



# Home Affairs Annual Report 2004/05



home affairs

Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA





DEPARTMENT OF HOME AFFAIRS  
REPUBLIC OF SOUTH AFRICA

# ANNUAL REPORT

## 2004 - 2005

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# **Part One**

# **General Information**



DEPARTMENT OF HOME AFFAIRS  
REPUBLIC OF SOUTH AFRICA

The Hon Ms N N Mapisa-Nqakula  
Minister of Home Affairs  
Private Bag X114  
**PRETORIA**  
0001

Honourable Minister

**ANNUAL REPORT FOR THE YEAR ENDING 31 MARCH 2005**

It is my honour to submit herewith the Report of the Department of Home Affairs for the financial year 1 April 2004 to 31 March 2005.

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.

**M J Maqetuka**  
**DIRECTOR-GENERAL**



## Overview of Report

The Annual Report 2004/05 aims to convey to the reader what the Department of Home Affairs has achieved during the financial year of 2004/05.

Drawing mainly on the departmental Strategic Plan of 2004/05, it highlights both the achievements as well as the challenges facing the Department during the reporting period.

In order to meet the requirements set by the National Treasury, the Annual Report is structured in three main parts:

Part one gives a general overview of the Department, containing information on the Ministry, the departmental vision and mission, its mandate and the major departmental challenges and achievements during the year concerned.

Part two gives more insight into the 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 as an annexure. (Annexure 1-4)

Part three contains statutory information including Audit Reports, Annual Financial Statements and information concerning Human Resource Management.

The text is further illustrated and enhanced by graphics and tables, whilst a number of photographs provide a glimpse into the everyday life of the Department.

### PART I: GENERAL INFORMATION

Foreword by DG  
Ministry  
Vision and Mission  
Legislative Mandate

### PART II: PROGRAMME PERFORMANCE

Introduction  
Programme Summary  
Programme 1  
Programme 2  
Programme 3  
Programme 4  
Annexures: Tabulated detail on performance per sub-programme

### PART III: STATUTORY REQUIREMENTS

Report of the Audit Committee  
Annual Financial Statements  
Human Resource Management



## FOREWORD BY THE DIRECTOR GENERAL



It is my honour to present the 2004/05 Annual Report of the Department of Home Affairs.

I am particularly pleased as the preparation of this report has provided the various responsible managers the opportunity to reflect on the year in focus, and assess their contributions to the fundamental reconstruction of the Department of Home Affairs as set into motion by the departmental Turnaround Strategy, conceived in September 2003.

During the financial year 2004/05 our efforts to plan and implement the various change initiatives to transform the Department gathered momentum and ushered in a new impetus to our organisational transformation.

This became possible due to the building of senior management capacity, which included the recruitment of skilled senior managers to head the various branches approved in the new structure, namely: National Immigration, Civic Services, Information Services, Service Delivery and Corporate Services branches as well as a Chief Directorate: Counter Corruption and Security.

Addressing critical human resource capacity within the new structure was fundamental in order to implement plans and to achieve our objectives, and simultaneously improving our operational capability. A range of successes in this regard such as the Internship Programme and the filling of more than 1000 vacant posts serve as examples. Comprehensive training programmes ranging from IT related to management programmes were developed and implemented to improve our ability to effectively manage our Department and service our clients.

During the reporting year effort was also put into improving our infrastructure through dedicated programmes such as the office refurbishment programme and the initiation of the upgrading of a border posts project. Automation of our offices also formed part of the upgrade. The Basic Accounting System (BAS) was implemented in 41 offices to improve financial management and controls in the Department.

The various projects to bring our technology and systems into the 21<sup>st</sup> century are key to our mandate on improving service delivery.

The implementation of various IT programmes are being realised whilst an integrated upgrade of all our IT systems is also progressing. Technological advancements to ensure access to our services in the deepest rural areas through wireless connectivity have brought a new dimension to online services. Our major IT projects such as the introduction of the smart ID card and other pioneering initiatives (HANIS project) have also gathered momentum and are on track.

Whilst the Department is undergoing fundamental transformation, it is gratifying to note that our core business of rendering essential civic services to our citizens and the provision of immigration services to our visitors has also not lagged. During the 2004/05 campaigns such as the “permanent citizenship registration” and “check your marital status” have indeed mobilised all citizens to register and verify their status’

There has also been a paradigm shift in the management of immigration and an overall review thereof was finalised during the year, culminating in the launch of the new National Immigration Branch in April 2005.



In rendering our services, however, there are those who use the opportunity to indulge in corrupt activities, which threaten our national integrity. The establishment of the Chief Directorate: Counter Corruption and Security into a fully-fledged law enforcer has produced significant results in countering this scourge. Various arrests were made during 2004/05 leading to the successful conviction of perpetrators. Partnerships with other law enforcement agencies have also been fostered and the development of a Counter Corruption Plan in conjunction with Justice, Crime prevention and Security Cluster partners was finalised in 2004. On the security front, physical appraisals of most offices were completed. A biometric access control system has been installed at Head Office as well as a 24-hour control room.

Lastly I would like to turn your attention to service delivery which is central to our operations and to achieving Government's stated objectives. "The client is always right" campaign was formally launched in 2004 to address service delivery provided in the front offices of the Department and thereby promoting service excellence.

