has the capacity to regulate and control processes to ensure security and efficient services. The management of asylum seekers whose applications failed, is an important part of the overall management of immigration. Steps taken to improve capacity in this regard were to introduce specific SOPs and to initiate regular indabas where all the officials involved are represented to ensure on-going development and coordination.

### 2.2.3.1.4. Asylum Seekers

During the 2011/12 financial year, the Department had committed to the overhaul of the Asylum Seeker and Refugee Management (ASM) processes to strengthen its credibility, efficiency and effectiveness. Key elements that are being improved are strategic leadership and management, business processes, information systems, human resource capacity and skills, and regional and international cooperation and collaboration. In this regard the following progress has been realised:

- The Refugees Amendment Act No 12 of 2011 was assented to by the President in August 2011 and regulations have been drafted. The amended Act enables the Department to establish Refugee Status Determination Committees that will improve the objectivity and quality of adjudications.
- SOPs were drafted for officials involved in the processing of asylum seekers such as officials adjudicating claims; the Inspectorate; and officials at ports of entry and Permitting. This will ensure uniformity in the processing of asylum seekers and refugees and more effective security and coordination.
- Work is ongoing on enhancements to the NIS that supports the processing of asylum seekers and refugees. This will assist with the adjudication of asylum claims, the tracking and tracing of applications and the production of reliable management information. This work will feed into the broader modernisation of systems programme that will enable the integration of Home Affairs systems.
- Claims that are manifestly unfounded, abusive or fraudulent are being fast tracked. The first stage is initiated on the day that the application is submitted at an RRO and the entire process must be concluded within three months of the registration of the claim.

- The Department has developed a National Framework for the Implementation of the Cessation of the Angolan Refugees and an accompanying Action Plan. The partners to the tripartite Agreement-RSA/Angola/UNHCR - have committed to finding a durable solution to the problem of Angolan refugees within the broader context of the implementation of the "Comprehensive Durable Solutions Strategy for the Angolan Refugee Situation".

The Department has identified the need to engage in bilateral and multilateral cooperation with countries through which asylum seekers transit, with the focus on neighbouring states. In international law the principle is that asylum seekers should apply in the first safe country they enter. This principle requires a regional approach to be established and implemented effectively. During the financial year, the Department had bilateral discussions with Botswana, Mozambique, Swaziland and Zimbabwe. Further engagements will continue in the next financial year.

## Improvements to the Permitting System

The first step was to centralise the adjudication of applications to prevent fraud and ensure compliance to regulations, while increasing efficiency through better information management systems and processes. Interim measures were taken to increase capacity while designing a new structure and operating model. A new permitting structure was approved during the beginning of the third quarter to improve the security and functional management of services within the permitting system. Following a review of the system,

A dedicated team of adjudicators was established to manage the locked backlog, which refers to applications exceeding the time frames as stipulated in the Department's APP. All applications older than the stipulated time frame were locked in January 2012 and are processed by this dedicated team of adjudicators. By June 2012 this backlog was eradicated.

The Department's key deliverable was also to facilitate the issuing of permits to recruited skilled foreigners that contribute to the South African economy. During the reporting cycle, the Department issued 1 020 work permits in the exceptional skills category and 1 876 work permits in the quota category. This comprises of a total of 2 896 permits issued to scarce and critical skilled foreigners. Skills were also recruited under other categories of permits, such as Intra-Company Transfer and Corporate Permits. However, the present system does not currently record the skills imported through these permits. This is being addressed through a systems enhancement that is underway.

A separate unit has been established in the Department to process applications from Educational Institutions. These applications are for Study and Work Visas from all recognised educational institutions in South Africa. This Unit ensures that students are issued with their Study Permits on time to commence with their studies. The Unit also ensures that applications for teachers and lecturers are prioritised to allow applicants to take up teaching and lecturing positions at the respective educational institutions. This intervention is applicable to both the Basic Education and Higher Learning categories.

Strategic Visas (Retired Persons, Exchange Students, Medical Treatment, and Treaty) are finalised, as and when they are received at the Central Adjudication Unit. All applications received, in this regard, have been finalised.

### **Documenting Zimbabwean citizens without valid documentation**

The Dispensation for Zimbabwean Project progressed well during the 2011/12 financial year. The total number of cases resolved stood at 203,364 on 31 March 2012.

When the process of finalising the applications became tedious and slow, the Department adopted a new strategy during the fourth quarter of the 2011/12 financial year. Focus then shifted towards targeting the provinces based on the number of pending cases. By 31 March 2012 the Department was able to close the pending cases of four provinces namely Northern Cape, Free State, North West and Mpumalanga.



## ANNUAL PERFORMANCE REPORT: PROGRAMME 3 - IMMIGRATION AFFAIRS

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Outcome 2: Immigration managed effectively and securely in the national interest including economic, social and cultural development</b>								
<b>PROGRAMME 3: IMMIGRATION AFFAIRS</b>								
<b>Strategic Objective 1.4: To integrate key systems and upgrade IT infrastructure for improved security and data integrity</b>								
1.4.2	Enhanced Movement Control System (EMCS) rolled out to all Ports of Entry	% of Ports of Entry equipped with Enhanced Movement Control System	47% of Ports of Entry equipped with Enhanced Movement Control System	1.4.2.1	67% of Ports of Entry equipped with Enhanced Movement Control System	Partially achieved  This target has been partially achieved as 62% ports of designated POEs have EMCS (45 of 72). The 11 ports listed below are equipped and the system is functioning: Twee Rivierin, Alexander Bay, McCarthy's Rest, Kosi bay, Swartkopfontein, Giriyondo, Pafuri, Stockpoort, Pekabridge, Nerston and Nakop.	Derdeport and Sanipass could not be done due to connectivity infrastructure. Cape Town harbour will pilot a mobile system	Admission Services
1.4.3	Immigration systems integrated with key Civic Services systems (MCS, NIIS, HANIS and Case Management)	Status of NIIS integration with HANIS  Status of NIIS and HANIS integration with MCS  Status of NIIS, HANIS and MCS integration with Case Management System	Business case documented and submitted to National Treasury for funding	1.4.3.1	National Immigration Information System (NIIS) enhanced and integrated with Home Affairs National Identification System (HANIS)	Not achieved  The outstanding matter is enhancement of NIIS so that it can deliver performance statistics in the required format and aligned to new processes emanating from amended Refugee Act of 2010. In this regards a needs analysis has been conducted and forwarded for implementation	The development of the NIIS system is dependent on the redesign of complex business processes which has delayed full implementation	Asylum Seekers
<b>Strategic Objective 2.1: To implement effective and efficient asylum seeker and refugee management strategies and systems</b>								
2.1.1	System for adjudication and processing of asylum seekers and refugee management improved and implemented	Status of amendment of Refugees Act, 1998, and Refugee Regulations	Refugees Act, 1998, and Refugee Regulations	2.1.1.1	Refugees Act, 1998 and Refugee Regulations amended	Partially achieved  The Refugee Amendment Bill was only approved in the latter part of the financial year 2011/12. Refugee Regulations were amended as indicated in the Annual Target but there have been technical delays in terms of final approval	The development of new regulations involves research and consultations that have to take place and the length of time it takes is not always predictable	Asylum Seekers

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
		State of completion of policy document with clear options for the processing of asylum seekers and refugees	Not Applicable	2.1.1.2	Policy document developed with clear options for the processing of asylum seekers and refugees	Partially achieved  A draft Immigration Policy framework document developed which includes options regarding the processing of asylum seekers and refugees	The development of new policy is a lengthy and complex process due to the research and consultations that have to take place	Asylum Seekers
		Number of established adjudication committees at Refugee Reception Offices	Not Applicable	2.1.1.3	Adjudication committees established at all 7 Refugee Reception Offices  <i>*The number of Refugee Reception Offices has been reduced to 6 due to the closure of Crown Mines.</i>	Not achieved  Members of Refugees Appeal Board (RAB) and Standing Committee on Refugee Affairs (SCRA) appointed but additional capacity required for Adjudication Committees.  Capacity analysis for the establishment of status determination committees was conducted	The delay in the finalisation of regulations	Asylum Seekers
		Status of establishment and decentralisation of Refugee Appeals Authority	Not Applicable	2.1.1.4	Refugee Appeals Authority established and decentralised	Not achieved  Apart from Cape Town, Marabastad and Musina having 1 member stationed at each office, the effective decentralisation of the Refugee Appeal Board (RAB) and Standing Committee on Refugee Affairs (SCRA) will only happen when the Refugees Amendment Act is fully implemented	Approval of the amended regulations and implementation will continue. The Refugee Reception Centers to budget in terms of the MTEF for the establishment of these committees  The full decentralisation of RAB and SCRA to RROs requires is dependent on finalising the capacity analysis for the establishment of the status determination committees. Development of the process flows and a phased implementation approach is required	Asylum Seekers
2.1.2	Improved international cooperation regarding asylum seeker and refugee management	Status of formal placing of asylum seeker and refugee management pertaining to 3rd country nationals on the South African Development Community (SADC) agenda	Not Applicable	2.1.2.1	Asylum seeker and refugee management pertaining to 3rd country nationals placed on the SADC agenda	Achieved  Draft Memorandum of Understanding (MOU) for the engagement of 3rd identified SADC countries developed in order to formalise the engagements		Asylum Seekers

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Strategic Objective 2.2: To review the policy and regulatory framework to manage economic migration</b>								
2.2.1	Policy options for managing the migration of skilled and unskilled migrants developed	Status of development of position paper on policy options for managing the migration of skilled and unskilled migrants	White Paper on International Migration	2.2.1.1	Position Paper developed on policy options for managing the migration of skilled and unskilled migrants	Partially achieved  A first draft of a policy paper that covered economic migrants was discussed internally	The development of new policy is a lengthy and complex process due to the research and consultations that have to take place	Admissions Services
<b>Strategic Objective 2.3: To facilitate the movement of regular travellers across neighbouring borders</b>								
2.3.1	Ports of Entry rationalised for more secure, efficient and cost-effective facilitation of people and goods	Status of approval of implementation plan for rationalisation of Ports of Entry  State of completion of implementation plan for rationalisation of ports of entry	Not Applicable	2.3.1.1	Implementation plan for rationalisation of Ports of Entry approved by appropriate authorities. (Inter Agency Clearing Forum and Minister)	Partially achieved  A proposal was presented to the Inter Agency Clearing Forum (IACF) specifying the ports for closure and a proposal was received from CSIR to conduct the study	Delay on the appointment of the service provider to conduct baseline research  The next step is to commence with the procurement process for the service provider to conduct the baseline/research	Admission Services
2.3.2	Trusted Traveller Programme rolled out at all ports of entry	Status of roll out of Trusted Traveller Programme at all ports of entry	Not Applicable	2.3.2.1	Trusted Traveller Programme piloted at a land port of entry	Not achieved  The pilot could not be conducted outside of a programme to modernise the systems of the DHA and the Who am I Online project (WAIO) was discontinued	The project will form part of the programme to modernise the processes and systems of the DHA that will replace WAIO	Admission Services
<b>Strategic Objective 2.4: To realise a positive skills migration trend of around 50 000 migrants annually</b>								
2.4.1	Movement of skilled migrants into the country facilitated through issuance of scarce skills permits	Number of permits issued to migrants with scarce skills	Approximately 12,000 scarce skills permits issued	2.4.1.1	18,000 scarce skills permits issued	Partially achieved  2 896 exceptional skills and quota permits issued during the financial year. Improved finalisation period of critical skills applications	The numbers do not reflect all the skilled migrants who were given permits. The current permitting system only allows the acquisition of skilled migrants to be measured if they enter using Exceptional skills and Quota permits. A system is under development to expand this to many other kinds of permits that enable skilled migrants to enter, such as Intra-company Transfer Permits	Admissions Services



Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
<b>Outcome 3: A service that is efficient, accessible and corruption free</b>								
<b>Strategic Objective 3.5: To develop and implement service delivery standards to improve operational efficiency</b>								
3.5.3	DHA core business products and services costed	Status of costing of all immigration services and products	Not Applicable	3.5.3.2	All immigration products and services costed	Not achieved	Costing of IMS services was not undertaken due the extensive process changes that would take place following the implementation of the amended Immigration and Refugee Acts.	Immigration Affairs Management
<b>Strategic Objective 3.6: To ensure effective, efficient and accessible service delivery to clients</b>								
3.6.2	Products and services rendered within specified time frames	Percentage (%) of first instance status determinations finalised within 6 months	30% of first instance status determination finalised within 6 months	3.6.2.5	75% of first instance status determination finalised within 6 months	Partially achieved  An "asylum fast-tracking" was implemented as a pilot aimed at re-designing the asylum adjudication process. As a result new applications in some centres are being finalised well within six months	The upgrading of the National Immigration Information System (NIIS) was not yet completed to enable complete collection of data	Asylum Seekers
		Percentage (%) of permanent residence permits issued within 8 months	8 months on average	3.6.2.6	70% of permanent residence permits issued within 8 months	Partially achieved  Currently the average achievement rate is 38% for captured applications. Current applications are being finalised within the timeframe and the backlog is being cleared	The Department experienced a lot of backlog in the processing of permits due to high volumes.  The capacity of the Permitting Chief Directorate could not be increased sufficiently. However, it will be significantly increased in 2012/ 13. Further improvements to systems and processes are underway	Admissions

Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Baseline (Actual Output 2010 /2011)	Target No	Actual Performance against Target		Reason for variance and corrective actions	Sub-Programme
					Target (2011/12)	Actual (2011/12)		
		Percentage (%) of temporary residence permits (work, business, corporate) issued within 8 weeks	40% of applications issued within 8 weeks	3.6.2.7	70% of temporary residence permits (work, business, corporate) issued within 8 weeks	Partially achieved  The average current achievement rate is 41% within eight weeks. Improvement of applications finalized within eight weeks, which is 48% compared to Q3, which was 20%. This represents 28% improvement on performance	The capacity of the Permitting Chief Directorate could not be increased sufficiently. However, it will be significantly increased in 2012/ 13. Further improvements to systems and processes are underway	Admissions

### Service Delivery Objectives and Indicators

**TABLE 6: IMMIGRATION SERVICES : PERFORMANCE INDICATORS AND TARGETS**

Performance Indicator	Target	Actual	Reason(s) for Deviation
Number of days to issue section 22 asylum permits	1 day	Not always issued within 1 day	Not always issued in 1 day; in cases where systems are down and due to high volumes. In this regard the client only served up to registration and expected to collect the permit next day; however in some cases come back as late as in a month's time
Number of months to issue refugee status determination	6 months	More or less than 6 months	Due to limited human capacity and information system limitations, about 50% of cases registered in 2011/12 are believed to have been adjudicated within 6 months
Number of days to issue refugee ID documents	90 days	More than 90 days	Quality assurance is a challenge due to only 50% of the process being electronic, exacerbated by technical challenges
Total number of permanent and temporary residence permits issued	193 000	73 499	The Department experienced a lot of backlog in the processing of permits due to high volumes  The capacity of the Permitting Chief Directorate could not be increased sufficiently. However, it will be significantly increased in 2012/ 13. Further improvements to systems and processes are underway
Total number of arrivals and departures cleared	30 500 000	24,470,478 (Foreigners)  10,528,571 (South Africans)  Total: 34,999,049	
Clearance time for entry and exit of travellers (in minutes)	1.5-2 min	Average time is 29 seconds	
Number of illegal foreigners deported	70 000	75 336	

Performance Indicator	Target	Actual	Reason(s) for Deviation
Number of months to issue permanent residence permits	8 months	18 months	The Department experienced a backlog in the processing of permits due to high volumes; however intervention processes were put in place towards the 3rd quarter of the financial year. As of January 2012 two permit hubs were created to deal with the backlog and processing of daily applications. This resulted in the clearing of backlog (46 000) by end of June 2012.
Number of weeks to issue temporary residence permits for the following categories: work-, business and corporate permits	4 weeks	More than 4 weeks	The Department experienced a backlog in the processing of permits due to high volumes; however intervention processes were put in place towards the 3rd quarter of the financial year. As of January 2012 two permit hubs were created to deal with the backlog and processing of daily applications. This resulted in the clearing of backlog (46 000) by end of June 2012.
Number of weeks to issue temporary residence permits for the following categories: study-, treaty-, exchange and retired persons permits	1 week	More than 4 weeks	The Department experienced a backlog in the processing of permits due to high volumes; however intervention processes were put in place towards the 3rd quarter of the financial year. As of January 2012 two permit hubs were created to deal with the backlog and processing of daily applications. This resulted in the clearing of backlog (46 000) by end of June 2012.
Number of days to issue temporary residence permits for the following categories: visitors-, medical and asylum transit permits	1 day	More than 4 weeks	The Department experienced a backlog in the processing of permits due to high volumes; however intervention processes were put in place towards the 3rd quarter of the financial year. As of January 2012 two permit hubs were created to deal with the backlog and processing of daily applications. This resulted in the clearing of backlog (46 000) by end of June 2012.
Number of days to issue temporary residence permits for intra-company transfer permits	10 days	More than 10 days	The Department experienced a backlog in the processing of permits due to high volumes; however intervention processes were put in place towards the 3rd quarter of the financial year. As of January 2012 two permit hubs were created to deal with the backlog and processing of daily applications. This resulted in the clearing of backlog (46 000) by end of June 2012.

## Immigration Affairs Statistical Information

Outputs	Performance measures/ service delivery indicators/ target	Actual performance / quantity
	Number of permits issued in terms of the Statement of Standards set by the Minister: <ul style="list-style-type: none"> <li>• Permanent residence permits</li> <li>• Work permits</li> <li>• Study permits</li> <li>• Visitor's permits</li> <li>• Other categories</li> </ul>	<p style="text-align: right;">1,322</p> <p style="text-align: right;">13,261</p> <p style="text-align: right;">14,060</p> <p style="text-align: right;">27,128</p> <p style="text-align: right;">26,621</p>
Processing of applications for visas	Number of visas issued	190,253
Clearance of persons at ports of entry	Number of persons cleared: <ul style="list-style-type: none"> <li>• Arrivals</li> <li>• Departures</li> </ul>	<p>18,301,762</p> <p>16,697,287</p>
	<b>Total</b>	<b>34,999,049</b>
Removal of illegal foreigners	Number of illegal foreigners deported per year	75,336
Consideration of asylum applications	Number of new applications received and Section 22 permits Issued	81,708 applications for asylum were received and the same number of section 22 permits was equally issued.
	Number of approved cases	5,556 claims were approved (of which 5,381 Section 24 Formal Recognition of Refugee Status permits were granted for the first time and 175 refugee status cases were re-evaluated and Section 24 permits granted thereafter)
	Number of rejected cases	28,641 cases were rejected (of which 13,901 were rejected as manifestly unfounded, abusive or fraudulent and 14,740 rejected as being unfounded)
Issuance of Refugee Identity documents	Number of Refugee Identity documents issued	1,556 Refugee IDs were issued
Issuance of Refugee Travel Document	Number of Refugee Travel Documents	119 Refugee Travel Documents were issued in respect of emergency applications between January to March 2012 as part of a pilot project
Issuance of United Nations Convention Travel Documents	Number of United Nations Convention Travel Documents issued in collaboration with the UNHCR	N/A
Consideration of asylum appeals	Number of asylum appeals finalised	2,995
Review and consider cases	Review of manifestly unfounded, abusive and fraudulent cases <ul style="list-style-type: none"> <li>- Approved</li> <li>- Rejected</li> <li>- Considered</li> </ul>	<p>Considered – 44,346</p> <p>Confirmed – 42,590</p> <p>Referred – 1,602</p> <p>Set aside – 154</p>









## **PART THREE**

# **Annual Financial Statements**

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## DEPARTMENT OF HOME AFFAIRS

### REPORT OF THE AUDIT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2012

The Audit Committee is pleased to present its report in respect of the financial year ended 31 March 2012 in terms of its obligations according to Paragraph 3.1.13 of the Treasury Regulations issued in terms of section 38(1) (a) of the Public Finance Management Act (PFMA), Act 1 of 1999, as amended by Act 29 of 1999.

#### 1. AUDIT COMMITTEE MEMBERS, MEETINGS AND ATTENDANCE

The Department has established an Audit Committee in accordance with the provisions of section 38(1) (a) (ii) and 77(a) of the PFMA. The Audit Committee Charter requires that the Audit Committee be comprised of a minimum of three (3) and a maximum of five (5) members, the majority of which should be from outside the public service. The Audit Committee had three (3) members, all from outside the public service, for the whole of the reporting period.

In terms of section 77(b) of the PFMA, the Audit Committee must meet at least twice a year. The Audit Committee held five (5) meetings during the financial year under review and these were attended as follows:

Name of member	Meeting
Mr N Russouw (Acting Chairperson)	5
Mr LL Dhlomo-Ntuli	5
Mr FJ van der Westhuizen	5

The members of the Audit Committee continued to meet with the Director-General, senior management of the Department and Internal Audit, collectively and individually, to address risks and challenges facing the Department.

#### 2. AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee has complied with its responsibilities arising from section 38(1)(a) (ii) of the PFMA and Treasury Regulation 3.1.13, and also reports that it operated in terms of the Audit Committee Charter read in conjunction with the Internal Audit Charter, as its terms of reference in discharging all its responsibilities as regulated therein.

#### 3. EFFECTIVENESS OF INTERNAL CONTROLS

The Audit Committee has observed that the overall control environment has continued to improve during the year under review, in line with the trend observed in the previous reporting period. However, there are still some concerns with the level of internal controls within the operations where evidence of lapses of effective monitoring and enforcement by management were observed.

The Audit Committee supports an orderly decentralization of activities to the provincial levels of the Department as it will remove the structural barriers to efficiency and increase accountability. The Audit Committee has advised that the decentralization process must be supported by the strengthening of capacity, systems and procedures at Head Quarters to ensure the effective oversight of the delegated responsibilities.

The Audit Action Monitoring Committee (AAMC) was formed in the previous reporting period to monitor and enforce management commitment to addressing the reports of the Auditor-General and Internal Audit. It has resulted in an improvement in the actioning and monitoring of the Auditor-General and Internal Audit recommendations for enhancing internal controls. It is important that the AAMC continues to ensure that the recommendations relating to the improvement of internal controls are implemented and that decisive action is taken against personnel not cooperating in this regard.

The Department has adopted an aggressive anti-corruption position in response to its inherent exposure to fraud and corruption. While there has been a general improvement in the management of fraud and corruption, the Audit Committee is of the view that there should be regular feedback of the results of investigations to senior management and the Audit Committee. In addition it is recommended that the anti-corruption unit should guide senior management on the preventative and detective procedures to curb the financial losses to the Department from fraud and corruption. The Department's Risk Management and Case Management committees must also exercise their respective oversight mandates more powerfully to put pressure on the relevant processes and systems to facilitate the drive against corruption. It is essential that prompt and decisive action is taken against offenders to demonstrate a zero tolerance approach towards fraud and corruption.

The recently completed audit of the Department's Information Technology (IT) environment has highlighted the need for further strengthening the governance of IT. The Audit Committee is satisfied that the Internal Audit Plan provides for sufficient IT audit coverage in the next three years. An independent IT expert has been appointed to the Audit Committee and the Department has commenced with the process of appointing professional IT auditors. The appointment of the Deputy Director-General and the filling of the vacancies in the IT division are additional positive developments in dealing with the IT issues and challenges. The Audit Committee appreciates the significance of the Department's IT Modernisation Project and will be paying close attention to its implementation.

Following the stabilisation of civic services, management have prioritized improving immigration services, which is fully supported by the Audit Committee in light of the common problems facing the Department relating to immigration management.

#### 4. SPECIFIC FOCUS AREAS GOING FORWARD

The Audit Committee is aware of and supports senior management in addressing, inter alia, the following focus areas to improve performance and service delivery:

- Enhance the performance information management system and reporting, as required by National Treasury;
- The ongoing improvement in fraud and corruption management;
- The modernization of the Department's IT systems;
- The decentralization of identified functions at regional level to improve internal controls and accounting procedures, and to enhance accountability within the Department;
- The enhancement of Human Resources Management, focusing on the timely recruitment, management and development of people, as well as the robust management of disciplinary processes;
- The ongoing enhancement of the Internal Audit Function, particularly in ensuring that it is properly equipped to fulfill its functions in a decentralized environment, and that it is able to sustain and improve on the progress made over the recent months, and
- Improving border control and effectively dealing with all aspects of asylum seekers, refugees and illegal immigrants.

The Audit Committee will continue to have regular meetings with the Minister of Home Affairs to apprise her of the state of control, governance and risk management in the Department.

#### 5. THE QUALITY OF IN YEAR MANAGEMENT AND MONTHLY REPORTS / QUARTERLY REPORTS SUBMITTED IN TERMS OF THE PFMA AND THE DIVISION OF REVENUE ACT ("DORA")

The Audit Committee has noted and is satisfied with the content and quality of quarterly financial reports prepared and issued by the Department during the year under review, in compliance with the statutory reporting framework.

#### 6. INTERNAL AUDIT FUNCTION

The Audit Committee has an oversight responsibility for the Internal Audit Function. The Audit Committee previously reported that it has not always been satisfied with the quality and timing of internal audit reports, the actions initiated by the Internal Audit Function to bring the reported weaknesses to the attention of senior management and the process

of ensuring action to address such deficiencies. These aspects, as well as the overall management of the Internal Audit Function did not improve in the first half of the period under review. As a consequence, the Chief Audit Executive was placed under suspension, which action was supported by the Audit Committee. An official was seconded from the National Treasury in November 2011 to act as the Chief Audit Executive.

Owing to the aforementioned circumstances, the 2011/12 Internal Audit Plan and the corresponding rolling three year plan were only approved in January 2012. The plans for 2012/13 were approved in March 2012, before the start of the new financial year. The Audit Committee is satisfied that the plans now address its previous concerns, in that there is a clear alignment with the major risks, adequate information systems coverage and a good balance between different categories of audits, i.e. risk-based, mandatory, performance and follow-up audits.

The Audit Committee has noted a considerable improvement in the communication between the Executive Management and the Internal Audit Function, which has strengthened the corporate governance initiatives.

#### 7. RISK MANAGEMENT

The Risk Management Committee reports to the Audit Committee on the Department's management of risk on a quarterly basis. The Audit Committee acknowledges the improvement in the Department's system of risk management, however, going forward, there needs to be more demonstrable evidence that the actual management of the key risks is receiving timely and sufficient attention.

#### 8. AUDITOR-GENERAL'S REPORT AND EVALUATION OF ANNUAL FINANCIAL STATEMENTS

The Audit Committee has noted the Report of the Auditor-General, particularly the qualified audit opinion and the effect of the qualification on the financial position and the financial performance of the Department for the year under review. The Audit Committee has been reassured by management that sufficient action has been taken to prevent the reoccurrence of this in future.

The Audit Committee appreciates the quality of the audit performed and the management report issued, as well as the opportunities afforded to the Department to correct the misstatements identified by the auditors.



**Mr N. Russouw**  
**Acting Chairperson of the Audit Committee**  
**For the Audit Committee**

## REPORT OF THE ACCOUNTING OFFICER FOR THE YEAR ENDED 31 MARCH 2012

Report by the Accounting Officer to the Executive Authority and Parliament of the Republic of South Africa.

### 1. GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

#### 1.1 INTRODUCTION

The Department of Home Affairs essentially is responsible for determining and recording the identity and status of all persons residing in South Africa and issuing documents that affirm this. The Civic Services branch is the custodian of the National Population Register (NPR) which contains the records of all citizens and permanent residents, including changes in status such as marriage and death. Services to citizens include issuing enabling documents after their status is confirmed, such as birth and death certificates and travel documents. The verification of identity is a service that is also rendered to other government departments and to banks and other private sector institutions.

The Immigration Affairs branch determines the status and identity of foreigners and regulates immigration through the permitting and movement control systems. Immigration Officers are present at ports of entry, missions abroad and at regional offices in provinces. The branch also has an Inspectorate function which is responsible for enforcing the Immigration Act and Regulations. Immigration Affairs is also responsible for processing and determining the status of asylum seekers and refugees and operated at five centres nationally in this regard. However, one refugee centre was being prepared to be closed subsequent to year end.

Civic Affairs collects fees for its services at nearly 415 front line offices and Immigration Affairs is responsible for the collection and administration of fees, guarantees, deposits and refunds. Immigration Affairs thus operates an immigration control account in terms of the Immigration Act. One purpose of the account is to ensure that a citizen of a foreign state visiting South Africa will have sufficient means to support himself or herself whilst in the Republic. Deposits are refundable to the depositor if certain conditions are met. The Annual Financial Statements for Immigration Account are attached as Annexure A.

With regard to services abroad, the Department is currently represented in 43 missions and is assisted by Department of Internal Relations and Cooperation (DIRCO) where it is not represented. DIRCO also collects revenue at missions on behalf of the Department and administer our operational expenses on a cost recoverable basis. This arrangement is being managed through a Memorandum of Understanding signed between the two departments. In this regard, the Head of the Mission is responsible for the overall management of the Mission including the activities of Home Affairs.

The Minister of Home Affairs has oversight over several statutory bodies, which receive funding via Programme 2 of the budget vote. Those directly related to its mandate are the

Immigration Advisory Board, as well as the Refugee Appeal Board. Funds are also transferred to the Electoral Commission (IEC), Film and Publication Board (FPB) and Government Printing Works (GPW).

This report seeks to provide information in measuring the extent to which the Department's resources allocated for the 2011/12 financial year were utilised in terms of the Public Finance Management Act (PFMA).

#### 1.2 REVENUE

During the year under review, the Department received total revenue of R6, 604 billion made up of voted and non-voted funds as explained below:

##### (i) Annual Appropriation – R 5,851 billion

The Department received a budget allocation of R5 851 billion for the 2011/12 financial year after adjustment estimates inclusive of funding for Electoral Commission (IEC), Film and Publication Board (FPB) and Government Printing Works (GPW), split below as follows:

BASELINE ALLOCATION ALLOCATED BY NATIONAL TREASURY	2011/12	2010/11
	R'000	R'000
<b>Baseline Amount</b>	5 464 134	5 719 584
Home Affairs Functions	4 470 484	4 136 631
Electoral Commission	799 190	1 430 508
Film And Publication Board	65 458	55 217
Government Printing Works	129 002	97 228
<b>Additional Funds</b>	386 680	58 102
Home Affairs Functions	346 082	49 700
Electoral Commission	40 598	7 432
Film And Publication Board	–	970
<b>Sub Total</b>	5 850 814	5 777 686
Roll-Over Funds	–	56 704
<b>Final Appropriation</b>	5 850 814	5 834 390

The budget allocation has increased by 1.26% (R5.851 billion – R5.778 billion) as compared with the previous financial year excluding the roll over amount. This increase is attributed to additional funding allocated during the Adjusted Estimate of National Expenditure for conditions of services (R19 million), cost to extend the casting of special votes in the Local Government elections by the Independent Electoral Commission (R40.6 million) and self-financing funds for the production costs of passports (R327 million).

During the previous financial year, National Treasury resolved that the money collected for passports must be utilized to pay for the production costs to Government Printing Works (GPW); hence the establishment of a Trading Account was approved. However, due to the preparation work that needed to be done to ensure that all the requirements for a Trading Account are met, the Department was not ready to operationalize the account during the 2011-12 financial year. In this regard National Treasury agreed to allocate R327 million to defray the production costs of the passport with the condition that any unspent amount would be returned to the National Revenue Fund at the end of the financial year.

Therefore taking into account the once off additional funding (R40.6 million and R327 million respectively) the budget of the Department has decreased by 5.37% (R5.483 billion – R5.778 billion) as against the previous financial year. The decrease is attributed to once off funding that was allocated for the hosting of 2010 FIFA World Cup during the 2010/11 financial year.

### (ii) Departmental Revenue – R753 million

	2011/12	2010/11
Sales of goods and services other than capital assets	665 214	610 777
Fines, penalties and forfeits	44 383	27 021
Interest, dividends and rent on land	882	543
Sales of capital assets	–	–
Transactions in financial assets and liabilities	42 409	–
Transfer received	–	6 411
<b>Total revenue collected</b>	<b>752 888</b>	<b>644 752</b>

Departmental revenue is derived from services rendered to citizens and foreigners visiting our shores according to approved tariffs. Service to citizens, range from issuing of birth registration certificates, identification books and passports. Services provided to foreigners include issuing of visas, permits and permanent residence certificates. Furthermore, the Department imposes fines to individuals, local and foreign transportation carriers where a transgression in terms of Immigration Act has occurred. However, the Department only recognises the revenue upon receipt of the payment of the fine.

In this regard an amount of R44,4 million as against R27,0 million of the previous year has been included in the revenue for the 2011/12 financial year. Therefore the amount of R338 million reported on receivables for the Department note 24 in respect of fines, penalties and forfeits is the balance of fines and penalties issued minus fines and penalties paid. The amount relating to the 2010/11 financial year was restated to R261 million.

The Department's revenue in foreign missions is collected through DIRCO and recognised in the books of DHA on receipt of the supporting documents instead of when cash is received. This is necessitated by the delay in receiving supporting documents from the Missions abroad in order to ensure the accurate recording of transactions against SCOA, in particular that DIRCO also collects refundable deposits from travellers. Since this process is not in line with the Framework for the preparation of financial statement, National Treasury was approached to approve for the development of an accounting policy, which will cater for this anomaly. In this regard, a new accounting policy has been developed, which provide for the treatment of revenue in the following manner:

Cash collected by DIRCO from foreign missions on behalf of DHA is recognized as revenue when the following conditions are met:

- complete, accurate and valid supporting documents for the transactions are obtained from DIRCO, and
- cash relating to the verified supporting documents is received by DHA.

A payable is recognised in instances where cash is received from DIRCO without the corresponding supporting documents; documents are not validated for accuracy and completeness; and where cash received is not yet allocated to the respective accounts, and is disclosed as Intergovernmental Payables in Annexure 4.

A receivable is recognised to the extent that it relates to amounts due to DHA from DIRCO, evidenced by complete, accurate and valid supporting documents, but for which no cash has been received from DIRCO, and is disclosed as Claims Recoverable in Annexure 3.

Revenue collected by DIRCO but for which the corresponding supporting documentation and cash has not been received by DHA, is disclosed as a Contingent Asset in disclosure note 19.2 to the Annual Financial Statements.

Due to the change in the accounting policy, prior year figures for revenue, receivables, for departmental revenue, claims recoverable, payables and contingent assets were restated. For the first time the Department has recognised a contingent asset relating to unconfirmed balance between DHA and DIRCO. In this regards R219 million (2010/11: R57 million) was disclosed as a contingent assets as disclosed in note 19.2. Unfortunately, this has led to a qualification due to incorrect classification. Furthermore, the effect of the change on Departmental revenue to be surrendered for prior year amounts to R170 million as disclosed in note 14.

Although there is an improvement on revenue collected, there is still a challenge on receiving supporting documents from DIRCO as shown by an increase on an unconfirmed balance from R57 million to R219 million. Furthermore there is still a balance of R226 million owed as against R397 million in the previous financial year as disclosed in Annexure 3 of the Annual Financial Statements.

The department disposed off assets during the financial year, the proceeds of which will be recognised in the next financial year, and disclosed in note 24.

### 1.3 VIREMENT

During the year under review, the Department shifted funds between programmes/ economic classification in line with the PFMA and a set threshold of 8% was not exceeded. The funds were then utilised as per the table below:

Items	PROGRAMMES			Total
	Administration	Citizen Affairs	Immigration Affairs	
	R'000	R'000	R'000	R'000
Compensation of employees	(33 984)	(171 991)	(30 791)	(236 766)
Goods and services	(453 212)	(10 182)	103 934	(359 460)
Interest and rent on land	12 228	–	–	12 228
Transfers and subsidies	(204)	6 115	783	6 694
Payment for capital assets	573 074	3 938	74	577 086
Payment for financial assets	218	–	–	218
<b>Total</b>	<b>98 120</b>	<b>(172 120)</b>	<b>74 000</b>	<b>–</b>

## 1.4 EXPENDITURE

During the year under review the Department has underspent its allocation by 3,5% (R202,3 million) compared to the overspending of 11,78% (R687,3 million) during the 2010/11 financial year, split as follows:

APPROPRIATION	2011/12				2010/11	
	FINAL APPROPRIATION	ACTUAL EXPENDITURE	VARIANCE	ACTUAL % SPEND	FINAL APPROPRIATION	ACTUAL EXPENDITURE
	R'000	R'000	R'000	%	R'000	R'000
1 Administration	1 995 984	1 888 805	107 179	94.6	1 516 111	1 692 261
2 Citizen Affairs	3 202 059	3 126 960	75 099	97.7	3 613 075	3 869 151
3 Immigration Affairs	652 771	632 726	20 045	96.9	705 204	960 282
<b>TOTAL</b>	<b>5 850 814</b>	<b>5 648 491</b>	<b>202 323</b>	<b>96.5</b>	<b>5 834 390</b>	<b>6 521 694</b>

- Administration (R107,1 million) – The underspending can be attributed to the late filling of vacant posts and non-response of bidders. The Department requested that these funds be rolled over.
- Citizen Affairs (R75,1 million) – The underspending was mainly due to the late filling of vacant posts and funds allocated in the Adjusted Estimates of National Expenditure for the self-financing for the production costs for the printing of passports.
- Immigration Affairs (R20,045 million) – The underspending was mainly due to the late filling of vacant posts.

Although the Department is reflecting an under expenditure of 3.5% (R202 million) it has to retain approximately R96,5 million (R43.5 million that was not utilised for the passport costs and R53 million for the approved unauthorised expenditure), therefore considering the amount that has to be retained the Department has underspent its budget by 1.68% for 2011/12 financial year. This shows an improvement in the management of the budget and the Department will continue to put processes in place aimed at improving the management of financial resources.

## 1.5 ROLLOVER

During the year under review, the Department requested R160,9 million roll-over from National Treasury to fund contractual commitments in respect of Advance Passenger Processing system (R64.4 million), defrayment of unauthorised expenditure (R53 million) approved by Standing Committee on Public Accounts (SCOPA) and the refund for funds not utilised for the passport costs by the end of the financial year (R43,5 million).

## 1.6 LEASE PAYMENTS

The National Treasury granted approval that political office bearers, including Ministers and Deputy Ministers may be provided with official vehicles in accordance with the practice note no 5, of 2006/07. In terms of the scheme the Executives may be provided with 2 official vehicles, one based in Pretoria and the other in Cape Town. The Department is participating in the scheme as reflected in note 23.

As reported in par 17 below, the Department agreed to settle the leases relating to WAIO contract to the value of R815 million as per the settlement agreement with the service provider. In this regard, a balance of R529 million has been paid during the current financial year. Furthermore, the assets to the value of R 451 million (R364million- software and R 87million- hardware) accrued from the settlement of these leases have been included in the asset register of the Department.

## 1.7 FRUITLESS EXPENDITURE

The Department entered into a lease arrangement with RENTWORKS for the provision of seat management service for support and maintenance of computers as well as purchases of computer equipment. In this regard, the service provider would source funding from a banker for the financing of computers on delivery to the department. Subsequent to the signing of the lease agreement computers per schedule 8 of the rental agreement were delivered to the department during 2010/11 financial year; however the schedule was signed during the current financial year in order to process the payment. There has been a delay of approximately 13 months between the date of delivery and the payment, hence an accrued interest of R700K. This matter has been referred for investigation.

## 1.8 POSSIBLE FRAUDULENT TRANSACTION

The Department awarded a three year tender to Ikgodiseng Consortium for Adult Basic Education and Training (ABET) for R3.9 million per annum for a period of three years with a total value of R11.7 million. On 23 December 2011 it was discovered that a payment of R5.5 million was made whilst the services were not rendered. The service provider was contacted to refund the amount, however with no success. In terms of their response, the service provider indicated that they had already commenced rendering services to the Department, therefore they were entitled to payment for services rendered, which they valued at R2.4 million. This proposition was not acceptable to the Department; hence the matter was reported to the HAWKS for investigation and Auditor General for information. Furthermore an order was obtained to freeze their bank account. The investigations are still continuing, however, the amount of R 5.5 million has been disallowed and reported as debt, pending the finalisation of the case.

A case of theft of state funds was reported in Wynberg District Office. Based on the preliminary investigations, the estimated value of revenue not deposited amounted to R1.3 million. The matter was reported to the South African Police Services and the Official concerned was arrested and the case is under investigation.

## 1.9 DEVIATIONS

During the year under review, the Department approved eighteen (18) deviations from normal tender procedures amounting to R83.5 million. The reasons were: services being rendered by sole suppliers and extension of contract term deemed critical for service delivery. The majority of services relates to IT (R43million), Learning Academy (R11million) and Civic Services (R23million). All these deviations were processed through the Departmental Bid Adjudication Committee and approved by the Accounting Officer after due consideration, and also submitted to National Treasury.

## 2. UNAUTHORISED EXPENDITURE

As reported in the previous financial year, the Department approached National Treasury to table the previously reported unauthorised expenditure of R99.9 million and this matter has now been resolved as indicated on paragraph 14 below, however it will be processed in the next financial year.

With regard to the R687,3 million reported in the previous financial year, the Department has submitted the required information to National Treasury for tabling at various oversight committees for consideration. Therefore the reported unauthorised expenditure remains R787,2 million as reflected in note 9 to the annual financial statements.

## 3. IRREGULAR EXPENDITURE

During the year under review the Department incurred irregular expenditure to the value of 5,7 million. R1,3 million (2010/11: R1,2 million) of which relates to the procurement of goods and services and the Accounting Officer has condoned an amount of R0,2 million.

The Department has further appointed contractors where certain conditions of the C.I.D.B. (Act of 2000) were not fully met. The total disclosed is to the value of R3,9 million.

The Department is still experiencing challenges with regards to non-disclosure of information and business interest by officials who still conduct business with the department but does not disclose their interest. An amount to the value of R34 000 (thirty four thousand rand) was paid out to companies making business with the department but never disclosed their relationship as required by law.

Furthermore, the Department did not comply with DPSA policy guideline on Acting allowance Chapter 1 Part VII B5.1, B5.2 and B5.3 for SMS and non-SMS members. The guideline stipulates that "an employee may only act in a higher post for a maximum uninterrupted period of six (6) months for SMS and 12 (twelve) months for levels 1 – 12". Due to delays in the finalisation of appointments some employees have acted on positions beyond stipulated twelve months; however there is a significant improvement compared to the previous year. In this regard the Department has incurred an amount of R0.4 million (2010/11: R1,4 million).

## 4. MANAGEMENT OF FIXED ASSETS

The Department continued to improve the management of its fixed assets during the year under review. In this regard, assets registers were decentralised to a level of an individual indicating, the name of the official, PERSAL number, contact details, office number (etc). The official is required to append his or her signature as evidence that assets allocated are under their management and control in line with section 45(e) of the PFMA. However, it is important to report that the Headquarters moved from Waltloo to the Central Business Area of Pretoria (Hallmark Building and New Corporation Building) in line with the Cabinet resolution. This necessitated a complex reconciliation process with regard to location of



assets in order to ensure that assets reflected in the previous year's register are accounted for properly in the new locations.

To ensure the accuracy of the asset register, the Department embarked on a thorough physical verification process, which resulted in current year adjustments to prior year balances. The verification process indicated a considerable improvement as against the previous financial year. This exercise has also provided an opportunity to train all staff members on asset management principles as now they own the processes.

As reported during the previous financial year, the Department embarked on the process of identifying assets for disposal. The assets at headquarters already disposed of were processed in the asset register accordingly. With regard to the provinces, assets were identified which are not in a working condition, and will be disposed in the next financial year. These assets have been transferred from various offices to a central location in each province. In certain provinces the auctioneer has collected these assets and signed acknowledgement of receipt for those assets. These assets are therefore classified as "held for sale".

The Department entered into a Master Rental Agreement (MRA) with Rentworks Africa (PTY) Limited in 2006 and 2010 respectively, to provide for the leasing of computer equipment. In this regard, schedule 1 to 8 of the MRA were signed for the delivery of 12113 assets split into desktops (4842), monitors (4449), printers (2433) and laptops (389). However, due to some burglary in other offices, as well as wear and tear, other items could not be verified and the value of the loss has been recorded in the Annual Financial Statements, accordingly.

The MRA provides for the return of these assets in a good working condition. This poses a risk to the Department as it is not possible to return the assets in a working condition as the Department had to remove the hard drives due to the sensitive nature of the information kept by the Department. The Department evaluated the cost of continuing leasing these assets as against the outright purchase, as well as the impact on the value of the assets due to the removing of hard drives, and decided to settle the lease agreement and retain all the assets. These assets have been recorded in the asset register for 2011/12 financial year.

The tender for the procurement of equipment was awarded to Siemens IT solutions and contracted Rentworks for the provision of finance. Furthermore, Siemens bought equipment (printers, laptops, cpu's and monitors) from various suppliers through Sifikile, their procurement arm, who are however now liquidated. Rentworks was responsible for the compilation of Schedules whilst Siemens was responsible for the distribution of the equipment. Due to different responsibilities of various stakeholders and lack of common approach of uniquely identifying equipment in terms of serial numbers, that has caused a difficulty to link the assets in the schedules against the departmental register utilising the serial numbers. However, Siemens as a distributor was uniquely marking their assets, initially with their stickers for schedules 1 to 5 and then after a while appends an L-Barcode without the name of Rentworks and later an L-Barcode with the name of Rentworks and their logo in particular for schedules 6 to 8. In this regard, the Department has managed to link 8,268 items utilising the serial numbers and 3,845 on a like-to-like basis that means utilising one of the following, product type, barcodes and model.

## 5. CONTINGENT LIABILITIES

### i) Housing Guarantees

The Department provides housing guarantees of 20% of the purchase price of a house and the guarantee will be realised once the bond is reduced by the same amount. In the event that an employee fails to meet his/her obligation to the financial institution, the Department deducts the guaranteed amount in instalments from that employee's salary. In addition, should the employee resign from the service, the Department notifies the bank concerned and terminates the guarantee. However, a challenge is when a person passes away and the bank has to utilise the guarantee as the Department is not allowed to utilise the pensions to clear the debt.

The Department has implemented proper processes to manage its guarantees with the banks and submits quarterly reports to National Treasury. In this regard, an amount of R1,2 million as against R2,5 million of the previous year has been disclosed in Annexure 2A.

### ii) Motor Finance Guarantees

This relates to the financial guarantees given by the Department to Financial Institutions in respect of employees when they purchase a vehicle in terms of the vehicle finance scheme for SMS members. In the event that an employee fails to meet his/her obligation to the bank the Department settles the balance and takes over the vehicle. However, if the employee resigns from the service, he/she has the option of taking over the loan or returning the vehicle to the custody of the Department. In this regard an amount of R.605 million (2010/11: R1.3 million) has been disclosed in Annexure 2A.

### Pending Legal Claims: R1,202 billion

#### • Immigration and Civic Services: R423,8 million and R42.6 million

Immigration claims arise out of unlawful arrests and detention of illegal foreigners, as well as damages arising from the Department's failure to timeously make decisions on permits (R423.8 million). The claim in respect of a claimant abroad is being evaluated at sport rate against the rand as 31st March every year until closed.

Civic Services claims mainly arise out of the issuing of a passport to a minor child without the parent's authorisation; the fraudulent issuance of death certificates; the non-issuing of Identity Documents and the fraudulent use of an Identity Document resulting in the arrest and detention of the lawful owner (R42,6 million).

- **Tenders: R630,2 million**

- **Electronic Document Management System (EDMS)**

This claim relates to a tender invitation in respect of the expansion of an Electronic Document Management System (“EDMS”) which was done through SITA. The tender was not finally awarded, however the participants (Valor IT – R28,2 million and New Dawn Technologies - R602 million) in the tender process are claiming that the tender was awarded to them.

- **Contracts: R104,3 million**

In respect of the claims arising out of contracts, the following two matters make up R94, 817,610.15 of the R104, 316,772.68 and the balance relates to other individual services providers’ claims.

- (a) **Double Ring (Pty) Ltd / Minister Of Home Affairs: R76,5 million**

This is a claim for payment emanating from a Service Level Agreement with the Department for the supply and installation of software, telecommunications technology equipment (satellite dishes), provision of bandwidth and maintenance thereof. The supplier is claiming that services have been supplied by a company abroad, hence invoiced the Department in foreign currency. The Department is of the view that services have been provided locally; therefore it should be invoiced in South African Rand.

- (b) **Chillibush Communications (Pty) Ltd / Director-General of Home Affairs: R18,3 million**

This is a claim for payment resulting from a Service Level Agreement with the Department to render goods and services relating to campaigns, media placements and productions for a 12 months period commencing from May 2008. The contract had a provision for extension in writing after the expiry of the contract. The service provider is now claiming that despite the non-extension of the contract in writing they have a legal right to deliver the services to the Department.

- **Other Claims: R1,3 million**

The above amount relates to claims that do not arise from Immigration and Civic Services, Tenders or Contracts, i.e. vehicle collisions; personal injuries, contumelia, etc.

- iv) **DIRCO Outstanding Claims**

As reported in the previous financial year, the Department signed a memorandum of understanding with DIRCO, which amongst other things, provides for the payment of advances in respect of foreign allowances. During the year under review, the Department was able to process all the expenditure relating to 2011/12 financial year for salaries and accommodation expenses as covered through advances payment.

There is still a challenge with receiving supporting documents from DIRCO although there is improvement on the confirmed balances as shown in annexure 4. With regard to unconfirmed balance there is also an improvement as inter- governmental payables decreased from R190.2 million to R74 million.

As the Department is operating on a cash basis of accounting it is not able to record this balance on the statement of financial position, hence the disclosure in note 19 and annexure 3 of the annual financial statements.

## 6. CONTINGENT ASSETS

Refer to accounting policies above.

## 7. SERVICES RENDERED BY THE DEPARTMENT

### 7.1 Citizens Affairs

With respect to Citizen Affairs, its key role is to secure and register the identity of citizens; determine their status and to issue related enabling documents such as IDs (Identity Documents), passports and birth, marriage and death certificates.

### 7.2 Immigration Affairs

The Immigration Affairs is responsible for the regulation of migration through ports of entry and via foreign missions, and the issuance of a range of permits. It is also responsible for the determination of the status of asylum seekers and refugees and the issuing of related permits.