The office expansion plan aims to address the issue of access to services where it is sorely needed. The overall result of this project is to expand our local services footprint across the country and abroad. Phase 2, which involves a more scientific determination on spatial planning of the project, has already commenced in February 2005.

As mentioned earlier, there are many interventions taking place to improve service delivery, which will be expounded upon in more detail later in the Annual Report. We, however, acknowledge that some of the objectives, which we had set for ourselves, were ambitious and not always achievable within the target timelines. To this end we are constantly reviewing our strategies and assigning resources to problem areas where decisive intervention is required. We are confident that this approach will reap the required results.

In conclusion, I would like to express my confidence that this report will indeed substantiate that the Department is progressing towards transforming itself into a "world class" service provider and that the leadership and all staff are dedicated and committed to aspire to this ideal.

**M J Maqetuka**  
**DIRECTOR-GENERAL**  
**DEPARTMENT OF HOME AFFAIRS**



## INFORMATION ON THE MINISTRY

The Ministry of Home Affairs is established according to the prescripts of chapter 3 of the Constitution of the Republic of South Africa. The Ministry has national competency on all matters that relate to identification of persons as citizens or non-citizens who reside or visit the Republic.

The Ministry has executive authority over the Department of Home Affairs (DHA), the Independent Electoral Commission (IEC), the Government Printing Works (GPW), the Film and Publication Board (FPB), the Immigration Advisory Board and the Refugee Affairs Appeal Board.

During the financial year 2004/05 the Ministry committed itself to dedicating most of its time and resources towards ensuring that the Department of Home Affairs *improves its services to* the millions of South Africans and foreigners that interact with the Department. As a result of this undertaking, the Ministry was engaged on the following issues:

### 1. Lokisa Ditokomane and the Identity Document (ID) Campaign

The **Lokisa Ditokomane** campaign was aimed at correcting all the mistakes that appear on the enabling documents of all persons who reside within the boundaries of the Republic. These corrections relate to surnames, names, dates of birth, and marital status including having been declared dead while still alive. The corrections of these mistakes were done without charge to the affected person.

The Ministry in its endeavour to restore the dignity of the people of the Republic through the provisioning to all South Africans of a common identity and citizenship documents *also* launched a campaign to encourage the public to apply for ID's.

### 2. Convenient Access to Services

The Ministry has put in place a number of initiatives that are aimed at bringing our services closer to those who find it difficult to get to Home Affairs offices.

In the first place we moved to provide relief to the millions of mothers around the country who have to travel with newly born babies to our offices and stand in long queues, at times for hours without getting the necessary assistance. For this reason we provided registration facilities in 68 hospitals around the country for new mothers to register their children directly after birth. This has also made it possible for the speedy processing of Child Support grants for those children who qualify.

This programme is a further consolidation of the Birth registration campaign we launched during 2002 to ensure that all South African children are registered in the population register.

Additional to this, the Ministry initiated a project to provide access to services, mostly to rural communities by commissioning the building of 67 state of the art, fully computerised and equipped with satellite connectivity mobile units, to provide real time processing of applications and the speedy issuing of all enabling certificates in rural communities.

Ten of these mobile units were unveiled at a ceremony in King Williamstown in the Eastern Cape on the 13<sup>th</sup> of May 2005. We see the unveiling of these mobile units as an important start to ensure that the state carries out its obligation to provide every citizen with a claim to such citizenship, one they can be proud of and one that entitles them to receive other services of Government.



### 3. Know Your Status Campaign

At the beginning of the month of August last year, the Ministry launched a campaign on the registration of marriages and the verification of status thereof. We had called on all South Africans, particularly women, to come forth and verify their marital status on the National Population Register. This was to ensure that those that find themselves married without their consent are able to apply for the expunging of such unions. The campaign has been a great success. To date we have managed to assist 1 977 people to expunge fraudulent marriages, whereas a total of 18 109 people have come forward to register their customary marriages.

### 4. International Official Meetings

The Minister of Home Affairs attended international official meetings in the following countries during the reporting year:

- a. Democratic Republic of the Congo
- b. United Kingdom
- c. France
- d. Germany
- e. Nigeria

The Deputy Minister of Home Affairs undertook official visits abroad to the following countries during the reporting year: Botswana, Namibia, The Netherlands, Mexico, Germany, Canada, Malaysia, France, Switzerland, Lesotho and Malawi.

### 5. Legislation

The following amending acts were promulgated during the reporting year:

#### **The Films and Publications Amendment Act, 2004 (Act No. 18 of 2004)**

The main objective of this Act is to make provision for the prohibition of access to child pornography through the Internet and for matters incidental to the more effective investigation and prosecution of child pornography offenders.

It amends the Films and Publications Act, 1996 (Act No. 65 of 1996) so as to make further provision for the prohibition of access to child pornography. Provide anew for the designation of the Chairperson of the Review Board. Further to make provision regarding the classification of films and publications, and to provide for the registration of Internet service providers. In addition provide for an obligation to report offences involving child pornography and to increase penalties for offences involving child pornography.

#### **The South African Citizenship Amendment Act, 2004 (Act No. 17 of 2004)**

The South African Citizenship Amendment Act, 2004 amends the South African Citizenship Act, 1995 (Act No. 88 of 1995) so as to repeal a provision in terms of which a person may be deprived of citizenship by virtue of the use of the citizenship of another country; and to make provision for other penalties instead of the loss of citizenship, thereby bringing the South African Citizenship Act, 1995 in line with section 20 of the Constitution of the Republic of South Africa (Act 108 of 1996) as far as dual citizenship is concerned.