Its Inspectorate is responsible for enforcing the Immigration Act. Public and private companies are making use of the Large Accounts Unit for the importation of scarce skills.

## a. Inventory

Inventory on hand at year-end is as follows:

CATEGORY	AMOUNT	AMOUNT	METHOD OF COSTING
	2011/12	2010/11	R'000
	R'000	R'000	
Controlled Stationery	370 742	8 068	Actual Cost

## (b) Tariff policy

The Department determined the increase in tariffs for 2011/12 by using the ABC Model, based on inflation and production costs. The same basis was utilised in the previous period.

As prescribed by Treasury Regulation 7.3 the Department reviewed its tariffs annually for the fees charged for the enabling documents. During the year under review, the Department implemented the approved tariffs as approved by National Treasury with effect from 1 April 2011. However, during the third quarter of the financial year a review of the delinking of the mandatory application for an Identity Document (ID) when applying for an ID in which the tariff for a temporary ID was reduced to seventy rand (R70) after approval by National Treasury.

## (c) Free Services

The Department provides free services in terms of the Identification Act, 1997 and Identification Regulations as contemplated in section 22 of the Act in respect of the first issue of the Identity Documents, Birth, Marriage and Death Certificates and it also issue free official passport.

Furthermore, the Minister in terms of both the Identification and Immigrations Acts has a right to waive the charging of the prescribed fees for enabling documents under certain circumstances, however during the year under review no material free services were granted.

## 8. CAPACITY CONSTRAINTS

### (i) Information Communication Technology

As reported previously, the Department procured the development of a system, which envisaged changing manual processes, where paper forms are used as a main interface with its clients and systems to a total paperless environment where all transactions are

committed online and real-time. In summary, the system was to provide solution for both Immigration and Civic services by integrating the National Population Register, National Immigration Information System and Movement Control System. Furthermore, Home Affairs National Identity System and Integrated Electronic Document Management System were to be interfaced into the core system.

This system was to be the nerve centre of the Department as it touches all its processes so the dispute between the Department and its service provider was a major constraint to the envisaged IT modernisation of the Department. The dispute was resolved as reported however, the Department engaged in a protracted process to finalise the definitive agreement, which paved the way for the implementation of the modernisation of the IT environment of the Department. The drafting of the definitive agreement has been completed and is awaiting the signatures of the parties. The delay in the signing of the said agreement has caused the non-delivery of certain IT related projects for 2011/12 financial year.

### ii) Human Resource capacity

To address human capacity this financial year, the department focused on implementing the Operating Model further to ensure that service delivery is enhanced and to strengthen decision making and accountability. Provinces were capacitated within the Districts at Management level and Office Heads were placed in branches. The Operating Model has ensured that the Provinces leadership and support capacity was increased, particularly in the financial management function in preparation for decentralization to the Provinces in the next financial year. To give effect to the Operating Model, large, medium and small offices have been defined in terms of the staffing numbers, level of branch heads per office, the amount of revenue generated and the population in relation to services that need to be rendered to the public. The post reprioritization for this year resulted in 1118 posts being funded and dedicated to further capacitate front line offices and National key ports of entry. More than 85% of these posts have been filled with more than 500 graduates being recruited into the department. All remaining contract employees whose contract terms ended were released with the contract portfolio reducing to 28 contract workers.

## 9. TRADING ENTITIES AND PUBLIC ENTITIES

### 9.1 Electoral Commission (IEC)

The Electoral Commission is a constitutional institution reporting directly to Parliament. Its vision is to strengthen constitutional democracy through the delivery of free and fair elections. The Commission was established in terms of section 3 of the Electoral Commission Act, 1996 (Act No. 51 of 1996).

The functions of the Commission include the following:

- To manage any election.
- To ensure that elections are free and fair.
- Performing the functions assigned to it by the Act.

The Chief Electoral Officer is the Accounting Officer of the Commission in terms of section 12 of the Act and submits independent Annual Financial Statements.

## 9.2 Film and Publication Board (FPB)

The FPB is a Schedule 3A National Public Entity in terms of the Public Finance Management Act. The Board was established in terms of section 3(1)(a) of the Films and Publications Act, No 65 of 1996 (PFMA), with the Deputy Minister of Home Affairs as its Executive Authority. The Board is responsible for the implementation of the Act, which regulates the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications.

The functions of the Board include the following:

- To regulate the creation, production, possession and distribution of certain publications and certain films by means of classification, the imposition of age restriction and giving advice to consumers.
- Performing the functions assigned to it by the Act.

The Chief Executive Officer is the Accounting Officer of the Board in terms of section 13 of the Act and submits independent Annual Financial Statements.

## 9.3 Government Printing Works (GPW)

The Government Printing Works (GPW) was established to render security printing and related services to the Government of South Africa. During 1976 the GPW was established as a Trade Account by the erstwhile Department of Finance. The GPW was converted to a Government Component during the 2009/10 financial year.

The functions of the GPW include the following:

- Compiling, editing, printing and distribution of Government Gazettes and Provincial Gazettes.

- The procurement and stocking of departmental forms and face value forms.
- The provision of a printing service pertaining to high security documents and also printed matter of a general nature.
- The administration of the Publications Section to provide for the stocking of government publications and the selling thereof to government institutions and the general public, as well as institutions abroad.

The Chief Executive Officer of GPW is the Accounting Officer in terms of section 36(3) of the PFMA of 1999 and submits independent Annual Financial Statements.

## 10. ORGANISATIONS TO WHOM TRANSFER PAYMENTS HAVE BEEN MADE

The following organisations received transfer payments from the Department as reported in Note 6 of the Financial Statements:

- Independent Electoral Commission
- Film and Publication Board
- Government Printing Works

## 11. CORPORATE GOVERNANCE ARRANGEMENTS

### i) Risk management and Fraud Prevention

The Department has adopted the Public Sector Risk Management Framework issued by the National Treasury as its risk management standard. To ensure that the department has in place an effective, efficient and transparent system of risk management, a Risk Management Committee, which is constituted of members of executive management and with clear terms of reference, was appointed. The risk management committee reports on a regular basis to the Director-General and the Audit Committee via its Chairperson.

The Department performed a comprehensive risk assessment in November 2011 to review and update its risk register. During this process the responsibility for designing and implementing risk mitigation strategies for the key risks were delegated to specific risk owners, drawn from the department's executive management.

In an effort to ensure that risk is identified and managed at its source the Department has intensified risk awareness and communication. Risk management now features as a permanent item on the Department's Management Committee and Quarterly Review platforms. Furthermore, risk management responsibilities have been included in the portfolios of the Directors: Finance and Administration at the 9 provincial offices. These Directors will be assisted by the Risk Management Support function based at Head Quarters to fulfil their responsibilities for ensuring appropriate risk management practices within their jurisdictions.

The Risk Management Committee Terms of Reference, Risk Management Policy and Risk Management Strategy were reviewed and updated in the period under review.

Going forward the Department's focus on its system of risk management will be on: strengthening the functioning of the Risk Management Committee, including bringing in members from outside the department's management; continuous training of officials responsible for key risk management functions; improving the tools and process for gathering and aggregating risk information and giving on-going attention to improving the timeliness and accuracy of risk reporting.

## **ii) Health and Safety**

The Director-General is responsible for ensuring compliance with the Occupational Health and Safety Act, Act 85 of 1993 and Regulations and for the implementation of all processes relating to the Occupational Health and Safety (OHS) standards.

During the year under review, the Department has established ten functional provincial committees in terms of section 17 of the Occupational Health and Safety Act 85/1993. As part of the on-going internal audit of the border posts, eighteen (18) border posts were visited, out of which eleven (11) were fully compliant. The compliance rate in terms of non-commercial border posts is at 61%. In terms of medical surveillance, eight hundred and fifty three (853) Immigration Officers were inoculated, including the newly appointed staff members at OR Tambo International Airport. The Department continued with internal assessments aimed at identifying occupational risks and potential health risks in terms of section 8 of the Occupational Health and Safety Act, 85 of 1993 and provided training to Occupational Health and Safety Representatives.

## **iii) Internal Audit**

The Department maintains a system of internal auditing as prescribed by the Public Finance Management Act, under the auspices of the Chief Directorate: Audit Services (Audit Services). In order to support an environment in which Audit Services can operate independently and objectively, the unit reports functionally to the Audit Committee and administratively to the Director-General. Audit Services functions in accordance with the prescripts of the Internal Audit Charter, as approved by the Audit Committee.

In October 2011, the Department effected steps to address areas of concerns with regard to Audit Services in fulfilling its obligations per the Internal Audit Charter. Since these changes Audit Services has developed the 2011/12 Internal Audit Plan, which was approved by the Audit Committee. The Plan was substantially executed as at year end. The Audit Committee approved the roll-over of two projects into the 2012/13 financial year owing to the fact that the resources were re-directed to more urgent ad-hoc projects. Furthermore, notwithstanding the completion of the associated audit testing by year end, the finalisation of certain internal audit reports were delayed into the 2012/13 financial year due to the need for additional quality assurance.

The Audit Committee approved the Internal Audit Plan for 2012/13, as well as the plan for 2013 to 2015, in March 2012. The Committee also approved the updated Internal Audit Charter in March 2012.

The current focus and impetus in improving the performance of Audit Services will continue going forward with particular emphasis on: building internal auditing skills and professionalism, modernising the tools and processes needed for robust risk-based auditing and increased management support. In terms of the latter the Audit Action Monitoring Committee is already working closely with Audit Services to hold management accountable for correcting identified problems. Furthermore, approval has been granted for acquiring capacity for information and communications technology auditing, and for insourcing capacity as and when needed.

The Department is grateful to the National Treasury for its assistance in improving Audit Services.

## **iv) Audit Committee**

The Department has a properly constituted Audit Committee as prescribed by the PFMA. The Audit Committee reports to the Director-General and functions in accordance with the prescripts of the Audit Committee Charter approved by the Director-General. The Audit Committee Charter permits the Committee to have recourse to the Minister of Home Affairs, the National Treasury and the Auditor-General if it has any critical issue to address.

The Committee has three members, two whose term have now expired. With recruiting new members the Department increased the membership to five to ensure that the Committee has the necessary diversity of skills and experience to execute its mandate. The three new members have taken office in May 2012 and further two will be appointed during the course of the financial year.

The Audit Committee convened 5 times during the year. The Department is thankful to the outgoing members, Mr Langa Dlomo-Ntuli and Mr Frans van der Westhuizen for their services.

## 12. FINANCIAL MANAGEMENT IMPROVEMENTS

### Strengthening Supply Chain Management and Finance functions

As reported in the previous year, the decision to roll out LOGIS in Provincial Offices has been approved. In order to pave the way for implementation of LOGIS at the provinces work had to be done on: infrastructure setup, creation of ICN numbers for individual asset, loading of audited assets as per 2010/11 financial year into the LOGIS fixed assets register and training of staff from various provinces. This has prepared the Provinces to conduct their own procurement in the next financial year.

To provide support for the decentralisation of functions as well as to ensure that internal controls are not compromised, capacity with regard to financial management has been increased in the provinces by appointing Directors Finance as well as State Accountants. Furthermore, additional capacity for procurement, asset management and human resources has been provided in the budget for 2012/13 financial year.

### Establishment of a Trading Account

As reported in the previous year, the Department was allowed to establish a trading account to defray costs relating to the production of passports within civic affairs. However, due to the extensive processes to be followed in operationalizing a trading account as well as the extended scope of the trading account subsequent to the budget process to include all revenue collected within civic and immigration affairs branches, National Treasury granted approval for the implementation of the trading account as from 1 April 2012. Considerable progress has been achieved with regard to the opening of the bank account, the procurement of the accounting system which is compliant with accrual basis of accounting and the establishment of governance structures. Furthermore, the Department has requested roll over of funds for the allocation that was not utilised during the year under review to operationalize the trading account.

### Financial Management Capability Maturity Model (FMCMM)

The Department reassessed its financial management capability maturity for the year under review with specific focus on assets management and internal audit function, and submitted same National Treasury for their review. The technical assessment will inform the support required from National Treasury in the next financial year. To achieve the expected improvements with regard to financial management, the Department has established the Audit Action Monitoring Committee to ensure the implementation of recommendations from both Internal Audit and Auditor-General, and continued with the Back to Basics project aimed at achieving an acceptable financial maturity capability level.

## Budget Process

In order to address challenges experienced with regard to budget management that resulted in overspending of the 2010/11 allocation, the Department embarked on a detailed budget process in which the operational and contractual costs of the Department were firstly funded and the priorities as captured in the strategic plan were properly catered for. Furthermore, the organisational structure was reviewed to ensure that critical positions for the achievement of the set goals were fully funded. In this regard, management and supervisory positions, as well as mobile office and hospital service delivery points were prioritized. These measures have improved the management of the budget as indicated by the level of expenditure, compared to the budget allocated.

## 13. PERFORMANCE INFORMATION

The Department has developed its strategic plan and annual performance plan for the next MTEF period, which articulates its strategic priorities. New policy proposals and objectives are submitted to the Minister for approval. The Executive Management Committee reviews the objectives and also paves the way for planning for the new financial year. In this regard a Ministerial retreat was held to develop strategic priorities for the 2011-12 financial year, which formed the basis for the strategic plan as well as Minister's vote budget speech.

### i) Performance Management System

The performance management and development system is a management tool for effective monitoring of individual performance to ensure that the goals are achieved in line with their strategic goals. The Department is committed to delivering relevant, responsive and high-quality products and services to Public as per its strategic and annual performance plans. The strategic and annual performance plans are cascaded to the business units through branch annual plans, business and operational plans, and finally to the officials' performance agreements. There are monitoring and evaluation mechanisms covering all activities planned and ensuring that performance is enhanced. The system requires that all members be contracted and evaluated quarterly. During the year under review, the Department ensured that branch annual performance plans were in place and officials have signed performance agreements and their activities are ultimately tied to the broader organisational outcomes and objectives. Furthermore, during the assessment process due diligence was exercised to ensure performance rewards were only granted for exceptional performance.

### ii) Management Reporting

On a quarterly basis the Executive Committee reviews progress with the implementation of the strategic objectives and takes the necessary corrective steps to reposition the Department to fully achieve its mandate.

As part of their responsibility, senior management members are required to submit progress reports on their respective areas of responsibility. To ensure monitoring and evaluation of the Department's performance, the Department conducts quarterly reviews which

includes senior management, heads of offices and representatives from various key delivery service points. Furthermore, members of the Departmental top management conducts oversight function at the provinces and provincial heads do the same at headquarters. This provides the basis of streamlining processes between headquarters and service delivery points (provinces) as the interdependency between the two levels of operations can have a negative impact on the service delivery.

The following reports are used as mechanisms to inform progress in respective key performance areas:

- Monthly and quarterly unit reports;
- Branch quarterly reports (including performance information verification);
- Quarterly Individual Performance Assessment evaluation reports ; and
- an Annual report.

To streamline this function the Department has created a performance and monitoring capacity within the Chief Directorate Policy and Strategic Management Unit to monitor performance through the evaluation of quarterly reports. Emphasis was placed on the verification of samples of performance information by the Internal Audit and Monitoring and Evaluation units on a quarterly and annual basis. This is in line with governmental initiatives to ensure that tax payers get value for money in respect of service delivery.

The Department developed an online reporting tool that will simplify the process of monthly and quarterly reporting and ensure better alignment between individual and organisational performance management. The reporting tool will include a dashboard functionality to allow managers to manage their business more effectively. The online reporting tool will be implemented during the 2012/13 financial year.

### **iii) Performance reports submissions in compliance with prescripts**

During the year under review the Department submitted progress reports to various stakeholders to facilitate oversight function. In this regard, strategic and annual performance plans were submitted to National Treasury and the Department of Performance Monitoring and Evaluation as well as to Parliament. Furthermore, quarterly progress reports were submitted to the above mentioned structures as well as to the Audit Committee.

## **14. SCOPA RESOLUTIONS**

The Department attended a hearing with the Standing Committee on Public Accounts (SCOPA) on 11 August 2011 regarding the Department's unauthorised expenditure incurred during the 2005-06 financial year (R99.9 million). On the Committee's fourteenth report of the SCOPA on the unauthorised expenditure of the Department of Home Affairs, dated 18 October 2011, the Committee on Public Accounts considered and approved the

unauthorised expenditure and stated that such expenditure must be recovered from the Department's future baseline budgets. However, since the R46 million of the unauthorised expenditure relates to expenditure of a capital nature there is no requirement to refund such amount. The difference of R53 million will be paid to the National Revenue Fund once a Finance Bill has been promulgated.

## **15. PRIOR MODIFICATIONS TO AUDIT REPORTS**

During the previous financial year, the Department obtained an unqualified audit opinion. Action plans were developed to address the issues raised by Auditor-General.

## **16. EXEMPTIONS AND DEVIATIONS RECEIVED FROM NATIONAL TREASURY**

During the year under review, National Treasury granted approval for the department to specify how receivables (Revenue collected by DIRCO abroad) disclosed in the Annual Financial Statements are measured.

## **17. INVESTIGATIONS: WHO AM I ON LINE (WAIO)**

As reported in the previous financial year, the Department has settled the dispute with the service provider. In this regard, the leases to the value of R 815 million have been cleared and the parties are in the process of finalising the definitive agreement, which will pave the way for the implementation of the Department's Information Technology modernisation project.

With regard to the commissioned investigation on the awarding of the WAIO tender, as well as the request for condonement of expenditure incurred from the Minister of Public Service and Administration, the Department received a letter from the Public Protector indicating that they will be investigating this matter in terms of section 182 (1) of the Constitution of the Republic of South Africa, 1996 and section 6 and 7 of the Public Protector Act, 1994. It was therefore prudent for the Department to put on hold other investigations to avoid duplication of resources, pending the final outcome from the office of the Public Protector. The report is awaited.

Furthermore the Department received a complaint through the Office of Public Service Commission that the department entered into a lease contract with the Tshwane Business and Agricultural Corporation without the involvement of the Department of Public Works and its was alleged that some officials were responsible for irregularities.. The Department has instituted investigations into this matter and once they are concluded the department will then consider whether the expenditure relating to the lease contract is disclosed as irregular and whether any action should be taken against affected officials.

## 18. EVENTS AFTER THE REPORTING DATE

The Department has concluded the signing of the definitive agreement with Gijima AST, which paves the way for the finalisation of the WAIO project as a requirement in the settlement agreement. Furthermore, at the time of reporting, there were no material events affecting the Department that had an impact on the Annual Financial Statements.

## 19. Interim Financial Statements

During the year under review, the Department complied with the Treasury instruction notes for the submission of quarterly financial statements.

## 20. APPROVAL

The Annual Financial Statements set out on pages to have been approved by the Accounting Officer:



**MKUSELI APLENI**  
**DIRECTOR-GENERAL**  
**DATE 13/10/2012**

## REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO.

### 4: THE DEPARTMENT OF HOME AFFAIRS

#### REPORT ON THE FINANCIAL STATEMENTS

##### Introduction

1. I have audited the financial statements of the Department of Home Affairs (DHA), which comprise the statement of financial position as at 31 March 2012, the statements of financial performance, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 93 to 142

##### Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation of these financial statements in accordance with the Departmental financial reporting framework prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

##### Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2001) (PAA), the General Notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

#### **Basis for qualified conclusion**

##### **Revenue management: Contingent assets**

6. With reference to accounting policy note 2.2 to the financial statements, the department discloses a contingent asset in respect of revenue receivable from foreign missions. The contingent asset balance of R219.8 million (2010/11:R56.8 million) is materially overstated by R34 million (2010/11: R113.1 million understated). This is due to an inconsistent application of the department's accounting policy, in both the prior and current financial years. Consequently, the receivables for departmental revenue balance is understated by R4.3 million (2010/11: R112 million overstated) and the payables balance is overstated by R12.7 million, with the remainder relating to an inter-departmental balance.

#### **Qualified opinion**

7. In my opinion, except for the effects of the matters described in the Basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Department of Home Affairs as at 31 March 2012 and its financial performance and cash flows for the year then ended, in accordance with the Departmental financial reporting framework prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

#### **Emphasis of matters**

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

#### **Financial reporting framework**

9. As disclosed in note 2.2 to the financial statements, the department has obtained a deviation from National Treasury in respect of the recognition of foreign revenue.

#### **Significant uncertainties**

10. With reference to note 19 to the financial statements, the department is the defendant in various pending legal claims. The outcome of these matters cannot presently be determined and no provision for any liability that may result has been made in the financial statements.

#### **Restatement of corresponding figures**

11. As disclosed in notes 14, 16, 19, 20 and 24 to the financial statements, the corresponding figures for 31 March 2011 have been restated as a result of errors discovered during 2012 in the financial statements of the DHA at, and for the year ended, 31 March 2011.

#### **Additional matters**

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

#### **Financial reporting framework**

13. The financial reporting framework prescribed by the National Treasury and applied by the department is a compliance framework. The wording of my opinion on a compliance framework should reflect that the financial statements have been prepared in accordance with this framework. Section 20(2)(a) of the Public Audit Act, however, requires me to express an opinion on the fair presentation of the financial statements. The wording of my opinion therefore reflects this requirement.
14. The supplementary annexures set out on pages 143 to 148 do not form part of the financial statements and is presented as additional information. I have not audited these annexures and, accordingly, I do not express an opinion thereon.

#### **Late finalisation of the audit**

15. Section 40(1)(c) of the PFMA requires the accounting officer to submit the annual financial statements, within two months of the end of the financial year, to the Auditor-General for auditing. Although the financial statements were submitted for auditing within the legislated timeframe, the audit was delayed, on request from the executive authority, in order for management to take corrective action relating to several account balances that were impacting on the audit opinion.

#### **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

16. In accordance with the PAA and the General Notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

#### **Predetermined objectives**

17. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 42 to 47 of the annual report.
18. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury Framework for managing programme performance information. The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

19. The material findings are as follows:

#### **Usefulness of information**

##### Performance indicators not well-defined

20. The National Treasury Framework for managing programme performance information (FMPPPI) requires that indicators should have clear unambiguous data definitions so that data is collected consistently and is easy to understand and use. A total of 30% of the indicators relevant to the Administration, Immigration and Civics Services programmes were not well defined in that clear, unambiguous data definitions were not available to allow for data to be collected consistently. This was mainly due to the fact these indicators and targets were not suitably developed during the strategic planning process. Indicators not verifiable
21. The National Treasury FMPPPI requires that it must be possible to validate the processes and systems that produce the indicator. A total of 26% of the indicators relevant to the Administration, Immigration and Civics Services programmes were not verifiable in that adequate processes and systems that produce the information on actual performance did not exist for these indicators. This was due to the lack of key controls in the relevant systems of collection/ collation / verification / storage of actual performance information.

#### **Reliability of information**

##### Reported performance not valid

22. The National Treasury FMPPPI requires that processes and systems which produce the indicator should be verifiable. A total of 32% of the actual reported performance relevant to the Administration, Immigration and Civics Services programmes was not valid when compared to the source information and/or evidence provided. This was due to a lack of adequate monitoring and review procedures for the recording of actual achievements by both senior management and internal audit.

#### **Reported performance not accurate**

23. The National Treasury FMPPPI requires that the indicator be accurate enough for its intended use and respond to changes in the level of performance. A total of 26% of the actual reported indicators relevant to the Administration, Immigration and Civics Services were not accurate when compared to source information. This was due to a lack of adequate monitoring and review procedures for the recording of actual achievements by both senior management and internal audit.
24. The National Treasury FMPPPI requires that the indicator be accurate enough for its intended use and respond to changes in the level of performance. I was unable to obtain all the information and explanations I considered necessary to satisfy myself as to the accuracy of the actual reported performance relevant to 22% of the Administration, Immigration and Civics Services. This was due to limitations placed on the scope of my work by the absence of the institution's records not permitting the application of alternative audit procedures.

#### **Additional matters**

25. I draw attention to the matters below. These matters do not have an impact on the predetermined objectives audit findings reported above.

#### **Achievement of planned targets**

26. Of the total number of planned targets, only 12 were achieved during the year under review. This represents 24% of total planned targets that were not achieved during the year under review. In some cases this was caused by a lack of detail in planning and in other cases due to actors beyond the immediate control of the Department such as dependencies on third parties

#### **Compliance with laws and regulations**

27. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA are as follows:

#### **Annual financial statements, performance and annual report**

28. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by appropriate records as required by section 40(1)(a) and (b) of the Public Finance Management Act. Material misstatements identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

#### **Revenue management**

29. The accounting officer did not ensure that appropriate processes were developed and implemented to provide for the recording, reconciliation and safeguarding of information about revenue, as required by Treasury Regulation 7.2.1.
30. The accounting officer did not take effective and appropriate steps to collect all money due, as required by section 38(1)(c)(i) of the Public Finance Management Act and Treasury Regulations 11.2.1, 15.10.1.2(a) and 15.10.1.2(e).

#### **Expenditure management**

31. The accounting officer did not take effective and appropriate steps to prevent irregular expenditure, as per the requirements of section 38(1)(c)(ii) of the PFMA.
32. Contractual obligations and money owed by the department were not settled within 30 days or an agreed period, as required by section 38(1)(f) of the Public Finance Management Act and Treasury Regulation 8.2.3.

### Internal audit

33. The internal audit function did not submit reports, detailing the performance against the annual internal audit plan, to the audit committee every quarter, as required by the Treasury Regulations 3.2.7(d).
34. The internal audit function did not have a three year rolling strategic plan in place, as required by Treasury Regulation 3.2.7(a).
35. The purpose, authority and responsibility of the internal audit function were not formally defined in an audit charter, as required by Treasury Regulation 3.2.5.
36. The internal audit function did not have an annual internal audit plan for the first year of the rolling three year strategic internal audit plan, as required by Treasury Regulation 3.2.7(b).
37. The internal audit function did not evaluate the reliability and integrity of financial and operational information, as required by Treasury Regulation 3.2.11(b).

### Procurement and contract management

38. Construction contracts were awarded to contractors that did not qualify for the contract in accordance with the prescripts of the Construction Industry Development Board.
39. Construction projects were not always registered with the Construction Industry Development Board (CIDB), as required by section 22 of the CIDB Act and CIDB regulation 18.
40. Contracts were awarded to bidders who did not submit a declaration of past supply chain practices such as fraud, abuse of SCM system and non-performance, which is prescribed in order to comply with Treasury regulation 16A9.1.
41. Contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, which is prescribed in order to comply with Treasury regulation 16A8.3.
42. Employees of the department performed remunerative work outside their employment in the department without written permission from the relevant authority as required by section 30 of the Public Service Act.
43. Persons in service of the department who had a private or business interest in contracts awarded by the department failed to disclose such interest, as required by Treasury Regulation 16A8.4.

44. Persons in service of the department whose close family members had a private or business interest in contracts awarded by the department participated in the process relating to that contract in contravention of Treasury Regulation 16A8.4.

### Human resources

45. Payroll reports were not certified by the person in charge of the pay point to confirm that all persons listed on the payroll report are entitled to payment on the date of payment. Payroll reports were not returned to the Chief financial Officer (CFO) within 10 days of being certified as per requirements of Treasury regulations 8.3.4 and 8.3.5.
46. Funded Vacant posts were not advertised within six months after becoming vacant and were not filled within 12 months after becoming vacant as per the requirements of PSRI/VIIC.1A.2
47. Performance agreements of SMS members were not signed by 31 May 2011 as per the requirements of PSR 4/III/BI and chapter 4 of the SMS handbook.

### Internal control

48. I considered internal control relevant to my audit of the financial statements and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the basis for qualified opinion and the findings on compliance with laws and regulations included in this report.

### Leadership

49. The accounting officer did not exercise effective oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls.
50. Management have not implemented appropriate actions to address deficiencies in internal control a sustainable solution to address the internal control deficiencies is yet to be implemented.

### Financial and performance management

51. Proper record keeping was not always implemented in a timely manner to ensure that complete, relevant and accurate information was accessible and available to support financial and performance reporting.
52. Daily and monthly processing and reconciling of revenue transactions are not being performed.
53. The accounting officer did not prepare regular, accurate and complete financial and performance reports that were supported and evidenced by reliable information.

54. The reviewing and monitoring of compliance with applicable laws and regulations were ineffective.

#### **Governance**

55. The internal audit unit was not functioning adequately for the full financial year. The accounting officer, has, however, taken steps to address the matter, but a long term, sustainable solution still needs to be found.

#### **OTHER REPORTS**

##### **Investigation**

56. The department referred a case for investigation. The matter related to a payment where goods/services were not received.
57. An investigation commissioned relating to the awarding of a tender has been put on hold by the department, to avoid duplicating the efforts of another state institution. This institution has communicated to the department that it would be conducting an investigation into the matter.
58. The department is also investigating allegations received from the Public Service Commission regarding irregularities in the conclusion of a lease contract.

*Auditor-General*

**Pretoria**  
**13/10/2012**



**AUDITOR - GENERAL**  
**SOUTH AFRICA**

*Auditing to build public confidence*

Appropriation per programme									
2011/12								2010/11	
APPROPRIATION STATEMENT	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>1. Administration</b>									
Current payment	1 889 733	(567 424)	93 120	1 415 429	1 308 250	107 179	92.4%	1 255 546	1 431 696
Transfers and subsidies	1 771	(203)	–	1 568	1 568	–	100.0%	1 425	1 425
Payment for capital assets	6 360	567 409	5 000	578 769	578 769	–	100.0%	230 594	230 594
Payment for financial assets	–	218	–	218	218	–	100.0%	28 546	28 546
<b>2. Citizen Affairs</b>									
Current payment	2 330 570	(10 053)	(172 120)	2 148 397	2 073 709	74 688	96.5%	1 967 973	2 128 576
Transfers and subsidies	1 034 898	6 115	–	1 041 013	1 041 013	–	100.0%	1 599 874	1 599 874
Payment for capital assets	8 711	3 938	–	12 649	12 238	411	96.8%	45 228	140 701
<b>3. Immigration Affairs</b>									
Current payment	578 474	(857)	74 000	651 617	631 572	20 045	96.9%	671 711	926 789
Transfers and subsidies	297	783	–	1 080	1 080	–	100.0%	166	166
Payment for capital assets	–	74	–	74	74	–	100.0%	33 327	33 327
<b>TOTAL</b>	<b>5 850 814</b>	<b>–</b>	<b>–</b>	<b>5 850 814</b>	<b>5 648 491</b>	<b>202 323</b>	<b>96.5%</b>	<b>5 834 390</b>	<b>6 521 694</b>
<b>Reconciliation with statement of financial performance</b>									
<b>ADD</b>									
Departmental receipts				<b>752 888</b>				<b>644 752</b>	
<b>Actual amounts per statement of financial performance (total revenue)</b>				<b>6 603 702</b>				<b>6 479 142</b>	
<b>Actual amounts per statement of financial performance (total expenditure)</b>					<b>5 648 491</b>				<b>6 521 694</b>

Appropriation per economic classification									
2011/12							2010/11		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	2 225 642	(70 896)	(165 870)	1 988 876	1 944 902	43 974	97.8%	1 869 424	2 051 901
Goods and services	2 573 135	(520 117)	160 870	2 213 888	2 055 950	157 938	92.9%	1 921 545	2 330 899
Interest and rent on land	–	12 679	–	12 679	12 679	–	100.0%	104 261	104 261
<b>Transfers and subsidies</b>									
Provinces and municipalities	1 245	(214)	–	1 031	1 031	–	100.0%	634	634
Departmental agencies and accounts	1 034 248	–	–	1 034 248	1 034 248	–	100.0%	1 591 355	1 591 355
Households	1 473	6 909	–	8 382	8 382	–	100.0%	9 476	9 476
<b>Payments for capital assets</b>									
Buildings and other fixed structures									
Machinery and equipment	11 934	160 406	5 000	177 340	176 929	411	99.8%	133 359	189 701
Software and other intangible assets	3 137	411 015	–	414 152	414 152	–	100.0%	175 790	214 921
<b>Payments for financial assets</b>	–	218	–	218	218	–	100.0%	28 546	28 546
<b>Total</b>	<b>5 850 814</b>	<b>–</b>	<b>–</b>	<b>5 850 814</b>	<b>5 648 491</b>	<b>202 323</b>	<b>96.5%</b>	<b>5 834 390</b>	<b>6 521 694</b>

Detail per sub-programme	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>I.1 Ministry</b>									
Current payment	40 713	(9 954)	(6 000)	24 759	24 759	–	100.0%	28 233	28 233
Transfers and subsidies	–	13	–	13	13	–	100.0%	–	–
Payment for capital assets	–	417	–	417	417	–	100.0%	309	309
<b>I.2 Management Support Services</b>									
Current payment	96 426	(2 774)	15 802	109 454	99 481	9 973	90.9%	59 092	158 317
Transfers and subsidies	596	(578)	–	18	18	–	100.0%	55	55
Payment for capital assets	–	196	–	196	196	–	100.0%	55	55
<b>I.3 Corporate Services</b>									
Current payment	493 362	33 998	103 318	630 678	542 241	88 437	86.0%	370 045	401 475
Transfers and subsidies	1 082	363	–	1 445	1 445	–	100.0%	1 339	1 339
Payment for capital assets	2 058	13 075	5 000	20 133	20 133	–	100.0%	29 207	29 207
Payment for financial assets	–	218	–	218	218	–	100.0%	28 546	28 546
<b>I.4 Transversal Information Technology Management</b>									
Current payment	937 765	(582 796)	(20 000)	334 969	326 200	8 769	97.4%	506 581	506 581
Transfers and subsidies	93	(1)	–	92	92	–	100.0%	31	31
Payment for capital assets	4 000	554 023	–	558 023	558 023	–	100.0%	198 779	198 779
<b>I.5 Office Accommodation</b>									
Current payment	321 467	(5 898)	–	315 569	315 569	–	100.0%	291 595	337 090
Payment for capital assets	302	(302)	–	–	–	–		2 244	2 244
<b>Total</b>	<b>1 897 864</b>	<b>–</b>	<b>98 120</b>	<b>1 995 984</b>	<b>1 888 805</b>	<b>107 179</b>	<b>94.6%</b>	<b>1 516 111</b>	<b>1 692 261</b>

2011/12								2010/11	
Detail per sub-programme	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>2.1 Civic Affairs Management</b>									
Current payment	24 640	(3 120)	–	21 520	14 802	6 718	68.8%	11 818	11 818
Transfers and subsidies	–	1	–	1	1	–	100.0%	–	–
Payment for capital assets	–	1 314	–	1 314	903	411	68.7%	2 698	2 698
<b>2.2 Status Services</b>									
Current payment	408 765	(43)	(13 000)	395 722	348 694	47 028	88.1%	217 086	377 802
Transfers and subsidies	–	102	–	102	102	–	100.0%	741	741
Payment for capital assets	–	–	–	–	–	–	–	173	173
<b>2.3 Identification Services</b>									
Current payment	240 841	(10 326)	(5 000)	225 515	224 416	1 099	99.5%	237 516	239 683
Transfers and subsidies	–	180	–	180	180	–	100.0%	840	840
Payment for capital assets	8 711	130	–	8 841	8 841	–	100.0%	28 732	124 205
<b>2.4 Access to Services</b>									
Current payment	115 803	(2 891)	(12 000)	100 912	91 852	9 060	91.0%	91 590	91 590
Transfers and subsidies	650	(71)	–	579	579	–	100.0%	360	360
Payment for capital assets	–	53	–	53	53	–	100.0%	9 870	9 870
<b>2.5 Service Delivery to Provinces</b>									
Current payment	1 540 521	6 327	(142 120)	1 404 728	1 393 945	10 783	99.2%	1 409 963	1 407 683
Transfers and subsidies	–	5 903	–	5 903	5 903	–	100.0%	6 578	6 578
Payment for capital assets	–	2 441	–	2 441	2 441	–	100.0%	3 755	3 755
<b>2.6 Film and Publication Board</b>									
Transfers and subsidies	65 458	–	–	65 458	65 458	–	100.0%	56 187	56 187
<b>2.7 Government Printing Works</b>									
Transfers and subsidies	129 002	–	–	129 002	129 002	–	100.0%	97 228	97 228
<b>2.8 Electoral Commission</b>									
Transfers and subsidies	839 788	–	–	839 788	839 788	–	100.0%	1 437 940	1 437 940
<b>Total</b>	<b>3 374 179</b>	<b>–</b>	<b>(172 120)</b>	<b>3 202 059</b>	<b>3 126 960</b>	<b>75 099</b>	<b>97.7%</b>	<b>3 613 075</b>	<b>3 869 151</b>



Economic classification	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	1 616 882	(6 121)	(165 870)	1 444 891	1 431 699	13 192	99.1%	1 352 621	1 350 639
Goods and services	713 688	(3 932)	(6 250)	703 506	642 010	61 496	91.3%	615 352	777 937
<b>Transfers and subsidies to:</b>									
Provinces and municipalities	650	(6)	–	644	644	–	100.0%	339	339
Departmental agencies and accounts	1 034 248	–	–	1 034 248	1 034 248	–	100.0%	1 591 355	1 591 355
Households	–	6 121	–	6 121	6 121	–	100.0%	8 121	8 121
<b>Payment for capital assets</b>									
Machinery and equipment	5 574	3 938	–	9 512	9 101	411	95.7%	40 062	96 404
Software and other intangible assets	3 137	–	–	3 137	3 137	–	100.0%	5 225	44 356
<b>Total</b>	<b>3 374 179</b>	<b>–</b>	<b>(172 120)</b>	<b>3 202 059</b>	<b>3 126 960</b>	<b>75 099</b>	<b>97.7%</b>	<b>3 613 075</b>	<b>3 869 151</b>

Detail per sub-programme	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>3.1 Immigration Affairs Management</b>									
Current payment	60 586	18 345	–	78 931	78 931	–	100.0%	54 219	54 219
Transfers and subsidies	297	(274)	–	23	23	–	100.0%	15	15
Payment for capital assets	–	27	–	27	27	–	100.0%	444	444
<b>3.2 Admission Services</b>									
Current payment	170 117	58 473	44 000	272 590	271 989	601	99.8%	259 942	259 942
Transfers and subsidies	–	356	–	356	356	–	100.0%	94	94
Payment for capital assets	–	–	–	–	–	–		32 684	32 684
<b>3.3 Immigration Services</b>									
Current payment	288 687	(60 292)	30 000	258 395	238 951	19 444	92.5%	309 861	562 659
Payment for capital assets	–	672	–	672	672	–	100.0%	–	–
Payment for financial assets	–	20	–	20	20	–	100.0%	119	119
<b>1.4 Asylum Seekers</b>									
Current payment	59 084	(17 383)	–	41 701	41 701	–	100.0%	47 689	49 969
Transfers and subsidies	–	29	–	29	29	–	100.0%	57	57
Payment for capital assets	–	27	–	27	27	–	100.0%	80	80
<b>Total</b>	<b>578 771</b>	<b>–</b>	<b>74 000</b>	<b>652 771</b>	<b>632 726</b>	<b>20 045</b>	<b>96.9%</b>	<b>705 204</b>	<b>960 282</b>

Economic classification	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	289 158	(30 791)	–	258 367	238 474	19 893	92.3%	275 541	460 000
Goods and services	289 316	29 934	74 000	393 250	393 098	152	100.0%	396 170	466 789
<b>Transfers and subsidies to:</b>									
Households	297	783	–	1 080	1 080	–	100.0%	225	225
<b>Payment for capital assets</b>									
Machinery and equipment	–	74	–	74	74	–	100.0%	24 205	24 205
Software and other intangible assets	–	–	–	–	–	–		9 063	9 063
<b>Payments for financial assets</b>									
<b>Total</b>	<b>578 771</b>	<b>–</b>	<b>74 000</b>	<b>652 771</b>	<b>632 726</b>	<b>20 045</b>	<b>96.9%</b>	<b>705 204</b>	<b>960 282</b>

#### Vote 4 - Notes to the appropriation statement for the year ended 31 March 2012

##### 1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexure 1 (A–H) to the Annual Financial Statements.

##### 2. Detail of specifically and exclusively appropriated amounts voted (after Virement):

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

##### 3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

##### 4. Explanations of material variances from Amounts Voted (after Virement):

4.1 Per Programme	Final Appropriation	Actual Expenditure	Variance R'000	Variance as a % of Final Appropriation
Programme 1	1 995 984	1 888 805	107 179	5.4%
Programme 2	3 202 059	3 126 960	75 099	2.3%
Programme 3	652 771	632 726	20 045	3.1%

4.2 Per Economic classification	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
<b>Current payments</b>				
Compensation of employees	1 988 876	1 944 902	43 974	2.2%
Goods and services	2 213 888	2 055 950	157 938	7.1%
Interest and rent on land	12 679	12 679	–	–
<b>Transfers and subsidies</b>				
Provinces and municipalities	1 031	1 031	–	–
Departmental agencies and accounts	1 034 248	1 034 248	–	–
Households	8 382	8 382	–	–
<b>Payments for capital assets</b>				
Machinery and equipment	177 340	176 929	411	0.2%
Software and other intangible assets	414 152	414 152	–	–
<b>Payments for financial assets</b>	<b>218</b>	<b>218</b>	–	–

*Savings are mainly due to late filling of vacant positions, non-response of tenders, certain expenditure could not materialise, as well as funds allocated for the self-financing of the production costs of passports.*

**Vote 4- Statement of Financial Performance  
for the year ended 31 March 2012**

	<b>Note</b>	<b>2011/12</b>	<b>2010/11</b>
		<b>R'000</b>	<b>R'000</b>
<b>REVENUE</b>			
Annual appropriation	<u>1</u>	5 850 814	5 834 390
Departmental revenue	<u>2</u>	752 888	644 752
<b>TOTAL REVENUE</b>		<b>6 603 702</b>	<b>6 479 142</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	<u>3</u>	1 944 902	2 051 901
Goods and services	<u>4</u>	2 055 950	2 330 899
Interest and rent on land	<u>5</u>	12 679	104 261
<b>Total current expenditure</b>		<b>4 013 531</b>	<b>4 487 061</b>
<b>Transfers and subsidies</b>			
Transfers and subsidies	<u>7</u>	1 043 661	1 601 465
<b>Total transfers and subsidies</b>		<b>1 043 661</b>	<b>1 601 465</b>
<b>Expenditure for capital assets</b>			
Tangible capital assets	<u>8</u>	176 929	189 701
Software and other intangible assets	<u>8</u>	414 152	214 921
<b>Total expenditure for capital assets</b>		<b>591 081</b>	<b>404 622</b>
<b>Payments for financial assets</b>	<u>6</u>	218	28 546
<b>TOTAL EXPENDITURE</b>		<b>5 648 491</b>	<b>6 521 694</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>955 211</b>	<b>(42 552)</b>
<b>Reconciliation of Net Surplus/(Deficit) for the year</b>			
Voted funds		202 323	(687 304)
Annual appropriation		202 323	(637 304)
Conditional grants			
Unconditional grants			
Departmental revenue and NRF Receipts	<u>14</u>	752 888	644 752
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>955 211</b>	<b>(42 552)</b>

**Vote 4- Statement of Financial Position  
for the year ended 31 March 2012**

**ASSETS**

**Current assets**

Unauthorised expenditure  
Cash and cash equivalents  
Prepayments and advances  
Receivables

**TOTAL ASSETS**

**LIABILITIES**

**Current liabilities**

Voted funds to be surrendered to the Revenue Fund  
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund  
Bank overdraft  
Payables

**TOTAL LIABILITIES**

**NET ASSETS**

**Represented by:**

Recoverable revenue

**Total**

<i>Note</i>	2011/12	2010/11
	R'000	R'000
	<b>879 293</b>	<b>954 386</b>
<u>9</u>	787 187	787 187
<u>10</u>	58 259	10 491
<u>11</u>	698	188
<u>12</u>	33 149	156 520
	<b>879 293</b>	<b>954 386</b>
	<b>878 200</b>	<b>952 984</b>
<u>13</u>	202 323	—
<u>14</u>	104 848	214 360
<u>15</u>	132 909	549 268
<u>16</u>	438 120	189 356
	<b>878 200</b>	<b>952 984</b>
	<b>1 093</b>	<b>1 402</b>
	1 093	1 402
	<b>1 093</b>	<b>1 402</b>

**Vote 4- Statement of Changes in Net Asstes  
for the year ended 31 March 2012**

	<i>Note</i>	2011/12 R'000	2010/11 R'000
<b>Recoverable revenue</b>			
Opening balance		1 402	1 093
Transfers:		<b>(309)</b>	<b>309</b>
Debts recovered (included in departmental receipts)		(309)	309
Closing balance		<b>1 093</b>	<b>1 402</b>
<b>TOTAL</b>		<b>1 093</b>	<b>1 402</b>

**Vote 4- Cash Flow Statements  
for the year ended 31 March 2012**

	2011/12 R'000	2010/11 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts	<b>6 603 702</b>	<b>6 479 142</b>
Annual appropriated funds received	<u>1.1</u> 5 850 814	5 834 390
Departmental revenue received	<u>2</u> 752 888	644 752
Net (increase)/decrease in working capital	371 625	(923 678)
Surrendered to Revenue Fund	(862 400)	(353 773)
Current payments	(4 013 531)	(3 799 757)
Payments for financial assets	(218)	(28 546)
Transfers and subsidies paid	(1 043 661)	(1 601 465)
<b>Net cash flow available from operating activities</b>	<u>17</u> <b>1 055 517</b>	<b>(228 077)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payments for capital assets	<u>8</u> (591 081)	(404 622)
<b>Net cash flows from investing activities</b>	<b>(591 081)</b>	<b>(404 622)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Increase/(decrease) in net assets	(309)	309
<b>Net cash flows from financing activities</b>	<b>(309)</b>	<b>309</b>
Net increase/(decrease) in cash and cash equivalents	464 127	(632 390)
Cash and cash equivalents at beginning of period	(538 777)	93 613
<b>Cash and cash equivalents at end of period</b>	<u>18</u> <b>(74 650)</b>	<b>(538 777)</b>



## Department of Home Affairs: Vote 4

### Accounting Policies For the year ended 31 March 2012

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 1 of 2010.

#### 1. Presentation of the Financial Statements

##### 1.1 Basis of preparation

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid.

##### 1.2 Presentation currency

All amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

##### 1.3 Rounding

Unless otherwise stated all financial figures have been rounded to the nearest one thousand Rand (R'000).

##### 1.4 Comparative figures

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

##### 1.5 Comparative figures – Appropriation Statement

A comparison between actual amounts and final appropriation per major classification of expenditure is included in the Appropriation Statement.

## 2. Revenue

### 2.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Unexpended appropriated funds are surrendered to the National Revenue Fund. Any amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised as payable in the statement of financial position.

Any amount due from the National/Provincial Revenue Fund at the end of the financial year is recognised as a receivable in the statement of financial position.

### 2.2 Departmental revenue

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise.

Any amount owing to the National Revenue Fund at the end of the financial year is recognised as a payable in the statement of financial position.

No accrual is made for amounts receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure notes to the annual financial statements.

#### Foreign revenue

The policy below is in line with deviation approved by National Treasury.

Cash collected by DIRCO on behalf of DHA is only recognized when the following conditions are met:

- complete, accurate and valid supporting documents for the transactions are obtained from DIRCO, and
- Cash relating to the verified supporting documents is received by DHA.

A payable is recognised in instances where cash is received from DIRCO without the corresponding supporting documents; documents are not validated for accuracy and completeness; and where cash received is not yet allocated to the respective accounts, and is disclosed as Intergovernmental Payables in Annexure 4.

A receivable is recognised to the extent that it relates to amounts due to DHA from DIRCO, evidenced by complete, accurate and valid supporting documents, but for which no cash has been received from DIRCO, and is disclosed as Claims Recoverable in Annexure 3.

Revenue collected by DIRCO but for which the corresponding supporting documentation and cash has not been received by DHA, is disclosed as a Contingent Asset in disclosure note 19.2 to the Annual Financial Statements.

### **2.3 Direct Exchequer receipts**

All direct exchequer receipts are recognised in the statement of financial performance when the cash is received and is subsequently paid into the National Revenue Fund, unless stated otherwise.

Any amount owing to the National Revenue Funds at the end of the financial year is recognised as a payable in the statement of financial position.

### **2.4 Direct Exchequer payments**

All direct exchequer payments are recognised in the statement of financial performance when final authorisation for payment is effected on the system (by no later than 31 March of each year).

### **2.5 Aid assistance**

Aids assistance is recognised as revenue when received

All in-kind aid assistance is disclosed at fair value on the date of receipt in the annexures to the Annual Financial Statements

The cash payments made during the year relating to aid assistance projects are recognised as expenditure in the statement of financial performance when final authorisation for payments is effected on the system (by no later than 31 March of each year)

The value of the assistance expensed prior to the receipt of funds is recognised as a receivable in the statement of financial position.

Inappropriately expensed amounts using aid assistance and any unutilised amounts are recognised as payables in the statement of financial position.

All CARA funds received must be recorded as revenue when funds are received. The cash payments made during the year relating to CARA earmarked projects are recognised as expenditure in the statement of financial performance when final authorisation for payments effected on the system (by no later than 31 March of each year)

Inappropriately expensed amounts using CARA funds are recognised as payables in the statement of financial position. Any unutilised amounts are transferred to retained funds as they are not surrendered to the revenue fund.

## **3. Expenditure**

### **3.1 Compensation of employees**

#### **3.1.1 Salaries and wages**

Salaries and wages are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

Other employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements at its face value and are not recognised in the statement of financial performance or position.

Employee costs are capitalised to the cost of a capital project when an employee spends more than 50% of his/her time on the project. These payments form part of expenditure for capital assets in the statement of financial performance.

#### **3.1.2 Social contributions**

Employer contributions to post employment benefit plans in respect of current employees are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Employer contributions made by the department for certain of its ex-employees (such as medical benefits) are classified as transfers to households in the statement of financial performance.

### **3.2 Goods and services**

Payments made during the year for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

The expense is classified as capital if the goods and/or services were acquired for a capital project or if the total purchase price exceeds the capitalisation threshold (currently R5,000). All other expenditures are classified as current.

Rental paid for the use of buildings or other fixed structures is classified as goods and services and not as rent on land.

### **3.3 Interest and rent on land**

Interest and rental payments are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). This item excludes rental for the use of buildings or other fixed structures. If it is not possible to distinguish between payment for the use of land and the fixed structures on it, the whole amount should be recorded under goods and services.