## General Information

### The Immigration Amendment Act, 2004 (Act No. 19 of 2004)

The Amendment Act seeks to address a number of defects in the Immigration Act, 2002 (Act No. 13 of 2002), which were caused by its hurried passage through Parliament in 2003, as well as concerns raised by the Department of Home Affairs as a result of its experience in implementing the principal Act in practice, by other departments and stakeholders, by the Immigration Advisory Board, and in Cabinet during its consideration of the draft Immigration Regulations early in 2004.

The Amendment Act amends the principal Act in the following manner:

- a. Substitution of the Preamble of the Act;
- b. amendment of certain definitions in the principal Act;
- c. providing for the delegation of powers and review procedures;
- d. amending the composition and functions of the Immigration Advisory Board;
- e. providing afresh for interdepartmental cooperation;
- f. amplifying and redefining the Minister's powers to make regulations and to amend the procedure in that regard;
- g. providing for the clarification and revision of procedures and permits with regard to admission to, residence in and departure from the Republic;
- h. clarifying the appointment, powers and duties of inspectors;
- i. regulating the use of conveyances with regard to admission to the Republic;
- j. repealing the provisions that provide for Immigration Courts;
- k. providing afresh for the keeping of registers of lodgers by certain persons;
- l. clarifying the powers of immigration officers and police officers with regard to interviewing a person when they are not satisfied that the person is entitled to be in the Republic; and
- m. providing for the substitution for Schedule 3 to the Act of a new Schedule.



**Ms NN Mapisa-Nqakula**  
Minister of Home Affairs



**Mr MKN Gigaba**  
Deputy Minister of Home Affairs



## VISION STATEMENT

The vision of the Department of Home Affairs is  
***“Rendering a World-class Service”.***

## MISSION STATEMENT

The mission of the Department of Home Affairs is ***to commit itself, as required by stipulated mandates, to determine and confirm status of persons by providing enabling documents in the interest of promoting and protecting the national integrity.***

## MISSION SUCCESS FACTORS

In the quest for realising the mission of the Department the following factors have been identified as critical to ensure compliance with stakeholder, customer and staff members' expectations:

- Client focus orientation
- Reliable documentation
- Quality service
- Accessibility of services
- Professional staff orientation
- Compliance with mandates
- Corruption-free system
- Business process and systems redesign
- Change management



## LEGISLATIVE MANDATE

The mandates of the Department of Home Affairs are embedded in the following legislation and policy documents:

### CIVIC SERVICES:

The Births and Deaths Registration Act, 1992 (Act No. 51 of 1992), as amended;  
The Marriage Act, 1961 (Act No. 25 of 1961);  
The Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);  
The Identification Act, 1997 (Act No. 68 of 1997);  
The South African Citizenship Act, 1995 (Act No. 88 of 1995) as amended;  
The South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994) as amended;  
The Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003).

### IMMIGRATION:

The Immigration Act, 2002 (Act No. 13 of 2002) as amended;  
The Refugees Act, 1998 (Act No. 130 of 1998)  
The 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 Commissioners 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;  
The UNHCR Handbook on criteria and procedures for the determination of Refugee Status, 1997.

### OTHER DEPARTMENTAL MANDATES

Public Holidays Act, 1994 (Act No. 36 of 1994);  
Electoral Act, 1998 (Act No. 73 of 1998)  
Electoral Laws Amendment Act, 2003 (Act No. 34 of 2003);  
Electoral Laws Second Amendment Act, 2003 (Act No. 40 of 2003);  
Electoral Commission Act, (Act No. 51 of 1996);  
Films and Publication Act, 1996 (Act No. 65 of 1996), as amended;  
Local Government: Municipal Electoral Act, 2000 (Act No. 27 of 2000).

### OTHER MANDATES

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996);  
The Public Service Act, 1994 (Proclamation No. 108 of 1994);  
The Labour Relations Act, 1995 (Act No. 66 of 1995);  
The Public Finance Management Act, 1999 (Act No. 1 of 1999).

### LEGISLATION AMENDED BY LEGAL SERVICES DURING 2004

- o Immigration Amendment Act 2004 (Act No. 19 of 2004 - 18/10/2004) – Introduced on the 24<sup>th</sup> June 2004, assented to on the 12<sup>th</sup> October 2004 and will come into operation on the 1<sup>st</sup> July 2005. The Amendment Act aims at fixing some of the discrepancies, which were the result of the hurried passage of the Immigration Act, 2002 (Act No. 13, of 2002), through Parliament and also to enable the Minister to make Regulations that are supported by the Act.



- o South African Citizenship Amendment Act, 2004 (Act No. 17 of 2004) - The Bill was assented to on 11 September 2004. The amendment seeks to bring the South African Citizenship Act, 1995, into line with section 20 of the Constitution as far as dual citizenship is concerned. It seeks to repeal the provision which allowed the Minister to deprive a citizen of his or her citizenship for having used the citizenship of a foreign country to enter or depart from the Republic, or to enter or depart from the country which issued such passport or any other third countries. The Amendment Act replaced that provision with one which imposes penalties on a citizen using a foreign passport to enter or depart from the Republic or utilising his or her foreign citizenship while in the Republic to gain an advantage or avoid a responsibility or duty.
- o Electoral Commission Amendment Act, 2004 (Act No. 14 of 2004) – Introduced in May 2004, assented to and signed on 23<sup>rd</sup> June 2004. The

purpose of the amendment was to extend the term of office of certain Electoral Commissioners whose terms were about to lapse and to give the President time to appoint a new Commission.