### **3.4 Payments for financial assets**

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements amounts.

All other losses are recognised when authorisation has been granted for the recognition thereof.

### **3.5 Transfers and subsidies**

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

### **3.6 Unauthorised expenditure**

When confirmed unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure approved with funding is derecognised from the statement of financial position when the unauthorised expenditure is approved and the related funds are received.

Where the amount is approved without funding it is recognised as expenditure in the statement of financial performance on the date of approval.

### **3.7 Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

### **3.8 Irregular expenditure**

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

## **4. Assets**

### **4.1 Cash and cash equivalents**

Cash and cash equivalents are carried in the statement of financial position at cost.

Bank overdrafts are shown separately on the face of the statement of financial position.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

### **4.2 Other financial assets**

Other financial assets are carried in the statement of financial position at cost.

### **4.3 Prepayments and advances**

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made and are derecognised as and when the goods/services are received or the funds are utilised.

Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

### **4.4 Receivables**

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party (including departmental employees) and are derecognised upon recovery or write-off.

Receivables outstanding at year-end are carried in the statement of financial position at cost plus any accrued interest. Amounts that are potentially irrecoverable are included in the disclosure notes.

#### **4.5 Investments**

Capitalised investments are shown at cost in the statement of financial position.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

#### **4.6 Loans**

Loans are recognised in the statement of financial position when the cash is paid to the beneficiary. Loans that are outstanding at year-end are carried in the statement of financial position at cost plus accrued interest.

Amounts that are potentially irrecoverable are included in the disclosure notes.

#### **4.7 Inventory**

Inventories that qualify for recognition must be initially reflected at cost. Where inventories are acquired at no cost, or for nominal consideration, their cost shall be their fair value at the date of acquisition.

All inventory items at year-end are reflected using the weighted average cost or FIFO cost formula.

#### **4.8 Capital assets**

##### **4.8.1 Movable assets**

###### **Initial recognition**

A capital asset is recorded in the asset register on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

All assets acquired prior to 1 April 2002 are included in the register R1.

###### **Subsequent recognition**

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as “expenditure for capital assets” and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current “goods and services” in the statement of financial performance.

##### **4.8.2 Immovable assets**

###### **Initial recognition**

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the immovable capital asset is stated at R1 unless the fair value for the asset has been reliably estimated.

###### **Subsequent recognition**

Work-in-progress of a capital nature is recorded in the statement of financial performance as “expenditure for capital assets”. On completion, the total cost of the project is included in the asset register of the department that is accountable for the asset.

Repairs and maintenance is expensed as current “goods and services” in the statement of financial performance.

##### **4.8.3 Intangible assets**

###### **Initial recognition**

An intangible asset is recorded in the asset register on receipt of the item at cost. Cost of an intangible asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the intangible asset is stated at fair value. Where fair value cannot be determined, the intangible asset is included in the asset register at R1.

All intangible assets acquired prior to 1 April 2002 can be included in the asset register at R1.

###### **Subsequent expenditure**

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as “expenditure for capital asset” and is capitalised in the asset register of the department.

Maintenance is expensed as current “goods and services” in the statement of financial performance.

## **5. Liabilities**

### **5.1 Payables**

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are carried at cost in the statement of financial position.

The amount payable relates to cash received from DIRCO without relevant supporting documents and cash received but not yet allocated by year end, and is disclosed as Intergovernmental Payables.

### **5.2 Contingent liabilities**

Contingent liabilities are included in the disclosure notes to the financial statements when it is possible that economic benefits will flow from the department, or when an outflow of economic benefits or service potential is probable but cannot be measured reliably.

### **5.3 Contingent assets**

Contingent assets are included in the disclosure notes to the financial statements when it is probable that an inflow of economic benefits will flow to the entity.

All revenue collected by DIRCO where supporting documentation has not been received by DHA is disclosed as a contingent asset in the disclosure notes to the Annual Financial Statements.

### **5.4 Commitments**

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

### **5.5 Accruals**

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

### **5.6 Employee benefits**

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the statement of financial performance or the statement of financial position.

## **5.7 Lease commitments**

### **Finance lease**

Finance leases are not recognised as assets and liabilities in the statement of financial position. Finance lease payments are recognised as an expense in the statement of financial performance and are apportioned between the capital and interest portions. The finance lease liability is disclosed in the disclosure notes to the financial statements.

### **Operating lease**

Operating lease payments are recognised as an expense in the statement of financial performance. The operating lease commitments are disclosed in the disclosure notes to the financial statement.

### **5.8 Impairment**

The department tests for impairment where there is an indication that a receivable, loan or investment may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. An estimate is made for doubtful loans and receivables based on a review of all outstanding amounts at year-end. Impairments on investments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows / service potential flowing from the instrument.

### **5.9 Provisions**

Provisions are disclosed when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the obligation can be made.

## **6. Receivables for departmental revenue**

Receivables for departmental revenue are disclosed in the disclosure notes to the Annual Financial Statements.

The receivable relating to revenue collected by DIRCO is only included in the Statement of Financial Position to the extent that it relates to amounts, which are supported by documents. Where DHA only received supporting documents, the amount due from DIRCO is disclosed as a Receivable for Departmental Revenue. The amount disclosed in the Interdepartmental Receivable relates to funds due from DIRCO but are unconfirmed because the relevant supporting documents had not been received.

## **7. Net Assets**

### **7.1 Capitalisation reserve**

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National Revenue Fund when the underlying asset is disposed and the related funds are received.

### **7.2 Recoverable revenue**

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

## **8. Related party transactions**

Specific information with regards to related party transactions is included in the disclosure notes.

## **9. Key management personnel**

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

## **10. Public private partnerships**

A description of the PPP arrangement, the contract fees and current and capital expenditure relating to the PPP arrangement is included in the disclosure notes.

## DEPARTMENT OF HOME AFFAIRS

### Vote 4 - Notes of the Annual Financial Statements for the year ended 31 March 2012

#### I. ANNUAL APPROPRIATION

##### I.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds):

	Final Appropriation R'000	Actual Funds Received R'000	2011/12 Funds not requested/ not received R'000	2010/11 Appropriation received R'000
Programme 1	1 995 984	1 995 984	-	1 516 111
Programme 2	3 202 059	3 202 059	-	3 613 075
Programme 3	652 771	652 771	-	705 204
<b>Total</b>	<b>5 850 814</b>	<b>5 850 814</b>	<b>-</b>	<b>5 834 390</b>

*The Department requested its entire budget allocated to it in terms of the Appropriation Act and has furthermore spent it according to its programmes and objectives as approved in the Strategic Plan of the Department.*

#### 2. Departmental revenue

	Note	2011/12 R'000	2010/11 R'000
Tax revenue			
Sales of goods and services other than capital assets	2.1	665 214	610 777
Fines, penalties and forfeits	2.2	44 383	27 021
Interest, dividends and rent on land	2.3	882	543
Transactions in financial assets and liabilities	2.4	42 409	6 411
<b>Departmental revenue collected</b>		<b>752 888</b>	<b>644 752</b>

*The Departments revenue collected has increased as a result of tariffs that have been adjusted for the year under review. Amongst others, the increase was mainly on the identity document and the passport. The increase was mainly based on the security features that have been added on both this enabling documents*

## 2.1 Sales of goods and services other than capital assets

	Note	2011/12	2010/11
	2	R'000	R'000
Sales of goods and services produced by the department			
Sales by market establishment		2 078	1 370
Administrative fees		660 587	609 395
Other sales		2 535	—
Sales of scrap, waste and other used current goods		14	12
<b>Total</b>		<b>665 214</b>	<b>610 777</b>

## 2.2 Fines, penalties and forfeits

	Note	2011/12	2010/11
	2	R'000	R'000
Fines		37 927	24 372
Penalties		4 130	2 450
Forfeits		2 326	199
<b>Total</b>		<b>44 383</b>	<b>27 021</b>

## 2.3 Interest, dividends and rent on land

	Note	2011/12	2010/11
	2	R'000	R'000
Interest		882	543
Dividends			
Rent on land			
<b>Total</b>		<b>882</b>	<b>543</b>

## 2.4 Transactions in financial assets and liabilities

	Note	2011/12	2010/11
	2	R'000	R'000
Loans and advances			
Receivables		42 409	6 411
<b>Total</b>		<b>42 409</b>	<b>6 411</b>



### 3. Compensation of employees

#### 3.1 Salaries and Wages

Note	2011/12 R'000	2010/11 R'000
Basic salary	1 337 772	1 211 592
Performance award	5 930	11 376
Service Based	3 547	6 597
Compensative/circumstantial	43 770	105 441
Periodic payments	2 631	4 410
Other non-pensionable allowances	259 528	469 258
<b>Total</b>	<b>1 653 178</b>	<b>1 808 674</b>

#### 3.1 Social contributions

Note	2011/12 R'000	2010/11 R'000
<b>Employer contributions</b>		
Pension	168 971	142 881
Medical	122 266	99 843
Bargaining council	487	503
<b>Total</b>	<b>291 724</b>	<b>243 227</b>
<b>Total compensation of employees</b>	<b>1 944 902</b>	<b>2 051 901</b>
Average number of employees	8 856	9 185

*There has generally been a decrease in the expenditure as a result of the overall review of the current performance evaluation process and the non-awarding of the 1, 5% pay progression across the board. The Department has also reduced the amount of remunerated overtime by introducing the shift system which has led to effective and efficient delivery of services in the Department.*

#### 4. Goods and services

	Note	2011/12	2010/11
		R'000	R'000
Administrative fees		62 617	27 061
Advertising		15 028	13 970
Assets less than R5,000	4.1	8 214	12 638
Bursaries (employees)		2 339	2 444
Catering		4 742	5 837
Communication		70 849	85 280
Computer services	4.2	388 515	408 683
Consultants, contractors and agency/outsourced services	4.3	333 196	385 203
Entertainment		626	982
Audit cost – external	4.4	17 747	21 748
Fleet services		88 098	166
Inventory	4.5	361 296	396 322
Housing		-	-
Operating leases		210 994	223 822
Property payments	4.6	195 877	167 512
Rental and hiring		-	-
Transport provided as part of the departmental activities		65 373	62 683
Travel and subsistence	4.7	190 307	478 426
Venues and facilities		12 051	8 253
Training and staff development		4 010	6 689
Other operating expenditure	4.8	24 071	23 180
<b>Total</b>		<b>2 055 950</b>	<b>2 330 899</b>

*The Department has adopted a cost saving model where the supply of goods and services are thoroughly reviewed before committing any funds for purchases. Furthermore the approach is to make sure that the procurement plan is referred to in any event where purchases are going to take place.*

#### 4.1 Assets less than R5,000

	Note	2011/12	2010/11
	4	R'000	R'000
<b>Tangible assets</b>			
Machinery and equipment		8 214	12 638
<b>Total</b>		<b>8 214</b>	<b>12 638</b>

The decrease is mainly attributed to the fact that the life span on some of the items such as office equipment less than R5000 threshold is longer than 2 years. Strict measures and controls are in place in ensuring that even these items are traced in instances where they are removed from their original place.

#### 4.2 Computer services

	Note	2011/12	2010/11
	4	R'000	R'000
SITA computer services		124 722	191 419
External computer service providers		263 793	217 264
<b>Total</b>		<b>388 515</b>	<b>408 683</b>

In dealing with the issue of capacitating and embracing change within the organisation, the department appointed fulltime officials to deal with IT related issues instead of utilising consultants.

#### 4.3 Consultants, contractors and agency/outsourced services

	Note	2011/12	2010/11
	4	R'000	R'000
Business and advisory services		30 513	116 825
Infrastructure and planning		–	5
Legal costs		46 339	21 396
Contractors		121 204	107 735
Agency and support/outsourced services		135 140	139 242
<b>Total</b>		<b>333 196</b>	<b>385 203</b>

The Executive Authority and Senior Management took a decision that the operations of this organisation are of utmost importance hence the need for reclassifying into security other than pure administration. In lieu of adjusting towards this developments fewer consultants were utilised which then led to a decrease in this year's expenses. Services relating to information will be restricted to fewer contractors until such time the organisation is able to perform some of the functions on its own.

#### 4.4 Audit cost – External

	Note	2011/12	2010/11
	4	R'000	R'000
Regularity audits		17 747	21 748
<b>Total</b>		<b>17 747</b>	<b>21 748</b>

The Regulatory Audit of the Department for the previous year was conducted and finalised within the agreed time frame as prescribed in the PFMA. This was as a result of concerted efforts taken up by senior management team and their involvement has thus then yielded positive results.

#### 4.5 Inventory

	Note	2011/12	2010/11
	4	R'000	R'000
Learning and teaching support material		21	1
Food and food supplies		24	–
Fuel, oil and gas		83	913
Other consumable materials		6 397	4 262
Materials and supplies		3 111	3 885
Stationery and printing		350 986	386 846
Medical supplies		33	54
Medicine		641	361
<b>Total</b>		<b>361 296</b>	<b>396 322</b>

The re-toning of SCOA and other financial reforms has led to various items shifts. The comparative from the previous year is not possible, as the system is already closed for previous year's expenditure. In addition National Treasury has created new item codes and numbers that are linked to various accounts on the trial balance. The layout design of reading materials including the Annual Report were consequently done by Branch: Communication Services reducing the costs related to this expenditure item.

#### 4.6 Property payments

	Note	2011/12	2010/11
	4	R'000	R'000
Municipal services		80 088	54 240
Property maintenance and repairs		39 881	63 938
Other		75 908	49 334
<b>Total</b>		<b>195 877</b>	<b>167 512</b>

Additional offices have been upgraded and leases for the period have also increased. Furthermore the finalisation of the Look and Feel project that has just been completed also led to making sure that there is a total upgrade of other offices hence this increase.

#### 4.7 Travel and subsistence

	Note	2011/12	2010/11
	4		
Employee costs			
Domestic travel costs		184 979	435 170
International travel costs		5 328	43 256
<b>Total</b>		<b>190 307</b>	<b>478 426</b>

In the 2010/2011 financial year, items relating to Travel and Subsistence expenses were split between fleet services, transport for departmental activities. The amount shown on adds to the total for goods and services but not for Travel and Subsistence as a standalone item. Travelling has also been reduced between the Head Office and Regional Offices most functions and system can now be accessed at local offices including the resolutions of problems and challenges faced by the department.

#### 4.8 Other operating expenditure

	Note	2011/12	2010/11
	4	R'000	R'000
Learnerships		2	–
Professional bodies, membership and subscription fees		11	2 141
Resettlement costs		5 705	1 778
Other		18 353	19 261
<b>Total</b>		<b>24 071</b>	<b>23 180</b>

Expenditure relating to Resettlement Costs has risen sharply as a result of the newly appointed officials and the redeployed members from SANDF. It is a requirement as part of the employee benefits to accommodate officials for a period not exceeding three months and in exceptional cases for six months.

## 5. Interest and rent on land

	Note	2011/12	2010/11
		R'000	R'000
Interest paid		12 679	104 261
<b>Total</b>		<b>12 679</b>	<b>104 261</b>

*The Department has entered into finance lease with various companies it is required of departments to apportion the interest amount from the capital amount paid for the usage of the equipment acquired through this financing method/ model.*

## 6. Payments for financial assets

	Note	2011/12	2010/11
		R'000	R'000
Debts written off	6.1	218	28 546
<b>Total</b>		<b>218</b>	<b>28 546</b>

### 6.1 Debts written off

	Note	2011/12	2010/11
		R'000	R'000
<b>Nature of debts written off</b>			
Ex-employees		218	463
Reparation Foreign Dep: Account DIRCO		–	28 083
<b>Total debt written off</b>		<b>218</b>	<b>28 546</b>

*The Department has embarked on an initiative of making sure that debts are followed-up regularly and in other instances the Office: State Attorney together with National Treasury is consulted for further input and guidance. It is only in those cases where long outstanding cases that are uneconomical to follow-up are written off. Furthermore, the Pension's Administration is also pioneering in making sure that those who owe the Department pension pay-outs are prioritised and make the Department the preferred creditor.*

## 7. Transfers and subsidies

	2011/12	2010/11
	R'000	R'000
	<i>Note</i>	
Provinces and municipalities	<i>Annex 1A</i> 1 031	634
Departmental agencies and accounts	<i>Annex 1B</i> 1 034 248	1 591 355
Households	<i>Annex 1C</i> 8 382	9 476
<b>Total</b>	<b>1 043 661</b>	<b>1 601 465</b>

*In compliance to the PFMA and Treasury Regulation, Transfer Payments to Agencies were processed taking into account section 38(1)(j) of the Act. Total expenditure has decreased since there were no elections during the year under review. In these total there are payments for service benefits for leave gratuity for officials that left the public and license fees paid to Thswane Municipality.*

## 8. Expenditure for capital assets

	<i>Note</i>	2011/12	2010/11
		R'000	R'000
<b>Tangible assets</b>		<b>176 929</b>	<b>189 701</b>
Machinery and equipment	30	176 929	189 701
<b>Software and other intangible assets</b>		<b>414 152</b>	<b>214 921</b>
Computer software	31	414 152	214 921
<b>Total</b>		<b>591 081</b>	<b>404 622</b>

### 8.1 Analysis of funds utilised to acquire capital assets – 2011/12

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
<b>Tangible assets</b>	<b>176 929</b>		<b>176 929</b>
Machinery and equipment	176 929		176 929
<b>Software and other intangible assets</b>	<b>414 152</b>		<b>414 152</b>
Computer software	414 152		414 152
<b>Total</b>	<b>591 081</b>		<b>591 081</b>

## 8.2 Analysis of funds utilised to acquire capital assets – 2010/11

	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
<b>Tangible assets</b>	<b>189 701</b>		<b>189 701</b>
Machinery and equipment	189 701		189 701
<b>Software and other intangible assets</b>	<b>214 921</b>		<b>214 921</b>
Computer software	214 921		214 921
<b>Total</b>	<b>404 622</b>		<b>404 622</b>

## 9. Unauthorised expenditure

### 9.1 Reconciliation of unauthorised expenditure

	Note	2011/12	2010/11
		R'000	R'000
Opening balance		787 187	99 883
Unauthorised expenditure – discovered in current year	9		687 304
<b>Unauthorised expenditure awaiting authorisation / written off</b>		<b>787 187</b>	<b>787 187</b>

### 9.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification

	2011/12	2010/11
	R'000	R'000
Current	787 187	787 187
<b>Total</b>	<b>787 187</b>	<b>787 187</b>



### 9.3 Analysis of unauthorised expenditure awaiting authorisation per type

	2011/12	2010/11
	R'000	R'000
Unauthorised expenditure relating to overspending of the vote or a main division within a vote	787 187	787 187
<b>Total</b>	<b>787 187</b>	<b>787 187</b>

*Unauthorised Expenditure relates to the overspending of the main vote during the 2010/2011 financial year. Standing Committee on Public Accounts has during the year approved the previous year's expenditure of R99,8 million from 2005/2006 financial year. The expenditure has been approved without funds however the clearance will be from 2012/2013 budget.*

### 10. Cash and cash equivalents

	Note	2011/12	2010/11
		R'000	R'000
Consolidated Paymaster General Account		57 400	8 565
Cash receipts		468	1 546
Cash on hand		391	380
<b>Total</b>		<b>58 259</b>	<b>10 491</b>

### 11. Prepayments and advances

	Note	2011/12	2010/11
		R'000	R'000
Travel and subsistence		287	188
Prepayments		411	–
<b>Total</b>		<b>698</b>	<b>188</b>

*Standing advances issued to the officials during the period under review is as a result of continued transformation processes in the department where several new projects kick-started. Various officials were given advances in order to enable them to perform their duties promptly advancing the course and programmes of government. The projects are namely the Cuban Project, Counter Corruption and the Asset Verification Projects. The massive drive was as a result of an endeavour to make sure that the status and the image of the department is improved. Additional to the prepayments is an amount of R,4 million relating to amount paid in advance for capital assets.*

## 12. Receivables

	2011/12					2010/11
	Note	R'000 Less than one year	R'000 One to three years	R'000 Older than three years	R'000 Total	R'000 Total
Claims recoverable Annex 4	12.1	311	110	94	515	422
Recoverable expenditure	12.2	19 693	7 690	-	27 383	150 356
Staff debt	12.3	1 823	1 418	1 713	4 955	5 439
Other debtors	12.4	19	278	-	296	
<b>Total</b>		<b>21 846</b>	<b>9 496</b>	<b>1 807</b>	<b>33 149</b>	<b>156 520</b>

### 12.1 Claims recoverable

	Note	2011/12	2010/11
	12	R'000	R'000
National departments		160	302
Provincial departments		355	120
<b>Total</b>		<b>515</b>	<b>422</b>

*Various officials have been transferred to departments, but however during the period not all the amounts were recovered from the affected department. Consultation between the two departments is ongoing and response is obtained monthly.*

### 12.2 Recoverable expenditure (disallowance accounts)

	Note	2011/12	2010/11
	12	R'000	R'000
Disallowance Dishonoured Cheques		11	12
Disallowance Damages and Losses		19 682	5 693
Recoverable expenditure (Repatriation)		7 690	144 651
<b>Total</b>		<b>27 383</b>	<b>150 356</b>

*The Department has put concerted efforts in making sure that the Department of International relations and Cooperation settles and pay off its debt in time. The amounts were then transferred to relevant items and accounts in time hence such a huge decrease as compared to previous year.*

### 12.3 Staff debt

	Note	2011/12	2010/11
	12	R'000	R'000
Salary: Tax Debt		13	16
Debt Account		4 942	4 654
Sal:Reversal Control: CA			769
<b>Total</b>		<b>4 955</b>	<b>5 439</b>

Salary deductions to officials owing the department have been instated hence the decrease in the debt account balance. Salary deductions to officials owing the department have been instated hence the decrease in the debt account balance. Majority of the debts arise from bursary repayments and other ex-employees whose pension pay-outs could not be enough to pay up the debt. Such cases are then written off where it's uneconomical to follow-up/where the debt can cause undue hardships to the next of kins of the debtor.

### 12.4 Other debtors

	Note	2011/12	2010/11
	12	R'000	R'000
Financial Assistance		277	297
Fruitless Exp: Dep Vote		–	3
Sal Medical		19	3
<b>Total</b>		<b>296</b>	<b>303</b>

In the cases above the department has a stop-list of individuals that have been assisted financially when in distress. The individuals are been followed up monthly and there are process in place of amending legislation to review current status.

### 13. Voted funds to be surrendered to the Revenue Fund

	Note	2011/12 R'000	2010/11 R'000
Opening balance		–	68 375
Transfer from statement of financial performance		202 323	(687 304)
Add: Unauthorised expenditure for current year	9	–	687 304
Paid during the year			(68 375)
<b>Closing balance</b>		<b>202 323</b>	<b>–</b>

*Funds that were not utilised during the year amounts to R202 million, this balance will be surrendered to the National Revenue Fund in due course. The Department has however approached National Treasury for rollover of funds for capital projects that could not materialise as a result of unforeseen circumstances. A total of R149 million has already been requested and awaiting Treasury's approval.*

### 14. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	Note	2011/12 R'000	2010/11 R'000
Opening balance		214 360	25 548
Transfer from Statement of Financial Performance		752 888	644 752
Correction of Prior Year Revenue		–	(170 542)
Paid during the year		(862 400)	(285 398)
<b>Closing balance</b>		<b>104 848</b>	<b>214 360</b>

*Total revenue collected for the year under review is to the value of R753 million which is attributed to the sales of goods and services. The increase is resulting from both local and international revenue collected on behalf of the department by DIRCO. Total revenue surrendered to the National Revenue Fund is to the value of R862 million. Further to this an amount to the tune of R105 million as the closing balance will be surrendered during to NRF during the next open accounting month. Prior year balances have been restated due to change in foreign revenue accounting policies.*

## 15. Bank Overdraft

	<i>Note</i>	<b>2011/12</b>	<b>2010/11</b>
		<b>R'000</b>	<b>R'000</b>
Consolidated Paymaster General Account		132 909	549 268
<b>Total</b>		<b>132 909</b>	<b>549 268</b>

## 16. Payables – current

	<i>Note</i>	<b>2011/12</b>	<b>2010/11</b>
		<b>Total</b>	<b>Total</b>
Amounts owing to other entities			
Clearing accounts	16.1	321 922	86 171
Other payables	16.2	116 198	103 185
<b>Total</b>		<b>438 120</b>	<b>189 356</b>

### 16.1 Clearing accounts

	<i>Note</i>	<b>2011/12</b>	<b>2010/11</b>
		<b>R'000</b>	<b>R'000</b>
Description	16		
Salary Other		82	406
Boat/Plane Stowaway Deposits		860	1 046
Sal: Income Tax		1 616	2 284
Repatriation Foreign Dep: DIRCO: CL		318 910	82 435
Salary Reversal		454	–
<b>Total</b>		<b>321 922</b>	<b>86 171</b>

## 16.2 Other payables

	Note	2011/12	2010/11
Description	16	R'000	R'000
Debt Receivable Interest		564	370
Repatriation Deposits		115 634	102 815
<b>Total</b>		<b>116 198</b>	<b>103 185</b>

Total payables decreased mainly as a result of the improved controls and follow-ups done to all affected areas. In making these follow-ups, monthly and weekly meetings are held with various stakeholders. Some of the main accounts were cleared weekly as opposed to monthly. The bulk of the balance on clearing accounts will be cleared in the next opening month and paid over to relevant institutions. Prior year balances have been restated due to change in foreign revenue accounting policies.