- o Films and Publications Amendment Act, 2004 (Act No. 18 of 2004) – Assented to and signed on the 28<sup>th</sup> October 2003. The Films and Publications Act, 1996 (Act No. 65 of 1996) was amended so as to make further provision for the prohibition of access to child pornography, to provide anew for the designation of the Chairperson of the Review Board, to make certain textual alterations, to make further provision regarding the classification of films and publications, to provide for the registration of internet service providers, to provide for an obligation to report offences involving child pornography, to increase penalties for offences involving child pornography and to provide for matters connected therewith.



# **Part Two: Programme Performance**



## INTRODUCTION

### VOTED FUNDS

Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount	Over/Under Expenditure
	R'000	R'000	R'000	R'000
	2 273 492	2 377 615	1 989 233	388 382
Responsible Minister	Minister of Home Affairs			
Administering Department	Department of Home Affairs			
Accounting Officer	Director-General			

**Aim:** The aim of the Department of Home Affairs is to protect and regulate the interests of the inhabitants of the Republic of South Africa, in respect of their individual status, identity and specific rights and powers, and to promote a supporting service to this effect.

### Summary of Programmes

The activities of the Department are organized in the following four programmes:

- Programme 1: Administration
- Programme 2: Services to Citizens
- Programme 3: Immigration
- Programme 4: Auxiliary and Associated Services

### Overview of the organisational environment for 2004/05

The Turnaround Strategy, which was developed by Senior Management in September 2003, constituted the Department's organizational development and service delivery improvement agenda. This strategy is premised on the realities of critical people-, infrastructure-, and technology shortcomings experienced in Home Affairs that have for years severely impeded the Department's goal of service excellence. It confirms the centrality of the Department and is aimed at improved service delivery to our vast client base, encompassing the total South African citizenry as well as all foreigners who visit our country.

In response to the critical human resource shortages experienced by the Department of Home Affairs for some time at both the management and operational levels, a new organizational structure was approved during March 2004. The new establishment provides for an increase from 7 500 posts to 11 700 posts. Key elements of the new organizational structure are the establishment of the following:

- National Immigration Branch;
- Service Delivery Branch, responsible for coordinating the work of our frontline offices at home and abroad;
- Chief Directorate: Counter Corruption and Security; and
- Adequate provincial management and support capacity for the Department.



#### *Programme Performance: Introduction*

However, the Civic Services and administration components of the provinces are excluded from the 11 700 posts. Detailed proposals were formulated, but it could be expected that with the addition of these posts, the Department is likely to require around 14 500 posts. Only 6 830 of these posts were funded in the 2004/05 financial year, which means that the rest will have to be funded over the medium term.

The success of the Department's turnaround programme is heavily dependent on the need to appoint additional staff. The acquisition of additional staff will have to be complemented by the allocation of adequate resources in relation to:

- Skills development;
- Employment equity, with a special focus on gender equity; and
- Promotion of employee health and well-being.

#### **Overview of the service delivery environment for 2004/05**

The Department has introduced a number of urgent interventions to begin making an immediate difference in service delivery. This includes 'The Client is always Right' campaign, designed to inculcate in our members the attitude that our clients must be treated on the basis that they are entitled to the service they are asking for, and in the quickest and most convenient manner.

Within the coming financial year the Department will initiate a 24-hour Client Service Centre that will enable the public, other government departments, as well as the private sector to make enquiries about the progress of applications, and which will have the power to unblock blockages and fast-track processes. The Centre will evolve as the Department's Information systems improve.

Home Affairs has also instituted a project to identify best practices in the management of queues, signage and workflow in our offices, and to impose these standards on all our office around the country. This links to our infrastructure-upgrading programme, and will have definite financial implication.

In order to address the poor state of our offices around the country, the Department has initiated an audit of the location, condition, equipping and staffing of all our offices. A condition assessment of the government-owned buildings where we are primary occupant has already been completed. This will serve as a basis for a planned medium to long-term relocation or refurbishment of our offices throughout the country, in partnership with the Department of Public Works. This will include the rollout of mobile units and an expansion of the Department's utilization of Multi-purpose Community Centres, especially to those living in remote rural areas of the country. The proposed increases in our staff number will take into account the staffing requirements of these service points.

#### **Strategic overview and key policy developments: 2004/05**

The Department's medium-term focus is centred on the Turnaround Strategy developed in 2003. Reforming the Department's core civic and immigration services are central to the strategy. A concerted effort is being made to improve service delivery across the Department, improve the physical state of its offices, and increase its reach to people in remote areas. The accelerated implementation of the Home Affairs National Identification System (HANIS) is also an essential component of the strategy.

## Department receipts

Income is generated mainly from the issuing of passports, identity, travel and other official documents.

Economic classification	Revenue outcome			Adjusted appropriation 2004/05 R'000	Actual 2004/05 R'000	% Deviation from target
	Audited 2001/02 R'000	Audited 2002/03 R'000	Audited 2003/04 R'000			
<b>Tax receipts</b> Sales of goods and services produced by department (excl. capital assets)	263 533	241 740	316 623	277 442	295 416	6.48%
Fines, penalties and forfeits	665	506	–	586	6 257	967.75%
Interest, dividends and rent on land	–	665	–	753	-75	109.96%
Financial transactions in assets and liabilities	6 377	-299	–	195	497	154.87%
<b>Total receipts</b>	<b>270 575</b>	<b>242 612</b>	<b>316 623</b>	<b>278 976</b>	<b>302 095</b>	<b>8.29%</b>

## Departmental Payments

Summary of expenditure estimates by programmes	Appropriation on 2004/05	Roll-overs and adjustments	Shifting of funds	Final appropriation	Actual payments	Variance
	R'000	R'000	R'000	R'000	R'000	R'000
1. Administration	290 332	211 935	64 316	566 583	565 779	804
2. Services to Citizens	998 878	-151 633	-30 822	816 423	557 937	258 486
3. Immigration	403 898	6 310	-33 494	376 714	290 214	86 500
4. Auxiliary and Associated Services	580 384	37 511	–	617 895	575 303	42 592
<b>Total</b>	<b>2 273 492</b>	<b>104 123</b>	<b>–</b>	<b>2 377 615</b>	<b>1 989 233</b>	<b>388 382</b>

## PROGRAMME SUMMARY

- **Administration** provides for the overall management of the Department.
- **Services to citizens** grants specific rights and powers to members of the population, addressing travel and passport matters, citizenship and population registration by equipping every eligible citizen with a valid enabling document and record their information in the population register within the targeted period to give effect to their rights.
- **Migration** controls immigration according to South Africa's skills and investment needs and controls visitors who enter the country on a temporary basis.
- **Auxiliary and associated services** support the Film and Publication Board, the Government Printing Works, the Independent Electoral Commission and Government Motor transport as well as Capital Works



## PROGRAMME 1: ADMINISTRATION

The aim of the **Administration** programme is to conduct the overall management and administration of the Department. The programme provides for policy formulation by the Minister, Deputy Minister, Director-General and other members of the Department's management. This programme also comprises the following sub-programmes:

- Minister
- Deputy Minister
- Management Services
- Corporate Services

### PROGRAMME POLICY DEVELOPMENTS

The sub-programme **Management Services** includes **Strategic and Executive Support Services (SESS)**, which provides a professional, evaluative, planning and co-ordinative capacity to the Director-General in order to enhance effective and efficient management of the diverse and specialist line function entities of the Department, in the context of sound and coherent policy requirements. SESS also manages the Department's involvement in the system of co-operative governance as prescribed in Chapter 3 of the Constitution, as well as the Department's participation in intergovernmental structures.

The sub-programme **Corporate Services** includes Human Resources, Information Technology, Legal Services, Security and Ethical Conduct and Communication.

**Legal Services** provides legal services to the Department, including the rendering of legal opinions, representing the Department at the Home Affairs Portfolio Committee during legislative programmes and drafting and amending legislation and legal documents.

**Security and Ethical Conduct** aims at safeguarding

the Department against the activities of criminal elements and ensuring physical-, information- and personnel security.

**Communication** is responsible for the management of communication within the Department. It is responsible for media liaison, corporate communications, internal communication and media production.

**Information Technology** enables the Department, through optimal utilisation of information technology, to address the service delivery requirements within the different business areas. One of the main strategic focus areas of the Department of Home Affairs is the deployment of information technology and systems to improve service delivery to all stakeholders. In the reporting year the Chief Directorate: Information Technology has been instrumental in working towards this strategic goal.

**Human Resources** provides human resources services to the total personnel corps at all levels of the Department. The service includes human resources development, human resources management, as well as employee relations services.



## ACHIEVEMENTS AND CHALLENGES

As mentioned earlier, this section aims at providing information on the achievements and challenges pertaining to the various sub-programme within Programme 1: Administration. In doing so, it draws mainly from the departmental Strategic Plan 2004/05.

It includes the following issues that are grouped together according to responsibilities:

### MANAGEMENT SERVICES

#### Strategic and Executive Support Services (SESS)

The Turnaround Strategy represents a dream of the Home Affairs of the future. This, in combination with effective leadership, can create the energy that is required to make things happen. It further identifies the requirement to both effectively manage and inspire to achieve organisational change. The Department of Home Affairs (DH, however, does not function in isolation and is inevitably part of the integrated governance system. It therefore plays an integral part in these government processes due to its centrality in government service delivery. Hence it requires that management is more proactive and effective in its interaction with its clients and stakeholders at international, national and inter-departmental level. The critical activities that were identified to achieve this outcome and progress that has been made in each of these areas are discussed below.

#### Transformation of Immigration

The strategic objective was the "Review of business processes in the Immigration Branch in order to enhance efficiency and eliminate unnecessary red tape":

*A high-level review of business processes in the Immigration Branch was undertaken and finalised during the reporting year. A Task*

***"A review of business processes was undertaken and finalised during the reporting year."***

*Team was established to develop a common understanding on the approach to be followed with the review of the remaining business processes. This was linked with other Information Services (IS) initiatives that are still in progress.*

#### International Relations

The strategic objective was "to properly strategise, plan, prioritise and co-ordinate the Department's International Relations."