## 17. Net cash flow available from operating activities

	Note	2011/12	2010/11
		R'000	R'000
Net surplus/(deficit) as per Statement of Financial Performance		955 211	(42 552)
Add back non cash/cash movements not deemed operating activities		100 306	(185 525)
(Increase)/decrease in receivables – current		123 371	(143 310)
(Increase)/decrease in prepayments and advances		(510)	526
Increase/(decrease) in payables – current		248 764	(93 590)
Expenditure on capital assets		591 081	404 622
Surrenders to Revenue Fund		(862 400)	(353 773)
<b>Net cash flow generated by operating activities</b>		<b>1 055 517</b>	<b>(228 077)</b>

## 18. Reconciliation of cash and cash equivalents for cash flow purposes

	Note	2011/12	2010/11
		R'000	R'000
Consolidated Paymaster General account		(75 509)	(540 703)
Cash receipts		468	1 546
Cash on hand		391	380
<b>Total</b>		<b>(74 650)</b>	<b>(538 777)</b>

*These amounts are not recognised in the Annual Financial Statements and are disclosed to enhance the usefulness of the Annual Financial Statements.*

**Vote 4 - Disclosure Notes to the Annual Financial Statements  
for the year ended 31 March 2012**

**19. Contingent liabilities and contingent assets**

**19.1 Contingent liabilities**

		<i>Note</i>	<b>2011/12</b>	<b>2010/11</b>
			<b>R'000</b>	<b>R'000</b>
<b>Liable to</b>	<b>Nature</b>			
Motor vehicle guarantees	Employees	<i>Annex 2A</i>	605	1 353
Housing loan guarantees	Employees	<i>Annex 2A</i>	1 188	2 465
Claims against the department		<i>Annex 2B</i>	1 202 315	1 134 899
Other departments (interdepartmental unconfirmed balances)		<i>Annex 3</i>	74 227	202 802
<b>Total</b>			<b>1 278 335</b>	<b>1 341 519</b>

*Prior year balances have been restated*

**19.2 Contingent Assets**

	<b>Note</b>	<b>2011/12</b>	<b>2010/11</b>
		<b>R'000</b>	<b>R'000</b>
Nature of Contingent Asset			
Department of International Relations and Cooperation		219 828	56 836
<b>Total</b>		<b>219 828</b>	<b>56 836</b>

*Various institutions and individuals have raised and challenged the department on its operation. The effect of the challenge led to quantifying the contingent liabilities. Included in the disclosure are also amounts for unconfirmed balances with other departments, motor vehicle guarantees and housing. The amounts have been restated for the prior year.*



## 20. Commitments

	Note	2011/12	2010/11
		R'000	R'000
<b>Current expenditure</b>			
Approved and contracted		1 660 265	1 961 070
Approved but not yet contracted		7 818	64 980
		<b>1 668 083</b>	<b>2 026 050</b>
<b>Capital expenditure</b>			
Approved and contracted		1 184 681	1 180 825
Approved but not yet contracted		1 184 681	1 180 825
<b>Total Commitments</b>		<b>2 852 764</b>	<b>3 206 875</b>

Various existing contract were re-evaluated to distinguish their validity and affordability in the preceding years. The commitments were then carefully reviewed and adjusted to reflect all resources necessary for prompt delivery of services in the Department for the MTEF period, hence the increase. In addition the contracts are valid and overlapping over financial years and have been catered for. Prior year's commitments have been restated.

## 21. Accruals

	2011/12		2010/11	
	R'000		R'000	
<b>Listed by economic classification</b>				
	<b>30 Days</b>	<b>30+ Days</b>	<b>Total</b>	<b>Total</b>
Goods and services	33 663	53 648	87 311	65 963
Interest and rent on land	–	–	–	9 500
Capital assets	6 820	12	6 832	475 255
Other	–	–	–	–
<b>Total</b>	<b>40 483</b>	<b>53 660</b>	<b>94 143</b>	<b>550 718</b>
		Note	2011/12	2010/11
			R'000	R'000
<b>Listed by programme level</b>				
Programme 1: Administration			58 899	534 573
Programme 2: Citizen Affairs			27 903	2 715
Programme 3: Immigration Affairs			7 341	13 430
<b>Total</b>			<b>94 143</b>	<b>550 718</b>

Functions pertaining to payment processing, is only done at Head Office. The effect of this is that the thirty days rule for payments as per the Treasury Regulations is not possible which leads to other payments not done in time hence they are then accrued to the following year. Included in the amount accruals are the payments for individuals who acted in higher position in March but were only paid in April. Furthermore amounts for salary recoverable for both national and provincial departments' forms part of these totals, including confirmed interdepartmental payables mainly for interdepartmental services.

	Note	2011/12 R'000	2010/11 R'000
Confirmed balances with other departments	Annex 4	111 832	85 085
<b>Total</b>		<b>111 832</b>	<b>85 085</b>

## 22. Employee benefits

	Note	2011/12 R'000	2010/11 R'000
Leave entitlement		76 750	56 863
Service bonus (Thirteenth cheque)		58 601	49 902
Performance awards		35 458	33 098
Capped leave commitments		119 162	118 755
<b>Total</b>		<b>283 972</b>	<b>258 618</b>

Amount provided for the employee benefits has also increased because it is linked to the increase of normal cost of living adjustments. The amounts reflected are based on the calculations and formulae are derived and prescribed by the Department of Public Service and Administration. The amount disclosed for performance bonus is calculated based on 1,5% of the Compensation of Employee budget which equals R2,3 billion. Included in the leave entitlement is also leave with negative balances emanating from current leave taken in the new cycle 2012 to be taken before end June 2013.

## 23. Lease commitments

### 23.1 Operating leases expenditure

2011/12	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year			243 079	93	243 172
Later than 1 year and not later than 5 years			285 229	23	285 252
Later than five years			57 736	-	57 736
<b>Total lease commitments</b>			<b>586 044</b>	<b>116</b>	<b>586 160</b>
2010/11	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
Not later than 1 year			116 899	2 608	119 507
Later than 1 year and not later than 5 years			143 549	1 346	144 895
Later than five years			52 261	-	52 261
<b>Total lease commitments</b>			<b>312 709</b>	<b>3 954</b>	<b>316 663</b>

*The Department is not only occupying state owned building but also entered into private lease agreements. Through the Department of Public Works engagement, the Department is in a process of acquiring its own office accommodation, hence the month to month lease contracts to avoid continuous dependency on private leases*

## 23.2 Finance leases expenditure

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
<b>2011/12</b>					
Not later than 1 year				2 260	2 260
Later than 1 year and not later than 5 years				1 568	1 568
<b>Total lease commitments</b>				<b>3 828</b>	<b>3 828</b>
LESS: finance costs				1	1
<b>Total present value of lease liabilities</b>				<b>3 827</b>	<b>3 827</b>

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
<b>2010/11</b>					
Not later than 1 year				19 732	19 732
Later than 1 year and not later than 5 years				11 947	11 947
<b>Total lease commitments</b>				<b>31 679</b>	<b>31 679</b>
LESS: finance costs				2 918	2 918
<b>Total present value of lease liabilities</b>				<b>28 761</b>	<b>28 761</b>

## 24. Receivables for departmental revenue

Note	2011/12	2010/11
	R'000	R'000
Sales of goods and services other than capital assets	165 732	187 139
Fines, penalties and forfeits	338 583	261 401
Sale of Capital Assets	552	-
<b>Total</b>	<b>504 867</b>	<b>448 540</b>

The Department of International Relations and Cooperation, is responsible for collecting and paying over revenue to the department at various intervals. In this year under review vouchers to the value of R165 million were declared as receivables pending final confirmation from various stakeholders. During the period under review the department disposed some of its obsolete and capital assets through an auction. The proceeds thereof were only received after year end hence this disclosure. No comparatives as there were not similar activities in the previous financial year. Prior year balances have been restated due to change in foreign revenue accounting policies.

## 24.1 Analysis of receivables for departmental revenue

Note	2011/12 R'000	2010/11 R'000
Opening balance	448 540	266 927
Less: amounts received	(448 540)	(266 927)
Total amount received	(430 344)	(266 927)
Adjustment relating to the restatement	(18 196)	-
Add: amounts recognised	504 867	448 540
<b>Closing balance</b>	<b>504 867</b>	<b>448 540</b>

## 25. Irregular expenditure

### 25.1 Reconciliation of irregular expenditure

Note	2011/12 R'000	2010/11 R'000
Opening balance	457 518	439 231
Add: Irregular expenditure – relating to current year	5 723	24 491
Less: Amounts condoned	-	(6 204)
<b>Irregular expenditure awaiting condonation</b>	<b>463 241</b>	<b>457 518</b>
<b>Analysis of awaiting condonation per age classification</b>		
Current year	5 723	18 287
Prior years	457 518	439 231
<b>Total</b>	<b>463 241</b>	<b>457 518</b>

The Department is frequently reporting on these matters to National Treasury. The cases are also followed up to determine the extent of the irregularity and where possible disciplinary measures are taken against those individuals. In instances where the Accounting Officer has authority to deal with such cases, they are then referred to his office for final decision.

## 25.2 Details of irregular expenditure – current year

Incident	Disciplinary steps taken/criminal proceedings	2011/12 R'000
Non Compliance with Tender Procedures	The matter is still under investigation and awaiting finalisation	1 347
Contractors/Builders appointed not according to C.I.D.B. ( Act 38 Of 2000)		3 952
Non-disclosure of supplier interest Departmental employees in procuring of goods and services		34
Non-compliance with DPSA policy guideline on Acting allowance Chapter I Part VII B5.1m B5,2 and B5,3 for SMS and personnel on salary level I to I2		390
<b>Total</b>		<b>5 723</b>

*Compliance to various pieces of legislations has been fully met but however the department through its existing structures is enforcing this. Furthermore, the need to educate officials about declarations of business interest within the Department. It will be prioritised in the preceding to avoid re-occurrence of this nature where officials do not disclose their interest. Communication tools and strategies are already in place to combat this non-compliance.*

## 26. Fruitless and wasteful expenditure

### 26.1 Reconciliation of fruitless and wasteful expenditure

	Note	2011/12 R'000	2010/11 R'000
Opening balance		334 640	–
Fruitless and wasteful expenditure – relating to current year		700	334 640
<b>Fruitless and wasteful expenditure awaiting condonement</b>		<b>335 340</b>	<b>334 640</b>

## 26.2 Analysis of awaiting condonation per economic classification

	2011/12	2010/11
	R'000	R'000
Current	335 340	334 640
Capital		-
<b>Total</b>	<b>335 340</b>	<b>334 640</b>

## 26.3 Analysis of Current year's fruitless and wasteful expenditure

Incident	Disciplinary steps taken/criminal proceedings	2011/12
		R'000
Interest charged on late payments for leasing of IT equipment	The matter is under investigation and will be finalised. Various officials have already been consulted to determine liability	700
<b>Total</b>		<b>700</b>

## 27. Related party transactions

1. Department of Public Works
2. Government Printing Works
3. Film and Publication Board
4. Electoral Commission

1.	Provides for and manage the accommodation, housing, land and infrastructure needs of national departments.
2.	For the provision of security printing services to the Department including the stationery and printing on the goods and services
3.	To ensure efficient and effective consumer protection through regulation of media content
4.	It is a Chapter 9 constitutional institution reporting directly to Parliament and manages the national, provincial and municipal elections.

## 28. Key management personnel

	No. of Individuals	2011/12 R'000	2010/11 R'000
Political office bearers (provide detail below)	2	3 465	2 758
Officials:			
Level 15 to 16	10	10 717	5 782
Level 14 (incl. CFO if at a lower level)	40	27 518	28 827
<b>Total</b>		<b>41 700</b>	<b>37 367</b>

*Total key management personnel have increased as personnel that were appointed in various vacant positions that also increased the expenditure. Included in key management personnel is also the Executive Authority of the Department*

## 29. Impairment

	Note	2011/12 R'000	2010/11 R'000
<b>Impairment</b>			
Debtors		6 548	4 931
Other		166	100
<b>Total</b>		<b>6 714</b>	<b>5 031</b>



### 30. Movable Tangible Capital Assets

#### MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Opening balance	Current Year Adjustments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>904 930</b>	<b>7 695</b>	<b>111 273</b>	<b>55 839</b>	<b>968 059</b>
Transport assets	160 038	1 502	10 193	205	171 528
Computer equipment	638 745	6 760	86 748	46 973	685 280
Furniture and office equipment	71 026	(11 018)	5 482	6 261	59 229
Other machinery and equipment	35 121	10 451	8 850	2 400	52 022
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>904 930</b>	<b>7 695</b>	<b>111 273</b>	<b>55 839</b>	<b>968 059</b>

#### 30.1 Additions

#### ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>176 929</b>	<b>61 605</b>	<b>(128 250)</b>	<b>989</b>	<b>111 273</b>
Transport assets	10 542	-	(349)	-	10 193
Computer equipment	150 922	61 605	(125 888)	109	86 748
Furniture and office equipment	4 611	-	-	871	5 482
Other machinery and equipment	10 854	-	(2 013)	9	8 850
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>176 929</b>	<b>61 605</b>	<b>(128 250)</b>	<b>989</b>	<b>111 273</b>

## 30.2 Disposals

### DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>16 092</b>	<b>39 747</b>	<b>55 839</b>	
Transport assets	205	-	205	-
Computer equipment	14 007	32 966	46 973	-
Furniture and office equipment	1 561	4 700	6 261	-
Other machinery and equipment	319	2 081	2 400	-
<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>16 092</b>	<b>39 747</b>	<b>55 839</b>	<b>-</b>

## 30.3 Movement for 2010/11

### MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2011

	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>761 218</b>	<b>146 880</b>	<b>3 168</b>	<b>904 930</b>
Transport assets	158 719	1 319	-	160 038
Computer equipment	518 864	120 181	300	638 745
Furniture and office equipment	64 702	7 789	1 465	71 026
Other machinery and equipment	18 933	17 591	1 403	35 121
<b>TOTAL MOVABLE TANGIBLE ASSETS</b>	<b>761 218</b>	<b>146 880</b>	<b>3 168</b>	<b>904 930</b>

### 30.4 Minor assets

#### MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2012

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance				164 138		164 138
Current Year				825		825
Adjustments to Prior Year balances						
Additions				18 940		18 940
Disposals				(17 557)		(17 557)
<b>TOTAL MINOR ASSETS</b>				<b>166 346</b>		<b>166 346</b>

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Number of RI minor assets				16		16
Number of minor assets at cost				148 281		148 281
<b>TOTAL NUMBER OF MINOR ASSETS</b>				<b>148 297</b>		<b>148 297</b>

## MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2011

Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	683	–	141 685	–	142 368
Curr Year Adjustments to Prior Year balances	(683)	–	11 681	–	10 998
Additions		–	13 150	–	13 150
Disposals		–	(2 378)	–	(2 378)
<b>TOTAL MINOR ASSETS</b>		<b>–</b>	<b>164 138</b>	<b>–</b>	<b>164 138</b>

### 30.5 Movable assets written off

#### MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2012

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off				(73 032)		(73 032)
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(73 032)</b>		<b>(73 032)</b>

### 31. Intangible Capital Assets

#### MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Opening balance	Current Year Adjust-ments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
COMPUTER SOFTWARE	1 012 063	(1 572)	3 434		1 013 925
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>1 012 063</b>	<b>(1 572)</b>	<b>3 434</b>		<b>1 013 925</b>

#### 31.1 Additions

#### ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED

31 MARCH 2012

	Cash	Non-Cash	(Develop- ment work in progress - current costs)	Received current year, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
COMPUTER SOFTWARE	414 152		(407 581)	(3 137)	3 434
<b>TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS</b>	<b>414 152</b>		<b>(407 581)</b>	<b>(3 137)</b>	<b>3 434</b>

### 31.2 Movement for 2010/11

#### MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2011

	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
COMPUTER SOFTWARE	615 420	396 643	–	1 012 063
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>615 420</b>	<b>396 643</b>	<b>–</b>	<b>1 012 063</b>

## Vote 4 - Annexures to the Annual Financial Statements for the year ended 31 March 2012

### ANNEXURE 1A STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER		SPENT			2010/11
	Amount	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Amount received by municipality	Amount spent by municipality	% of available funds spent by municipality	Total Available
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	%	R'000
Tshwane Municipality: Vehicle Licenses	1 031	-	-	1 031	1 031	-	-	-	-	634
	<b>1 031</b>	<b>-</b>	<b>-</b>	<b>1 031</b>	<b>1 031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>634</b>

### ANNEXURE 1B STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2010/11
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Film and Publication Board	65 458	-	-	65 458	65 458	100	56 187
Government Printing Works	129 002	-	-	129 002	129 002	100	97 228
Electoral Commission	839 788	-	-	839 788	839 788	100	1 437 940
	<b>1 034 248</b>	<b>-</b>	<b>-</b>	<b>1 034 248</b>	<b>1 034 248</b>		<b>1 591 355</b>

**ANNEXURE 1C  
STATEMENT OF TRANSFERS TO HOUSEHOLDS**

	TRANSFER ALLOCATION				EXPENDITURE		2010/11
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>HOUSEHOLDS</b>							
<b>Transfers</b>							
Emp: Social Ben: Injury on Duty	15	-	-	15	15	100%	-
Emp: Social Ben: Leave Gratuity	7 775	-	-	7 775	7 775	100%	9 476
Claims Against State: Cash	592	-	-	592	592	100%	-
<b>Total</b>	<b>8 382</b>	<b>-</b>	<b>-</b>	<b>8 382</b>	<b>8 382</b>		<b>9 476</b>

**ANNEXURE 2A  
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2012 – LOCAL**

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2011	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced/ released during the year	Revaluations	Closing balance 31 March 2012	Guaranteed interest for year ended 31 March 2012	Realised losses not recoverable i.e. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Motor vehicles								
	STANNIC	1 121	1 353	-	748	-	605	-	-
	<b>Subtotal</b>	<b>1 121</b>	<b>1 353</b>	<b>-</b>	<b>748</b>	<b>-</b>	<b>605</b>	<b>-</b>	<b>-</b>
	Housing								
ABSA BANK		60	281	-	221	-	60	-	-



AFRICAN/ UNIQUE BANK	15	36	–	21	–	15	–	–
BOE BANK	135	403	–	268	–	135	–	–
FNB	58	141	30	127	–	44	–	–
FREE STATE DEVELOPMENT	–	18	–	18	–	–	–	–
ITHALA	34	34	–	–	–	34	–	–
MEEG BANK	44	60	–	16	–	44	–	–
N P DEVELOP. CORP.	90	107	–	17	–	90	–	–
NEDCOR	252	393	–	164	–	229	–	–
NHFC	23	46	–	23	–	23	–	–

## ANNEXURE 2A STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2012 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2011	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced/ released during the year	Revaluations	Closing balance 31 March 2012	Guaranteed interest for year ended 31 March 2012	Realised losses not recoverable i.e. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
		77	102	–	36	–	66	–	–
		226	279	12	65	–	226	–	–
		18	176	–	158	–	18	–	–
		143	262	–	119	–	143	–	–
		13	13	–	–	–	13	–	–
		–	15	–	15	–	–	–	–
		65	99	–	51	–	48	–	–
	<b>Subtotal</b>	<b>1 253</b>	<b>2 465</b>	<b>42</b>	<b>1 319</b>	<b>–</b>	<b>1 188</b>	<b>–</b>	<b>–</b>
	<b>TOTAL</b>	<b>2 374</b>	<b>3 818</b>	<b>42</b>	<b>2 067</b>	<b>–</b>	<b>1 793</b>	<b>–</b>	<b>–</b>

**ANNEXURE 2B  
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2012**

Nature of Liability	Opening Balance 1 April 2011 R'000	Liabilities incurred during the year R'000	Liabilities paid/ cancelled/ reduced during the year R'000	Liabilities recoverable (Provide details hereunder) R'000	Closing Balance 31 March 2012 R'000
<b>Claims against the department</b>					
Litigation and Legal enquiries	1 134 899	1 202 315	-	-	1 202 315
<b>TOTAL</b>	<b>1 134 899</b>	<b>1 202 315</b>	<b>-</b>	<b>-</b>	<b>1 202 315</b>

**ANNEXURE 3  
CLAIMS RECOVERABLE**

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2012	31/03/2011	31/03/2012	31/03/2011	31/03/2012	31/03/2011
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Department</b>						
National Departments: Salary Recoverable	160	301	-	-	160	301
Provincial Departments: Salary Recoverable	355	158	-	-	355	158
Department of International Relations and Cooperation	6 372	340 906	219 828	56 836	226 200	397 742
Confirmed vouchers	325 311	423 341	219 828	56 836	545 139	480 177
Less: Payable as disclosed in Statement of Financial Position and note 16.	(318 938)	(82 434)	-	-	(318 938)	(82 434)
<b>TOTAL</b>	<b>6 887</b>	<b>341 365</b>	<b>219 828</b>	<b>56 836</b>	<b>226 715</b>	<b>398 201</b>

*Note:*

*The payable relates to the amount received from DIRCO but without corresponding supporting documents. The amount reflected under confirmed vouchers represents the value of the vouchers retrieved from DIRCO in line with the new accounting policy.*

**ANNEXURE 4  
INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2012	31/03/2011	31/03/2012	31/03/2011	31/03/2012	31/03/2011
	R'000	R'000	R'000	R'000	R'000	R'000
<b>DEPARTMENTS</b>						
<b>Current</b>						
Department: International Relations and Cooperation	80 926	85 081	35 743	190 221	116 669	275 302
Department of Justice and Constitutional Development	12 572					
National Department: Arts and Culture	9				9	
National Department: Environmental Affairs	13				13	
National Department: Public Works	18 178		38 484		56 662	
National Department: Gov Pension Admin Agency	51				51	
National Department: Rural Dev& Land Affairs	5				5	
National Department: Toursim	21				21	
Department: Agriculture Limpopo Province	17				17	
Department: Health Limpopo	11				11	
Department: Social Development KZN	11				11	
Department: Health EC Province:	9				9	
Department: Education MP Province	8				8	
Department: Transport EC Province	1				1	
<b>Total</b>	<b>111 832</b>	<b>85 081</b>	<b>74 227</b>	<b>190 221</b>	<b>173 487</b>	<b>275 302</b>

## ANNEXURE 5 INVENTORY

Inventory	Note	Quantity	2011/12	Quantity	2010/11
			R'000		R'000
Opening balance		1 625 696	7 509	1 125 921	10 561
Add/(Less): Adjustments to prior year balance				61	
Add: Additions/Purchases – Cash		14 937	52 745	4 877 043	89 019
Add: Additions – Non-cash				135 842	
(Less): Disposals					
(Less): Issues		(19 705)	387 887	(4 512 812)	(93 212)
Add/(Less): Adjustments		(1 601 283)	(77 399)	(359)	1 700
<b>Closing balance</b>		<b>19 645</b>	<b>370 742</b>	<b>1 625 696</b>	<b>8 068</b>





# **APPENDIX A**

## **Immigration Account Unaudited Financial Statements**



**DEPARTMENT OF HOME AFFAIRS**

**IMMIGRATION ACCOUNT UNAUDITED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011**

**STATEMENT OF FINANCIAL PERFORMANCE**

For the year ended 31 March 2012

	Note	2011/12	2010/11
		R'000	R'000
<b>REVENUE</b>		<b>33 096</b>	<b>31 950</b>
Interest earned	1	33 096	31 950
<b>EXPENDITURE</b>		<b>(301)</b>	<b>(269)</b>
Banking charges		(301)	(269)
<b>SURPLUS FOR THE YEAR</b>		<b>32 795</b>	<b>31 681</b>

**STATEMENT OF FINANCIAL POSITION**

For the year ended 31 March 2012

<b>ASSETS</b>			
Cash and cash equivalents	2	787 148	745 003
<b>LIABILITIES</b>			
Unclaimed repatriation deposits	3	(619 507)	(609 157)
<b>NET ASSETS</b> (represented by accumulated surpluses)		<b>167 641</b>	<b>135 846</b>



**STATEMENT OF THE CHANGES AND NET ASSETS**  
For the year ended 31 March 2012

Opening balance	135 846	104 165
Surplus / Deficit for year	32 795	31 681
<b>CLOSING BALANCE</b>	<b>167 641</b>	<b>135 846</b>

**CASH FLOW STATEMENT**  
For the year ended 31 March 2012

	Note	2011/12	2010/11
		R'000	R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		309 567	214 942
Payments		(267 422)	(66 477)
<b>Net increase in cash and cash equivalents</b>	4	<b>42 145</b>	<b>148 465</b>
Cash and cash equivalents at the end of the year		745 003	596 538
<b>Cash and cash equivalents at the end of the year</b>		<b>787 148</b>	<b>745 003</b>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2012**

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed.

## **I. PRESENTATION OF THE ANNUAL FINANCIAL STATEMENTS**

### **Basis of preparation**

These financial statements reflect transactions and balances that arose as a result of the legislative repatriation deposit requirements contained in the Alien Control Act 96 of 1991 (repealed by S54 of Immigrations Act) and the Immigration Act No 13 of 2002 as amended and its Regulations as published in Government Gazette 31 Jan 2005 (No 27227) and 27 June 2005 (No 27725). The Regulations to the Act describe the requirement of financial or other guarantees for visa's or transit visa's and specific types of permits which include visitors, study, treaty, business, crew, medical, relatives, work, corporate and exchange permits.

The Immigration Act, the Public Finance Management Act and Treasury Regulations do not specify that financial statements for this Account should be prepared using a financial reporting framework.

The Office of the Accountant-General has approved the preparation of entity specific financial statements in terms of SAAPS 2 as issued by IRBA.

The Financial Statements have been prepared on a modified cash basis of accounting, except for the unclaimed repatriation deposits, which have been reflected as a liability, and include such additional criteria considered appropriate for this Account. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid.

### **Comparative figures**

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

## **I.1 REVENUE**

### **Interest**

Interest is recognised in the Statement of Financial Performance when the cash is received.

Net interest is paid periodically to the National Revenue Fund. Net interest earned comprises interest less bank charges. Net interest not paid over to the NRF has accumulated in a commercial bank account and is reflected in the accumulated surplus account.

## **I.2 EXPENDITURE**

The Immigration Account's operating and administration costs, with the exception of bank charges, are borne by the Department.

### **Exchange losses**

Exchange losses arise when repatriation refunds made by the Department of Foreign Affairs are converted into ZAR and where such refund exceeds the original ZAR repatriation deposit received, as reflected in the Department's books and records. Exchange losses are recorded and accumulated in the Department's accounting records and the cash required to re-imburse the Department for realised exchange losses is claimed from the Immigration Account's commercial bank account.

## **I.3 ASSETS**

### **Cash and cash equivalents**

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand.

Cash received by the Department in respect of deposits required in terms of the Immigration Act No. 13 of 2002 are deposited into a commercial bank account. Cash payments made by the Department in respect of refunds paid to foreigners in terms of the Immigration Act No. 13 of 2002 are made from such commercial bank account.

## 1.4 LIABILITIES

### Unclaimed deposits

Unclaimed deposits comprise repatriation deposits owing to foreigners in terms of the Immigration Act No. 13 of 2002 (previously known as the Alien Control Act). The Regulations stipulate the requirement of financial or other guarantees which may take the form of an upfront cash payment, referred to in the Regulations as a deposit. Unclaimed deposits are carried at cost.

Manual receipts (BI / FA forms) are issued to depositors on receipt of cash. The Department refunds depositors upon the presentation of valid original receipt (BI / FA form). The onus is upon the eligible depositor to claim back the deposit.

The Department implemented a deposit register with effect from 1 April 2008. All repatriation deposit transactions are deposited in and refunded from the designated commercial bank account.

A portion of the unclaimed deposits balance may be paid into the National Revenue Fund (NRF) once the Department's reconciliation process has been finalised.

As a result of the above all unclaimed deposits and such amounts determined as payable to the NRF are disclosed as a liability. The amounts are refunded in the following cases.

- When permanent residence is granted to an applicant;
- An applicant has changed from the previous employer and a new deposit is required;
- The applicant left the country within the validation period of his / her temporary residence permit; and
- When an applicant has left the country with the necessary approval after his / her temporary residence permit has expired.

It is not possible to determine a current or non-current portion of unclaimed repatriation deposits as some refunds may take place within one year while others may only occur several years later.

Interest earned on the repatriation deposits does not accrue to depositors.

## 2. CASH AND CASH EQUIVALENTS

	2011/12	2010/11
	R'000	R'000
Cash at bank	787 148	745 003

The Immigration Account (previously known as the Alien's Deposit Account) previously consisted of the Paymaster-General Account No. 8033-103-3. A commercial bank account was opened on 14 September 1998 into which all repatriation deposits and refunds were paid / refunded from the date forward.

## 3. UNCLAIMED REPATRIATION DEPOSITS

	Note	2011/12	2010/11
		R'000	R'000
Opening balance		609 157	460 692
Deposits received		207 039	214 942
Refunds and payments made		(196 689)	(66 477)
<b>Closing balance</b>		<b>619 507</b>	<b>609 157</b>

Monies in respect of repatriation deposits are paid at the various South African Embassies (Missions) throughout the world. The monies is collected by the Mission and sent to the DIRCO Head office. On a regular basis, the Department collects the documentation from DIRCO. Payment by DIRCO to DHA is only made for transactions supported by valid documentation. Claims are only made for repatriation refunds where supporting documentation is valid. As at the end of the financial year, the amounts paid by DIRCO to DHA for which DHA has not paid over to the Immigration Account is:

	Note	2011/12	2010/11
		R'000	R'000
Department of Home Affairs		193 195	185 399

#### 4. RECONCILIATION OF NET CASH FLOWS FROM ACTIVITIES TO SURPLUS

<b>Surplus / Deficit</b>		<b>32 795</b>	<b>31 681</b>
Non cash items:		-	-
Increase in unclaimed deposits	3	10 350	116 784
<b>Net increase in cash and cash equivalents</b>		<b>43 145</b>	<b>148 465</b>

#### 5. TRANSACTIONS ORIGINATING FROM FOREIGN MISSIONS

The Department of International Relations and Co-Operation (DIRCO) receives and refunds certain deposits from third parties in terms of the Immigration Act No. 13 of 2002 at foreign missions throughout the world. The net amount receivable from the DIRCO is deposited into the Department's bank account on an ad-hoc basis throughout the financial year. The underlying transactions are captured in the Department's books and records based on the underlying documentation submitted by the DIRCO. All receipts and refunds relating to the Immigration Act No. 13 of 2002 are recorded in the Department's repatriation deposit general ledger account.

These financial statements do not reflect the receipts or refunds made by foreigners, where such transactions originated at foreign missions and where the Department has not received the cash from the DIRCO during the financial year under review.

#### 6. AMOUNTS DUE TO THE NATIONAL REVENUE FUND (NRF)

Certain forfeited deposits have not been processed in these financial statements. Such forfeited deposits are included in the unclaimed repatriation deposits balance – see note 3 and will be recognised as revenue once the reconciliation and adjustment process has been completed. Such revenue may be transferred to the NRF once the appropriate treatment has been finalised.

#### 7. AMOUNTS DUE TO THE IMMIGRATION ACCOUNT

Certain bank guarantees were obtained from foreigners where no cash deposit was received. The Department is in the process of claiming outstanding bank guarantees in respect of forfeited deposits. The guarantees that are still enforceable will be accounted for in the Immigration Account's financial statements once the cash is received.

The registration of bank guarantees was discontinued during 2005/06 financial year.

#### 8. EXCHANGE LOSSES AND GAINS

The Department claimed exchange losses from the Immigration Account's commercial bank account based on exchange rates and information received from DIRCO.









# **PART FOUR Human Resource Management**

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## HR OVERSIGHT - APRIL 2011 to MARCH 2012 - Department of Home Affairs

### I. Service Delivery

**TABLE I.1 - Main Service for Service Delivery Improvement and Standards**

Main Services	Actual Customers	Potential Customers	Standard of Service	Actual Achievement against Standards
Civic Services and Migration	All South African citizens in South Africa and abroad and foreigners in South Africa	Foreigners who may be interested in visiting South Africa or in immigrating	Service delivery standards are set out in the departmental Service Delivery Improvement Plan	Birth certificates are issued on demand at all offices with connectivity to the National Population Register. ID first issues are issued in 54 days and re-issues in 47 days. Passports are issued in 24 days (manual process) and 13 days (live capture process), respectively. Our service delivery standards are changed annually in line with technological and process enhancements are these changes are published in the department's Annual Performance Plan. Progress towards the attainment of these targets is published in the Annual Report of the respective review period.

**TABLE I.2 - Consultation Arrangements for Customers**

Type of Arrangement	Actual Customer	Potential Customer	Actual Achievements
Suggestion boxes in public areas and floor walkers in public serving areas  Queue management system introduced in certain offices	South African citizens in locally and abroad as well as Foreigners in South Africa	Foreigners who may be interested in visiting South Africa or immigrating	Manual Queue Management Systems are implemented at large offices where volumes necessitate this approach due to high volumes. We have also maintained the concept of "floor walkers" to assist members of public with routine enquiries and suggestion boxes are available in all offices serving members of the public.  During the review period, we implemented an electronic Queue Management System at one additional office and we have commenced implementation at 6 additional offices (not yet completed by the end of March 2012). Effectively, this system has been commissioned and is in use at 16 offices.

Type of Arrangement	Actual Customer	Potential Customer	Actual Achievements
Customer Service Centre	South African citizens in South Africa and abroad requiring assistance and Foreigners in South Africa and abroad	Foreigners who may be interested in visiting South Africa or immigrating	By 31 March 2012, 164 9062 contacts (calls, faxes and e-mails) had been attended to. 97% of calls handled within 20 seconds (target in SLA is 80%).  We are currently engaged with the South African Revenue Services (SARS) to implement a first line call centre. This call centre will eliminate the need to outsource this function to external companies.

**TABLE I.3 - Service Delivery Access Strategy**

Access Strategy	Actual Achievements
Expansion of footprint and deployment of mobile units in rural areas	During the review period, 4 new offices were opened and 19 offices were renovated as part of the "Look & Feel" Project. The department's 117 mobile units were deployed to collect applications, especially at rural areas. 11737 venues were visited during the review period.

**TABLE I.4 - Service Information Tool**

Type of Information Tool	Actual Achievements
Proper information at counters, enquiry counters and floor walkers  Information available on website	All offices now feature posters containing contact details of the DHA Top Management. This includes the details of the Director-General, Deputy Directors-General as well as relevant Provincial Manager. This information is published in offices to enable clients to register complaints with management, should their complaints not be attended to at office level. We have also commenced with the issuance of desk name plates at local offices. By the end of March 2012, all provinces (except Northern Cape) had been finalized and issued with these plates. The Northern Cape will be finalized during 2012/13.

**TABLE I.5 - Complaint Mechanism**

Complaint Mechanism	Actual Achievements
The toll-free line (Customer Service Centre, Complaints and Compliments unit and Operational Response unit) continued to operate during 2010/11. Suggestion boxes were also available in DHA offices and the internet website has been upgraded and made more user-friendly	Task teams were established to handle both Public Protector and Public Service Commission enquiries. Both teams are headed by the Director-General.

## HR OVERSIGHT - APRIL 2011 to MARCH 2012 - Department of Home Affairs

### TABLE 2.1 - Personnel costs by Programme

Programme	Total Voted Expenditure (R'000)	Compensation of Employees Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Compensation of Employees as percent of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
1 Administration	1 901 121	274 729	56 319	26 063	5	14,5	1094
2 Citizen Affairs	3 127 365	1 431 699	169	1	25	45,8	7276
3 Immigration Affairs	632 878	238 474	5	4 448	4	37,7	721
<b>TOTAL</b>	<b>5 661 364</b>	<b>1 944 902</b>	<b>56 493</b>	<b>30 512</b>	<b>34</b>	<b>34,4</b>	<b>9091</b>

### TABLE 2.2 - Personnel costs by Salary band

Salary Bands	Compensation of Employees Cost (R'000)	Percentage of Total Personnel Cost for Department	Average Compensation Cost per Employee (R)	Total Personnel Cost for Department including Goods and Transfers (R'000)	Number of Employees at the end of the period
Lower skilled (Levels 1-2)	0	0	0	0	0
Skilled (Levels 3-5)	95 300	4,9	130 727	274 787	729
Highly skilled production (Levels 6-8)	1 439 227	74,0	189 297	4 149 841	7603
Highly skilled supervision (Levels 9-12)	241 168	12,4	397 967	695 379	606
Senior management (Levels 13-16)	93 356	4,8	746 848	269 179	125
Contract (All levels)	75 851	3,9	2 708 964	218 708	28
<b>TOTAL</b>	<b>1 944 902</b>	<b>100,0</b>	<b>4 173 803</b>	<b>5 607 894</b>	<b>9091</b>

### TABLE 2.3 - Salaries, Overtime, Home Owners Allowance and Medical Aid by Programme

Programme	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost per Programme (R'000)
1 Administration	182 297	66,4	9 027	3,3	7 614	2,8	11 827	4,3	274 729
2 Citizen Affairs	1 011 809	70,7	21 341	1,5	55 906	3,9	100 256	7,0	1 431 699
3 Immigration Affairs	143 665	60,2	2 365	1	5 539	2,3	10 184	4,3	238 474
<b>TOTAL</b>	<b>1 337 771</b>	<b>68,8</b>	<b>32 733</b>	<b>1,7</b>	<b>69 059</b>	<b>3,6</b>	<b>122 267</b>	<b>6,3</b>	<b>1 944 902</b>

### TABLE 2.4 - Salaries, Overtime, Home Owners Allowance and Medical Aid by Salary Band

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost per Salary Band (R'000)
Lower skilled (Levels 1-2)	0	0	0	0,0	0	0,0	0	0	0
Skilled (Levels 3-5)	94 447	99,1	1 935	2,0	9 779	10,3	15 100	15,8	95 300
Highly skilled production (Levels 6-8)	785 941	54,6	26 160	1,8	54 763	3,8	97 141	6,7	1 439 227
Highly skilled supervision (Levels 9-12)	152 773	63,3	1 558	0,6	3 688	1,5	8 901	3,7	241 168
Senior management (Levels 13-16)	50 835	54,5	0	0,0	829	0,9	1 125	1,2	93 356
Contract (All levels)	253 775	334,6	3 080	4,1	0	0,0	0	0	75 851
<b>TOTAL</b>	<b>1 337 771</b>	<b>68,8</b>	<b>32 733</b>	<b>1,7</b>	<b>69 059</b>	<b>3,6</b>	<b>122 267</b>	<b>6,3</b>	<b>1 944 902</b>

**HR OVERSIGHT - APRIL 2011 to MARCH 2012 - Department of Home Affairs**

**TABLE 3.1 - Employment and Vacancies by Programme at end of period**

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
1 Administration	1238	1094	11,6	0
2 Civic Services	8397	7276	13,4	0
3 Immigration Services	1077	721	33,1	0
4 Transfers to Agencies	0	0	0,0	0
<b>TOTAL</b>	<b>10712</b>	<b>9091</b>	<b>15,1</b>	<b>0</b>

**TABLE 3.2 - Employment and Vacancies by Salary Band at end of period**

Salary Band	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Lower skilled (Levels 1-2), Permanent	0	0	0,0	0
Skilled (Levels 3-5), Permanent	729	729	0,0	0
Highly skilled production (Levels 6-8), Permanent	8900	7603	14,6	0
Highly skilled supervision (Levels 9-12), Permanent	897	606	32,4	0
Senior management (Levels 13-16), Permanent	186	125	32,8	0
Contract, all levels		28	0,0	0
<b>TOTAL</b>	<b>10712</b>	<b>9091</b>	<b>15,1</b>	<b>0</b>

**TABLE 3.3 - Employment and Vacancies by Critical Occupation at end of period**

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Information technology related, Permanent	35	28	20,0	0
Other Information technology related, Permanent	72	58	19,4	0
Regulatory Inspectors, Permanent	2166	1857	14,3	0
<b>TOTAL</b>	<b>2273</b>	<b>1943</b>	<b>14,5</b>	<b>0</b>

**HR OVERSIGHT - APRIL 2011 to MARCH 2012 - Department of Home Affairs**

**TABLE 4.1 - Job Evaluation**

Salary Band	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated	Number of Posts Upgraded	% of Upgraded Posts Evaluated	Number of Posts Downgraded	% of Downgraded Posts Evaluated
Lower skilled (Levels 1-2)	0	0	0	0	0,0	0	0
Skilled (Levels 3-5)	729	1	0,1	0	0,0	0	0
Highly skilled production (Levels 6-8)	8900	20	0,2	0	0,0	0	0
Highly skilled supervision (Levels 9-12)	897	101	11,3	0	0,0	0	0
Senior Management Service Band A	133	25	18,8	0	0,0	0	0
Senior Management Service Band B	41	7	17,1	0	0,0	0	0
Senior Management Service Band C	9	0	0	0	0,0	0	0
Senior Management Service Band D	3	0	0	0	0,0	0	0
Contract, all levels		0	0	0	0,0	0	0
<b>TOTAL</b>	<b>10712</b>	<b>154</b>	<b>1,4</b>	<b>0</b>	<b>0,0</b>	<b>0</b>	<b>0</b>

**TABLE 4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded**

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Employees with a Disability</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 4.3 - Employees whose salary level exceed the grade determined by Job Evaluation [i.t.o PSR I.V.C.3]**

Occupation	Number of Employees	Job Evaluation Level	Remuneration Level	Reason for Deviation	No of Employees in Dept
Administrative related, Permanent	77	9	10	Resolution 3 of 2009	78
Advocates, Permanent	0	0	0		0
Auxiliary and related workers, Permanent	0	0	0		0
Building and other property caretakers, Permanent	0	0	0		39
Bus and heavy vehicle drivers, Permanent	0	0	0		108
Cashiers, tellers and related clerks, Permanent	0	0	0		166
Civil engineering technicians, Permanent	0	0	0		0
Cleaners in offices workshops hospitals etc., Permanent	0	0	0		303
Client Information clerks, Permanent	0	0	0		19
Communication and information related, Permanent	0	0	0		0
Communication and information related, Permanent	0	0	0		0
Computer Programmers	0	0	0		0
Computer system designers and analysts., Permanent	0	0	0		0
Diplomats	0	0	0		0
Engineering sciences related, Permanent	0	0	0		0
Finance and economics related, Permanent	3	9	10	Resolution 3 of 2009	3
Financial and related professionals, Permanent	4	9	10	Resolution 3 of 2009	60
Financial clerks and credit controllers, Permanent	0	0	0		45
Food services aids and waiters, Permanent	0	0	0		0
General Legal Administration, Permanent	0	0	0		1
Head of department/chief executive officer, Permanent	0	0	0		1
Household and Laundry Workers	0	0	0		0
Human resources & organisat developm & relate prof, Permanent	11	9	10	Resolution 3 of 2009	93
Human resources related, permanent	4	11	12	Resolution 3 of 2009	7
Human resources clerks, Permanent	1	7	8	Grade Progression	75
Identification Experts, Permanent	0	0	0		285
Information technology related, Permanent	17	11	12	Resolution 3 of 2009	28
Language Practitioners, Permanent	5	9	10	Resolution 3 of 2009	
Language Practitioners, Permanent	5	11	12	Resolution 3 of 2009	15
Legal related, Permanent	0	0	0		14
Library mail and related clerks, Permanent	1	7	8	Grade Progression	53
Light vehicle drivers, Permanent	0	0	0		29
Logistical support personnel, Permanent	1	9	10	Resolution 3 of 2009	21
Material-recording and transport clerks, Permanent	1	7	8	Grade Progression	2
Messengers porters and deliverers, Permanent	0	0	0		13
Motor Vehicle drivers, Permanent	0	0	0		0
Other administrat & related clerks and organisers, Permanent	43	7	8	Grade Progression	4356

Occupation	Number of Employees	Job Evaluation Level	Remuneration Level	Reason for Deviation	No of Employees in Dept
Other administrative policy and related officers, Permanent	5	7	8	Grade Progression	
Other administrative policy and related officers, Permanent	106	9	10	Resolution 3 of 2009	903
Other administrative policy and related officers, Permanent	56	11	12	Resolution 3 of 2009	
Other information technology personnel., Permanent	30	9	10	Resolution 3 of 2009	58
Regulatory Inspectors, Permanent	41	9	10	Resolution 3 of 2009	
Regulatory Inspectors, Permanent	4	11	12	Resolution 3 of 2009	1857
Secretaries & other keyboard operating clerks, Permanent	2	9	10	Resolution 3 of 2009	
Secretaries & other keyboard operating clerks, Permanent	1	11	12	Resolution 3 of 2009	90
Security guards, Permanent	0	0	0		79
Security officers, Permanent	17	9	10	Resolution 3 of 2009	
Security officers, Permanent	6	11	12	Resolution 3 of 2009	159
Senior managers, Permanent	1	13	14		130
Social sciences related, Permanent	0	0	0		0
Social sciences supplementary workers, Permanent	0	0	0		0
Social work and related professionals, Permanent	0	0	0		0
Statisticians and related professionals, Permanent	0	0	0		0
Trade Labourers	0	0	0		1
<b>TOTAL</b>	<b>442</b>	<b>0</b>	<b>0</b>		<b>9091</b>
<b>Percentage of Total Employment</b>	<b>4,86%</b>				

**TABLE 4.4 - Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR I.V.C.3]**

Beneficiaries	African	Asian	Coloured	White	Total
Female	141	6	7	42	196
Male	193	13	13	27	246
<b>TOTAL</b>	<b>334</b>	<b>19</b>	<b>20</b>	<b>69</b>	<b>442</b>
<b>Employees with a Disability</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**TABLE 5.1 - Annual Turnover Rates by Salary Band**

Salary Band	Employment at Beginning of Period (April 2011)	Appointments	Terminations	Turnover Rate
Lower skilled (Levels 1-2), Permanent	0	0	0	0,0
Skilled (Levels 3-5), Permanent	732	434	58	7,9
Highly skilled production (Levels 6-8), Permanent	6844	651	205	3,0
Highly skilled supervision (Levels 9-12), Permanent	557	98	42	7,5
Senior Management Service (Level 13 - 16)	103	33	15	14,6
Contract, all levels	1023	787	873	85,3
<b>TOTAL</b>	<b>9259</b>	<b>2003</b>	<b>1193</b>	<b>12,9</b>

**TABLE 5.2 - Annual Turnover Rates by Critical Occupation**

Occupation	Employment at Beginning of Period (April 2011)	Appointments	Terminations	Turnover Rate
Information technology related, Permanent	20	6	0	0,0
Other Information technology related, Permanent	55	8	5	9,1
Regulatory Inspectors, Permanent	1594	330	43	2,7
<b>TOTAL</b>	<b>1669</b>	<b>344</b>	<b>48</b>	<b>2,9</b>

**TABLE 5.3 - Reasons why staff are leaving the department**

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment	Total	Total Employment
Death, Permanent	49	4,1	0,5	1193	9091
Resignation, Permanent	75	6,3	0,8	1193	9091
Expiry of contract, Permanent	871	73,0	9,6	1193	9091
Discharged due to ill health, Permanent	7	0,6	0,1	1193	9091
Dismissal-misconduct, Permanent	54	4,5	0,6	1193	9091
Retirement, Permanent	67	5,6	0,7	1193	9091
Other	70	5,9	0,8	1193	9091
<b>TOTAL</b>	<b>1193</b>	<b>100</b>	<b>13,1</b>	<b>1193</b>	<b>9091</b>
Resignations as % of Employment					

**TABLE 5.4 - Promotions by Critical Occupation**

Occupation	Employment at Beginning of Period (April 2011)	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Information technology related, Permanent	20	1	5,0	14	70,0
Other Information technology related, Permanent	55	0	0,0	14	25,5
Regulatory Inspectors, Permanent	1594	11	0,7	1140	71,5
<b>TOTAL</b>	<b>1669</b>	<b>12</b>	<b>0,7</b>	<b>1168</b>	<b>70,0</b>

**TABLE 5.5 - Promotions by Salary Band**

Salary Band	Employment at Beginning of Period (April 2011)	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2), Permanent	0	0	0,0	0	0,0
Skilled (Levels 3-5), Permanent	732	2	0,3	647	88,4
Highly skilled production (Levels 6-8), Permanent	6844	183	2,7	4778	69,8
Highly skilled supervision (Levels 9-12), Permanent	557	60	10,8	406	72,9
Senior management (Levels 13-16), Permanent	103	16	15,5	48	46,6
Contract, all levels	1023	0	0,0	0	0,0
<b>TOTAL</b>	<b>9259</b>	<b>261</b>	<b>2,8</b>	<b>5879</b>	<b>63,5</b>

**TABLE 6.1 - Total number of Employees (incl. Employees with disabilities) per Occupational Category**

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, senior officials and managers, Permanent	50	5	1	56	3	41	3	2	46	5	110
Professionals, Permanent	125	7	1	133	12	117	1	2	120	18	283
Technicians and Ass professionals, Permanent	411	19	14	444	31	452	15	10	477	87	1039
Clerks, Permanent	1484	89	11	1584	53	2761	223	22	3006	407	5050
Service and sales workers, Permanent	1025	77	5	1107	73	832	47	5	884	28	2092
Elementary occupations, Permanent	0	0	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Ass	118	10	0	128	0	8	0	0	8	0	136
Labourers and Related Workers	88	8	0	96	1	241	15	0	256	0	353
Contract, all levels	8	0	0	8	2	15	1	0	16	2	28
<b>TOTAL</b>	<b>3309</b>	<b>215</b>	<b>32</b>	<b>3556</b>	<b>175</b>	<b>4467</b>	<b>305</b>	<b>41</b>	<b>4813</b>	<b>547</b>	<b>9091</b>