***"A draft International Relations Strategy has been compiled and areas needing strengthening of bi-lateral co-operation identified."***

A draft International Relations Strategy has been compiled. It has,

however been put on hold due to a restructuring process. Inputs from new managers need to be integrated into the strategy. The responsibility of identifying areas for assistance by International Organisations e.g. IOM, UNHCR, SAMP, has been taken over by the Department's NIB branch. Of note for this reporting year was the hosting of the Global Commission on International Migration (GCIM) during February-March 2005. Areas of development in which countries can be aided as well as countries where further strengthening of bi-lateral co-operation is needed have been identified.

Capacity remains a major challenge, hampering the establishment of adequate International Relations functionality and the restructuring process now needs to be finalised as a matter of urgency. In spite of constraints, a nodal point for foreign visits and liaison has been introduced.



## Integrated Governance

The strategic objective was to “pro-actively participate in intergovernmental structures and to provide effective support to the Minister, Deputy Minister and Director-General (DG) to play a full role with regard to intergovernmental relations.”

*“An Integrated governance support structure has been established.”*

An Integrated Governance support structure has been established. DHA participated actively in the FOSAD Clusters through

designated members of Top Management. SESS provided secretariat support. The Department complied fully with the bi-monthly reporting system of government, and participated fully in the relevant sub-cluster committees.

A challenge is the level of representation insisted on by some of the clusters. Of note is the fact that DHA chairs the Border Control Operational Coordinating Committee (BCOCC) and needs to synchronise all its sub-sub committees. Capacity once again remains a problem, impacting negatively in terms of full participation in Inter-Governmental Relations (IGR) structures, workload and the establishment of specialised Ministerial support.

## Transformation

The strategic objective was “to identify and implement critical transformation interventions”:

A Transformation Steering Committee was designed and established, and workshops were conducted in December 2004 and February 2005 respectively to compile the terms of reference. With regard to the Transformation Policy Review Framework, proposals to include and integrate change management are in the process of being developed. The establishment of core capacity in the transformation component is in process and critical posts have been advertised. In spite of constraints, the Department managed to participate in national and international transformation programmes.

## Change Management

The strategic objective was to “inculcate a culture reflective of and responsive to the new strategic vision of the Department as embodied in its Turnaround Strategy”:

A coherent Change Management Strategy and action plan has been developed and approved. Implementation of the change management strategy is dependent on the proposals to integrate the strategy into the Transformation Policy Review Framework.

## Strengthening the Management Team

The strategic objective was to “strengthen the management team and to introduce effective management processes and systems.”

The new organisational structure was implemented at senior management level and Deputy Director-General (DDGs) for all five newly created branches in DHA

*“DDGs for all five newly created branches in DHA were appointed during the reporting year.”*

were appointed during the reporting year. During their induction phase they thoroughly acquainted themselves with their new working environment.

A report on the introduction of an effective organisational performance management system for DHA was compiled and scheduled to be approved by the Director-General in May 2005.

The composition and role of management fora were reviewed, approved and implemented. Meetings of the various management fora are scheduled six months in advance to ensure maximum participation.

A monthly reporting system and monitoring tool implemented since May 2004 and September 2004 respectively are in force.

## Capacity Building

The strategic objective was to “ensure harmonised and integrated capacity building throughout the Department in the interrelated spheres of people, infrastructure and resources.”

Wide-ranging individual discussions were held to determine “as is.” situation. This was followed by a detailed analysis conducted to develop an integrated work plan and guidelines.



## Acquisition of Staff

The strategic objective was to “bring staffing capacity up to levels of service delivery required.”

With regard to the new structure, policy was revised and establishment proposals for provinces were re-evaluated in line with the broad strategy on service delivery improvement. Additional *improvements* identified by Ministry in December 2004 also received attention. The job evaluation for newly created Senior Management Service (SMS) posts was finalised and a migration (transfer) plan developed.

New post designations were developed and proposals put in place for the ranking and career structure to be incorporated in a holistic Human Resource (HR) Strategy.

## Service Delivery

The Department of Home Affairs is in essence a service delivery department. The Department has committed itself in letter and spirit to the principles of Batho Pele.

However, the reality of inadequate training, understaffing, poor office location, offices in a poor state of repair and inadequately equipped, means that the Department still has to work harder to meet the requirements of Batho Pele, despite efforts already made to address these issues.

*“The reality of inadequate training, understaffing, poor office location, offices in a poor state of repair and inadequately equipped, means that the Department has to work harder to meet the requirements of Batho Pele.”*

To address these challenges, the following interventions have been agreed upon.

- The establishment of a Service Delivery Branch in the Department
- The “Client is always right campaign” - To change the attitude of staff towards clients to render a world-class service
- Street Agents - To combat the activities of ‘street agents’
- Establishment of a 24-hour Client Service Centre (CSC) - To establish a 24-hour Client Service Centre to be used by clients as well as departmental offices in and out of South Africa to check on the status of applications and to

troubleshoot problems, as well as to increase accessibility of DHA services beyond ordinary working hours when some clients may not be able to reach the Department.

- Delegation of powers and functions to provinces
  - To identify the powers and functions that need to be delegated to the provincial structures and to clarify reporting lines
- Capacitating the Foreign Offices function
- Service delivery improvement - To research, benchmark, develop and implement novel service delivery improvement models aimed at providing a sufficient spread, access, location and infrastructure for optimised service delivery in marginalized communities.