	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	12	2	0	14	8	17	6	0	23	7	52

**TABLE 6.2 - Total number of Employees (incl. Employees with disabilities) per Occupational Bands**

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	5	1	0	6		2	0	1	3		9
Senior Management, Permanent	45	6	1	52	4	47	3	1	51	9	116
Professionally qualified and experienced specialists and mid-management, Permanent	233	15	14	262	29	148	8	7	163	30	484
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	2771	165	17	2953	129	3901	254	31	4186	472	7740
Semi-skilled and discretionary decision making, Permanent	247	28	0	275	11	354	39	1	394	34	714
Contract, all levels	8	0	0	8	2	15	1	0	16	2	28
<b>TOTAL</b>	<b>3309</b>	<b>215</b>	<b>32</b>	<b>3556</b>	<b>175</b>	<b>4467</b>	<b>305</b>	<b>41</b>	<b>4813</b>	<b>547</b>	<b>9091</b>

**TABLE 6.3 - Recruitment**

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	1	0	0	1	0	0	0	0	0	0	1
Senior Management, Permanent	16	0	1	17	0	12	3	0	15	0	32
Professionally qualified and experienced specialists and mid-management, Permanent	88	3	0	91	1	134	3	0	137	2	231
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	364	11	0	375	1	514	8	5	527	2	905
Semi-skilled and discretionary decision making, Permanent	13	0	0	13	0	29	5	0	34	0	47
Unskilled and defined decision making, Permanent	0	0	0	0	0	0	0	0	0	0	0
Contract all levels	311	8	4	323	4	440	15	1	456	4	787
<b>TOTAL</b>	<b>793</b>	<b>22</b>	<b>5</b>	<b>820</b>	<b>6</b>	<b>1129</b>	<b>34</b>	<b>6</b>	<b>1169</b>	<b>8</b>	<b>2003</b>

	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	0	0	0	0	0	2	0	0	2	0	2

**TABLE 6.4 - Promotions**

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	2	0	0	2	0	0	0	0	0	0	2
Senior Management, Permanent	5	0	0	5	0	8	0	0	8	1	14
Professionally qualified and experienced specialists and mid-management, Permanent	12	2	1	15	3	12	1	0	13	1	32
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	85	3	0	88	0	118	3	0	121	2	211
Semi-skilled and discretionary decision making, Permanent	1	0	0	1	0	1	0	0	1	0	2
<b>TOTAL</b>	<b>105</b>	<b>5</b>	<b>1</b>	<b>111</b>	<b>3</b>	<b>139</b>	<b>4</b>	<b>0</b>	<b>143</b>	<b>4</b>	<b>261</b>

	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	0	0	0	0	0	2	0	0	2	0	2

**TABLE 6.5 - Terminations**

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	0	0	0	0	0	1	0	0	1	0	1
Senior Management, Permanent	9	0	0	9	4	1	0	0	1	0	14
Professionally qualified and experienced specialists and mid-management, Permanent	16	0	0	16	3	14	2	2	18	4	41
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	102	7	2	111	10	79	5	1	85	24	230
Semi-skilled and discretionary decision making, Permanent	13	0	0	13	0	19	1	0	20	1	34
Unskilled and defined decision making, Permanent	0	0	0	0	0	0	0	0	0	0	0
Contract, all levels	300	10	7	317	4	531	19	1	551	1	873
<b>TOTAL</b>	<b>440</b>	<b>17</b>	<b>9</b>	<b>466</b>	<b>21</b>	<b>645</b>	<b>27</b>	<b>4</b>	<b>676</b>	<b>30</b>	<b>1193</b>

	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	2	0	0	2	0	1	0	0	1	0	3

**TABLE 6.6 - Disciplinary Action**

Disciplinary action	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Dismissals	34	0	0	34	0	20	0	0	20	0	54
Demotion	0	0	0	0	0	0	0	0	0	0	0
Suspension without pay	6	0	0	6	0	7	0	0	7	0	13
Final written warnings	29	0	0	29	0	50	1	0	51	2	82
Written warnings	1	1	0	2	0	3	1	0	4	0	6
Verbal warnings	1	0	0	1	0	0	0	0	0	0	1
Counselling	1	0	0	1	0	2	0	0	2	0	3
Case dismissed by Chairperson / Withdrawn	32	0	0	32	0	18	3	1	22	1	55
Discharge by sect. 17 (5) of PSA	2	0	0	2	0	0	0	0	0	0	2
<b>TOTAL</b>	<b>106</b>	<b>1</b>	<b>0</b>	<b>107</b>	<b>0</b>	<b>100</b>	<b>5</b>	<b>1</b>	<b>106</b>	<b>3</b>	<b>216</b>

**TABLE 6.7 - Skills Development**

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Legislators, Senior Officials and Managers	21	7	1	29	6	16	5	0	21	4	60
Professionals	93	19	1	113	21	85	15	7	107	25	266
Technicians and Associate Professionals	60	10	1	71	4	50	10	8	68	10	153
Clerks	370	70	12	452	78	745	200	16	961	74	1565
Service and Sales Workers	600	35	2	637	348	900	64	5	969	295	2249
Plant and Machine Operators and Assemblers	9	2	0	11	0	4	2	0	6	0	17
Elementary Occupations	1	1	0	2	0	12	3	0	15	0	17
<b>TOTAL</b>	<b>1154</b>	<b>144</b>	<b>17</b>	<b>1315</b>	<b>457</b>	<b>1812</b>	<b>299</b>	<b>36</b>	<b>2147</b>	<b>408</b>	<b>4327</b>
Employees with disabilities	2	0	0	2	0	2	1	0	3	1	6

**TABLE 7.1 - Performance Rewards by Race, Gender and Disability**

Demographics	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R)	Average Cost per Beneficiary (R)
African, Female	361	4467	0,04	2 613 820,32	7 240
African, Male	211	3309	0,02	1 514 103,20	7 176
Asian, Female	4	41	0,00	32 947,77	8 237
Asian, Male	0	32	0,00	0,00	0
Coloured, Female	47	305	0,01	316 324,29	6 730
Coloured, Male	12	215	0,00	93 723,84	7 810
Total Blacks, Female	412	4813	0,05	2 963 092,38	7 192
Total Blacks, Male	223	3556	0,02	1 607 827,04	7 210
White, Female	123	547	0,01	1 030 749,09	8 380
White, Male	31	175	0,00	328 308,60	10 591
<b>TOTAL</b>	<b>789</b>	<b>9091</b>	<b>8,68</b>	<b>5 929 977,11</b>	<b>7 516</b>

**TABLE 7.2 - Performance Rewards by Salary Band for Personnel below Senior Management Service**

Salary Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	0	0	0,0	0,00	0,00
Skilled (Levels 3-5)	89	729	0,0	398 610,51	4 478,77
Highly skilled production (Levels 6-8)	653	7599	0,1	4 646 497,89	7 115,62
Highly skilled supervision (Levels 9-12)	44	604	0,0	762 841,91	17 337,32
Contract, all levels	0	28	0,0	0,00	0,00
<b>TOTAL</b>	<b>786</b>	<b>8960</b>	<b>8,8</b>	<b>5 807 950,31</b>	<b>7 389,25</b>

**TABLE 7.3 - Performance Rewards by Critical Occupation**

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R)	Average Cost per Beneficiary (R)
Information technology related, Permanent	2	28	0,0	48 216,00	24 108
Other Information technology related, Permanent	3	58	0,0	43 134,30	14 378
Regulatory Inspectors, Permanent	114	1857	0,1	769 519,08	6 750
<b>TOTAL</b>	<b>119</b>	<b>1943</b>	<b>6,1</b>	<b>860 869,38</b>	<b>7 234</b>

**TABLE 7.4 - Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service**

SMS Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R)	Average Cost per Beneficiary (R)	% of SMS Wage bill	Personnel Cost SMS (R'000)
Band A	3	93	0,0	122 026,80	40 676	0,1	98 365
Band B	0	27	0,0	0,00	0,00	0,0	36 120
Band C	0	8	0,0	0,00	0,00	0,0	9 643
Band D	0	3	0,0	0,00	0,00	0,0	4 917
<b>TOTAL</b>	<b>3</b>	<b>131</b>	<b>2,3</b>	<b>122 026,80</b>	<b>40 676</b>	<b>0,1</b>	<b>149 047</b>

**TABLE 8.1 - Foreign Workers by Salary Band**

Salary Band	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment
Skilled (Levels 3-5)	0	0,0	0	0,0	0
Highly skilled production (Levels 6-8)	0	0,0	0	0,0	0
Highly skilled supervision (Levels 9-12)	1	0,5	1	0,5	0
Senior management (Levels 13-16)	1	0,5	1	0,5	0
Contract (All Levels)	0	0,0	0	0,0	0
<b>TOTAL</b>	<b>2</b>	<b>100,0</b>	<b>2</b>	<b>100,0</b>	<b>0</b>

**TABLE 8.2 - Foreign Workers by Major Occupation**

Major Occupation	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment
Administrative office workers	1	0,5	1	0,5	0
Senior Management	1	0,5	1	0,5	0
Cleaners in offices workshops hospitals	0	0,0	0	0,0	0
<b>TOTAL</b>	<b>2</b>	<b>100,0</b>	<b>2</b>	<b>100,0</b>	<b>0</b>

**TABLE 9.1 - Sick Leave for Jan 2011 to Dec 2011**

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0
Skilled (Levels 3-5)	5489	88,3	602	7,9	9	1 716	7585	4845
Highly skilled production (Levels 6-8)	51423	84,3	6144	81	8	25 760	7585	43335
Highly skilled supervision (Levels 9-12)	2945	84,8	425	5,6	7	3 556	7585	2497
Senior management (Levels 13-16)	505	91,9	70	0,9	7	1 417	7585	464
Contract, all levels	863	84,58	344	0,9	6	99	7585	140,8
<b>TOTAL</b>	<b>61 225</b>	<b>84,7</b>	<b>7585</b>	<b>100</b>	<b>8</b>	<b>32 947,00</b>	<b>7585</b>	<b>51 845</b>

**TABLE 9.2 - Disability Leave (Temporary and Permanent) for Jan 2011 to Dec 2011**

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Disability Leave	% of Total Employees using Disability Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of days with medical certification	Total number of Employees using Disability Leave
Skilled (Levels 3-5)	382	100	14	15,4	27	126	382	91
Highly skilled production (Levels 6-8)	1883	100	68	74,7	28	1018	1883	91
Highly skilled supervision (Levels 9-12)	313	100	6	6,6	52	519	313	91
Senior management (Levels 13-16)	18	100	2	2,2	9	49	18	91
Contract, all levels	4	100	1	1,1	4	7	4	91
<b>TOTAL</b>	<b>2600</b>	<b>100</b>	<b>91</b>	<b>100</b>	<b>29</b>	<b>1719</b>	<b>2600</b>	<b>91</b>

**TABLE 9.3 - Annual Leave for Jan 2011 to Dec 2011**

Salary Band	Total Days Taken	Average days per Employee	Number of Employees who took leave
Lower skilled (Levels 1-2)	0	0	
Skilled (Levels 3-5)	16 170,48	22	750
Highly skilled production (Levels 6-8)	148 500,88	20	7288
Highly skilled supervision (Levels 9-12)	11 709	19	604
Senior management (Levels 13-16)	2 034	16	124
Contract, all levels	2 799	8	119
<b>TOTAL</b>	<b>181 213,36</b>	<b>19</b>	<b>9360</b>

**TABLE 9.4 - Capped Leave for Jan 2011 to Dec 2011**

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2010	Number of Employees who took Capped leave	Total number of capped leave available at 31 December 2010	Number of Employees with capped leave credit as at 31 December 2010
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	77	3	43	24	22645	525
Highly skilled production (Levels 6-8)	885	5	59	196	138887	2368
Highly skilled supervision (Levels 9-12)	93	5	69	18	22288	323
Senior management (Levels 13-16)	1	1	60	1	2888	48
<b>TOTAL</b>	<b>1056</b>	<b>4</b>	<b>57</b>	<b>239</b>	<b>186708</b>	<b>3264</b>

**TABLE 9.5 - Leave Payouts**

Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee (R)
Leave payout for 2011/12 due to non-utilisation of leave for the previous cycle	352	17	20 706
Capped leave payouts on termination of service for 2011/12	2 300	292	7 877
<b>TOTAL</b>	<b>2 652</b>	<b>309</b>	<b>8 583</b>

**TABLE 10.1 - Steps taken to reduce the risk of occupational exposure**

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
None	



**TABLE 10.2 - Details of Health Promotion and HIV/AIDS Programmes [tick Yes/No and provide required information]**

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter I of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Ms Funiwe Macrery - Director: Employee Wellness
2. Does the department have a dedicated unit or have you designated specific staff members to promote health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		There is a dedicated Unit, which compromises of 3 staff members at Head Office. The annual budget for the programme is R 3,941 million.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the programme.	Yes		The following services are rendered by the Employee Wellness Unit: Occupational Health and Safety, Quality of Work life, Care & Support, Calendar Events, Employee enhancement Programs and Management of HIV/STI/TB and Chronic illness.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter I of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes		Head Office - Zodwa Hartley; Limpopo - Mikateko Nkanyane; Gauteng - Emily Motsiri; Western Cape - Chris Samai; Eastern Cape - Nomfundo Filtane; North West - Antletsi Pherekamoyo; Northern Cape - Lulu Hlophe; Free State - Granny Mofokeng; Mpumalanga - Hope Maphanga and Kwazulu Natal - Nkosingiphile Ngcobo
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes		The Integrated Employee Wellness Policy has been reviewed.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes		Integrated Employee Wellness Policy, HIV/Aids management at the workplace, provide support for infected and affected.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	Yes		Health Clinics and blood donations drives are held quarterly. 106 employees have been tested for HIV and AIDS 100 are negative and 6 HIV positive.
8. Has the department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.		No	Evaluation tool not yet developed.

**TABLE 11.1 - Collective Agreements**

Subject Matter	Date
None	

**TABLE 11.2 - Misconduct and Discipline Hearings Finalised**

Outcomes of disciplinary hearings	Number	Percentage of Total
Case Dismissed by Chairperson/Withdrawn	55	25,5
Counselling	3	1,4
Verbal Warnings	1	0,5
Written Warnings	6	2,8
Final Written Warnings	82	38,0
Suspensions without pay	13	6,0
Demotions	0	0,0
Discharge (Sec 17(5) of PSA)	2	0,9
Dismissals	54	25,0
<b>TOTAL</b>	<b>216</b>	<b>100,0</b>

**TABLE 11.3 - Types of Misconduct Addressed and Disciplinary Hearings**

Type of misconduct	Number	Percentage of Total
Disrespect and abusive behaviour	2	0,9
Aiding and abetting, and corruption	68	31,5
Theft	0	0,0
Fraud/False statement	0	0,0
Damage to/loss of state property	0	0,0
Misappropriation of state funds	8	3,7
Unauthorised use of government vehicle	5	2,3
Unprotected Industrial Action	53	24,5
Sexual harassment	0	0,0
Insubordination	10	4,6
Financial misconduct	8	3,7
Absenteeism	8	3,7
Abscondment	2	0,9
Negligence	3	1,4
Dereliction of duty	3	1,4
Gross Negligence	14	6,5
Poor performance	3	1,4
Improper Conduct	29	13,4
Misrepresentation	0	0,0
<b>TOTAL</b>	<b>216</b>	<b>100,0</b>

**TABLE 11.4 - Grievances Lodged**

Number of grievances addressed	Number	Percentage of Total
Number of grievances addressed	73	100
<b>TOTAL</b>	<b>73</b>	<b>100</b>

**TABLE 11.5 - Disputes Lodged**

Number of disputes addressed	Number	% of total
Upheld	71	73,2
Dismissed	26	26,8
<b>TOTAL</b>	<b>97</b>	<b>100,0</b>

**TABLE 11.6 - Strike Actions**

Strike Actions	Number
Total number of person working days lost	0
Total cost(R'000) of working days lost	0,00
Amount (R'000) recovered as a result of no work no pay	0,00

**TABLE 11.7 - Precautionary Suspensions**

Precautionary Suspensions	Number
Number of people suspended	23
Number of people whose suspension exceeded 30 days	23
Average number of days suspended	109
Cost of suspensions	1,884,898.77

**R OVERSIGHT - APRIL 2011 to MARCH 2012 - Department of Home Affairs****TABLE 12.1 - Training Needs identified**

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	54		0	28	28
	Male	62		0	20	20
Professionals	Female	139		20	35	55
	Male	146		30	32	62
Technicians and associate professionals	Female	564		0	83	83
	Male	475		0	159	159
Clerks	Female	3426		150	1587	1737
	Male	1643		100	903	1003
Service and sales workers	Female	912		150	411	561
	Male	1180		170	595	765
Plant and machine operators and assemblers	Female	8		0	2	2
	Male	128		0	13	13
Elementary occupations	Female	0		0	0	0
	Male	0		0	0	0
Labourers and Related	Female	257		0	40	40
	Male	97		0	10	10
Gender sub totals	Female	5360	0	320	2186	2506
	Male	3731	0	300	1732	2032
<b>TOTAL</b>		<b>9091</b>	<b>0</b>	<b>620</b>	<b>3918</b>	<b>4538</b>

**TABLE 12.2 - Training Provided**

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	54	0	0	25	25
	Male	62	0	0	35	35
Professionals	Female	139	0	15	117	132
	Male	146	0	11	123	134
Technicians and associate professionals	Female	564	0	4	74	78
	Male	475	0	2	73	75
Clerks	Female	3426	6	117	912	1035
	Male	1643	1	43	486	530
Service and sales workers	Female	912	67	306	891	1264
	Male	1180	41	112	832	985
Plant and machine operators and assemblers	Female	8	0	2	4	6
	Male	128	0	2	9	11
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and Related	Female	257	1	3	11	15
	Male	97	0	0	2	2
Gender sub totals	Female	5360	74	447	2034	2555
	Male	3731	42	170	1560	1772
<b>TOTAL</b>		<b>9091</b>	<b>116</b>	<b>617</b>	<b>3594</b>	<b>4327</b>

**TABLE 13.1 - Injury on Duty**

Nature of injury on duty	Number	% of total
Required basic medical attention only	28	77,8
Temporary Total Disablement	7	19,4
Permanent Disablement	0	0,0
Fatal	1	2,8
<b>TOTAL</b>	<b>36</b>	<b>100,0</b>

**TABLE 14.1 - Report on consultant appointments using appropriated funds**

Project Title	Total number of consultants that worked on the project	Duration:Work days	Contract value in Rand
Mainframe Support and Maintenance	1	365	1 502 064,00
Mainframe Support and Maintenance	1	165	1 102 925,05
Maintenance and support of NPR and Passports	1	365	707 256,00
Maintenance and support	1	365	802 560,00
Project Management services for Look and Feel	1	365	1 612 604,76
Online Reporting Tool	1	150	119 500,00
Legal Consultations for Deputy Minister	1	395	187 500,00
Review and Development of Immigration Policy	1	300	391 248,00
Audit Committee		365	312 545,67
Audit Training		60	177 635,67
Interpretation Services		365	4 290 358,43
Transcription Services	2	365	28 874,40
Cuba Project		365	5 644 867,69
Coaching	10	365	1 656 880,74
Competency Assessments	11	365	1 912 805,29
Legal Advice from State Attorney	1	365	46 166 451,69
Employee Satisfaction Survey	1	120	214 873,84
Sampling frame and Research Instruments	1	365	1 496 791,50
Recruitment Agency	1	365	232 131,13
Nepa Research	1	365	390 000,00
Asset Evaluation	1	30	135 336,25
Qualification Verification	1	365	3 086 032,43
SITA	2	365	1 843 227,49
Health Risk Manager	1	365	1 292 695,94
Health Management Service	2	365	2 393 226,15
<b>Total number of projects</b>	<b>43</b>	<b>Total duration:Work days</b>	<b>Total contract value in Rand</b>
		7790	77 700 392,12

**TABLE 14.2 - Analysis of consultant appointments using appropriated funds, i.t.o. HDIs**

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Mainframe Support and Maintenance	100% black male	100% black male	1
Maintenance and support of special characters	100% black male	100% black male	1
Maintenance and support of NPR and Passports	100% black male	100% black male	1
Maintenance and support on MCS	100% black male	100% black male	1
Mainframe Support and Maintenance	100% black male	100% black male	1
Project Management services for Look and Feel	100% black male	100% black male	1
Online Reporting Tool	100% black male	100% black male	1

**TABLE 14.3 - Report on consultant appointments using Donor funds**

Project Title	Total number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
0	0	0	0

Total number of Projctcs	Total individual consultants	Total Duration: Work days	Total Contract value in Rand
0	0	0	0

**TABLE 14.4 - Analysis of consultant appointments using Donor funds, i.t.o. HDIs**

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
0	0	0	0











# **PART FIVE**

## **Other Information**

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## GLOSSARY OF TERMS

<b>A</b>	AAMC	Audit Action Monitoring Committee
	ACSA	Airport Company of South Africa
	AIDS	Acquired Immunodeficiency Syndrome
	AFIS	Automated Fingerprint Identification System
	AFS	Annual Financial Statements
	ALO	Airline Liaison Officers
	APP	Advance Passenger Processing
<b>B</b>	BAC	Bid Adjudication Committee
	BAS	Basic Accounting System
	BMD	Birth, Marriage and Death
	BRC	Back Record Conversion
<b>C</b>	CARA	Criminal Asset Recovery Account
	CBD	Central Business District
	CFO	Chief Finance Officer
	CoRMSA	Consortium for Refugees and Migrants in South Africa
	CRVS	Civil Registration and Vital Statistics
	CSC	Customer Service Centre
	CSOs	Control Security Officers
	CT	Cape Town
<b>D</b>	DDG: CS	Deputy Director General: Civic Services
	DDG: HR	Deputy Director General: Human Resources
	DDG: IMS	Deputy Director General: Immigration Services
	DDG:	Deputy Director General: Counter Corruption and Security Services
	CC&SS	
	DDG: IS	Deputy Director General: Information Services
	DDG: LA	Deputy Director General: Learning Academy
	DHA	Department of Home Affairs
	DIRCO	Department of International Relations and Cooperation
	DORA	Division of Revenue Act
	DPSA	Department of Public Service and Administration
	DPW	Department of Public Works
	DZP	Documentation of Zimbabweans Project
<b>E</b>	EDMS	Electronic Document Management System
	EMCS	Enhanced Movement Control System

<b>F</b>	FIFA	Federation of International Football Association
	FIFO	First-in First-out
	FPB	Film and Publication Board
<b>G</b>	G and A	
	GPW	Government Printing Works
<b>H</b>	HANIS	Home Affairs National Identification System
	HIV	Human Immunodeficiency Virus
<b>I</b>	IAB	Immigration Advisory Board
	ICTS	International Cooperation, Trade and Security
	IDs	Identity Documents
	IEC	Electoral Commission
	IFMS	Integrated Financial Management System
	IRE	Integrated Receipting Engine
<b>J</b>	IT	Information Technology
	JCPS	Justice, Crime Prevention and Security
<b>K</b>	KPI	Key Performance Indicator
<b>L</b>	LOGIS	Logistical Information System
	LRB	Late Registration of Births
<b>M</b>	MCS	Movement Control System
	MIDSA	Migration Dialogue for Southern Africa
	MISS	Minimum Information Security Standards
	MoU	Memorandum/a of Understanding
	MSP	Master System Plan
	MPSS	Minimum Physical Security Standards
	MTEF	Medium Term Expenditure Framework
<b>N</b>	NCOP	National Council of Provinces
	NIIS	National Immigration Information System
	NRF	National Revenue Fund
	NPR	National Population Register
	NT	National Treasury
<b>O</b>	OVS	On-Line Verification Service
	OHS	Occupational Health and Safety

<b>P</b>	PERSAL	Personnel and Salaries
	PFMA	Public Finance Management Act
	POE	Port of Entry
	PSR	Public Service Regulations
	PSL	Premier Soccer League
<b>Q</b>	QMS	Queue Management System
<b>R</b>	RAB	Refugee Appeal Board
	RSA	Republic of South Africa
<b>S</b>	SABC	South African Broadcasting Cooperation
	SABRIC	South African Banking Risk Information Centre
	SADC	Southern African Development Community
	SAPO	South African Post Office
	SAPS	South African Police Service
	SARS	South African Revenue Service
	SASSA	South African Social Security Agency
	SCM	Supply Chain Management
	SCRA	Standing Committee on Refugee Affairs
	SHE	Safety Health and Environment
	SMS	Senior Management Service
	SORAA	Somali Refugee Aid Agency
	SSA	State Security Agency
STI	Sexually Transmitted Infections	
<b>T</b>	TIRRO	Tshwane Interim Refugee Reception Office
<b>U</b>	UNHCR	United Nations High Commission for Refugees
<b>V</b>	VoIP	Voice over Internet Protocol
	VPN	Virtual Private Network
<b>W</b>	WAIO	Who Am I Online

FIGURE 1: OVERALL PROGRESS OF THE DEPARTMENT: 2011/12 FINANCIAL YEAR

TABLE 1: PROGRAMMES, TARGETS AND OUTCOMES

TABLE 2: BASELINE ALLOCATION

TABLE 3: ACTUAL PERFORMANCE VERSUS TARGET

TABLE 4: CIVIC SERVICES: PERFORMANCE INDICATORS AND TARGETS

TABLE 5: CIVIC SERVICES: OUTPUTS, INDICATORS AND ACTUAL PERFORMANCE

TABLE 6: IMMIGRATION SERVICES: PERFORMANCE INDICATORS AND TARGETS



RPI06/2012

ISBN: 978-0-621-40792-1