The key interventions are discussed in detail below:

### National “Client is always right” Campaign

The strategic objective was to “change the attitude of staff towards clients to render a world-class service.” A training manual on customer care was developed. However, it needs to be revisited to, *inter alia*, incorporate customer delivery standards that are currently being developed by an HR committee. Training is expected to be rolled out during May 2005.

Regarding implementation of the reward and recognition system, it can be reported that a draft strategy will be presented at the next Bargaining Chamber.

Letters from clients and the general public have been published in both the “Home Blitz” newsletter and the “Home Affairs” publication, thus highlighting both good and poor service delivery.

An investigation into uniforms for DHA (frontline staff) has been conducted and draft proposals developed. However, these still need to be discussed with DHA management and the unions.

With regard to the implementation of a monitoring and evaluation (M & E) system (e.g. electronic evaluation system, customer surveys, suggestion boxes, etc.), an interim report from South African Migration Project SAMP was submitted in December 2004, whilst a final report will be submitted in 2005.

### Intervention:

*“To establish a 24-hour Client Service Centre to be used by clients as well as departmental offices to check on the status of applications and to troubleshoot problems.”*



#### Programme Performance: Programme One

A questionnaire was developed in conjunction with UNISA to conduct an internal survey aimed at obtaining an accurate reflection of employees' perceptions of DHA, procedures, facilities, policies and its people. The result of the survey would be used by the Department in an attempt to improve the workplace by promoting development, creating a platform for sharing, testing and using ideas and where service to the people is the first priority.

A further strategic objective was to "combat the activities of 'street agents' "

This problem is generally addressed by means of officials acting as floorwalkers. Street agents pose the problem of making clients pay for services that are normally provided free of charge by the Department. They also encourage corruption in that officials service them first over and above other customers who might be queuing, in exchange for a bribe.

#### Client Service Centre

The primary strategic objective of the Client Service Centre project is the establishment of a 24- hour Client Service Centre (CSC), which can be utilised by clients, as well as departmental offices to check the status of applications, and to troubleshoot problems. This centre will have to be fully integrated and properly staffed so as to serve both internal and external clients.

The secondary objective of the Client Service Centre is the development of an operational centre in the Department, from which special events and emergencies could be managed.

*"A toll-free line was implemented in November 2004 and approximately a thousand public enquiries have been solved monthly since then."*

The Development of the final solution CSC is a long-term project, scheduled to be completed by 31 December 2005 and not on 1 April 2005, as originally envisaged. However, the

temporary solution reported on in the previous reporting year is now operational. A toll-free line was implemented in November 2004 through which the public can access the CSC directly without having to incur the normal cost of a telephone call. Personnel attending to this toll-free line have solved approximately a thousand public enquiries monthly since then.

The benchmarking phase for the long-term solution has been completed and in January 2005 the Project Charter, which contains the terms of reference for the development and implementation of a fully-fledged Client Service Centre (CSC) in the Department of Home Affairs, was approved by Senior Management of the Department. This Charter:

- Confirms the current understanding of departmental requirements for the CSC, as well as scope of work to be undertaken by the project.
- Outlines the implementation programme for bringing about the CSC in the Department, as well as a high level project plan for each phase of work, with associated milestones and anticipated deliverables.
- Describes the project organisation and governance required to keep the project on track in terms of timing, budget and agreed deliverables.

More detail on the specific outputs pertaining to the above-mentioned is contained in tabulated format in the annexure to programme 1.

#### Delegation of Powers and Functions to Provinces

The strategic objective was to " identify the powers and functions that need to be delegated to the provincial structures and to clarify reporting lines."

An investigation into the matter has been undertaken and draft delegations have been compiled. These need to be signed into power in the coming financial year.

#### Service Delivery Branch in DHA

The strategic objective was to establish a Service Delivery branch in DHA.

The post of DDG: SD (Service Delivery) was filled on 1 November 2004. In terms of creating capacity, 69 of the 283 posts that had been approved and funded could be filled by the end of the reporting period. Funding still needs to be secured for an additional 699 critical posts, which will only be filled over a period of three to five years.

Clear lines of command and control still need to be established as well as a policy in this regard.



## Capacitating the Foreign Offices Function

Progress on the strategic objectives and outputs as reflected in the departmental strategic plan is as follows:

Strategic Objective: "To develop and implement DHA placement policy"

The placement policy developed is still in draft form and needs to be finalised during 2005. *Placements of officials at approved missions are at an advanced stage.*

Strategic Objective: "To develop a rollout plan of DHA representation abroad."

**"The Rollout plan for 2004/2005 was approved and is in the implementation stage."**

The Rollout plan for 2004/05 was approved and is in the implementation stage. The minimum

proposals for the establishment of foreign regions have been finalised. For the 2005/06 financial year, ten (10) Home Affairs officials will be placed in offices abroad. Two appointments will be at senior management level.

Strategic Objective: "To create foreign regions for effective management of foreign missions."

Posts for Regional Heads need to be advertised in line with availability of funding. A. Foreign Regional Manager's programme will also commence as soon as funds are available. An investigation into how Foreign Desks operate will be benchmarked with Department of Foreign Affairs for the smooth operation of DHA Foreign Offices in all foreign regions.

Strategic Objective: "To staff the foreign office component (Head Office, foreign regions and DFA nodal point)."

The post of Director: Foreign Offices Coordination was advertised in 2004, but has yet to be filled. The unit will be strengthened by the return of DHA officials from abroad. This should alleviate the *current* capacity shortages, as some of them will be absorbed into the component.

The establishment of a nodal point at DFA, specifically to deal with Diplomatic Bag problems that affect Home Affairs is still being considered.

Strategic Objective: "To strengthen relations with DFA on Foreign Offices matters."

Programme Performance: Programme One

### Establishment of DG's Forum:

A Director-General's Forum with DFA has been established. Meetings are scheduled every six months. Another forum between the two Departments is the DHA/DFA Forum, which meets bi-monthly to resolve any issues between the two departments that affect service delivery in missions. A series of meetings were held in the reporting year

**"Regular meetings were held with DFA to strengthen relations."**

Strategic Objective: "To strengthen DHA internal Liaison on Foreign Offices' matters."

A DHA Inter-Directorate liaison Forum dealing with Foreign Offices functions/activities was *established*. Regular meetings are being held monthly.

The success of the foreign offices programme relies heavily on timeous response to the needs of missions abroad. A Memorandum of Understanding between the Departments of Home Affairs and Foreign Affairs will be the guiding document in the execution of this programme.

### Service delivery improvement

The strategic objective was to research, benchmark, develop and implement novel service delivery improvement models aimed at providing a sufficient spread, access, location and infrastructure for optimised service delivery especially in remote rural and marginalised urban communities.

National and international benchmarking on models of service delivery was conducted and a draft report submitted to the Director-General and Ministry. Partnerships were established with CPSI and CSIR. A broad Service Delivery Strategy was developed that has been approved by Minister. The matter still needs to be taken further by the provision of specific operational plans associated with this broad strategy.

*The strategic objective was to determine the number and location of offices to be established in the current financial year, taking into account population dynamics, nodal points and the rural development strategy of Government as the basis for devising a DHA expansion of offices plan:*

Proposals on priority offices to be opened were developed.



#### Programme Performance: Programme One

The CSIR completed the Phase 1 and 2A - Eastern Cape Pilot – methodology to

**“Proposals on priority offices to be opened were developed.”**

address the facility location needs of the Department. The report provides an analysis of the population demand and optimum location based on coverage and time travelled, with emphasis on rural access improvement. The study further identifies priority locations for mobile unit deployment. Phase 2B-rollout of the methodology will commence by 15 July 2005.

Opening of new offices is, however, dependent on the *budget*. It will be rolled out over a three year period as per the budget plan.

*The strategic objective was to revive the project on the conversion of freight containers into offices to be placed especially in deeply rural areas where no other suitable office accommodation is available:*

A Report on the number of containers and locations identified was finalised during the reporting year.

*The strategic objective was to set National standards with regards to client service and infrastructure.*

After benchmarking with the Johannesburg Traffic Licensing Office, the South African Post Office and various other government departments, a document on draft national standards was completed and reviewed by a DHA focus group.

*The strategic objective was to render essential management services to the Department's leadership:*

Assessments on accommodation needs were drafted and submitted for approval.

The organizational structure and post establishments were reviewed and submitted for approval.

A task team was established to develop a common understanding on the approach to be followed with the business processes review. This was linked with other IS initiatives that are still in progress.

The Business Intelligence (BI) system will be reviewed before the end of the 2005 financial year.

During the reporting year, SESS also participated in a number of joint projects in various fields in conjunction with other business units in the Department.

The joint ventures included the following:

#### Infrastructure:

##### State of offices

Strategic Objective: To bring all frontline offices of DHA to an acceptable standard of excellence in terms of condition, location, equipment, staffing and security. An office audit was conducted and an Executive Summary Report provided by Department of Public Works on 1 November 2004. A plan on the reviewed location and establishment of offices planned for was compiled. Social Development and CSIR were involved in mapping the location of offices as well as the population density. The outcome thereof will dictate direction for medium and long term infrastructure planning.

However, the Department also, in the spirit of integrated governance, explored other avenues to expand its services. In line with its set objective “to intensify DHA involvement in integrated service delivery by means of the utilisation and establishment of MPCC’s and shared facilities”, the Department was actively involved in the national MPCC Steering Committee chaired by Government Communication Information Services (GCIS). DHA’s integrated service delivery strategy and model will inform its participation and contribution in the MPCC roll-out.

Back on the home-front, the objective “to acquire a custom-built DHA Head Office campus” was furthered by a workshop arranged by DPW for all departments followed by a presentation to Cabinet to approve sites. Planning has commenced for the identification of a suitable site for DHA. DHA relocation to a new campus is targeted for 2007.

##### Business process renewal and modelling

In terms of the set objective “to analyse and revise business processes within the Department”, the Immigration business processes review was finalised. As mentioned above, a task team was established to develop a common understanding on the approach to be followed with the review of the remaining business processes. This was linked with other IS initiatives that are still in progress.

##### Information Management

The objective “To develop and establish Knowledge and Information Management (KIM) capacity and systems within the Department” was pursued by a project team, aiming to develop proposals on the establishment of KIM capacity. Proposals are in process of being implemented.

#### OUTPUTS AND SERVICE DELIVERY TRENDS

Detailed information on sub-programme related outputs, performance measures and actual performance during the reporting period appears in tabulated format as an annexure at the end of this Chapter.



## CORPORATE SERVICES

### Human Resources:

*"The people of Home Affairs are critical to the delivery of our services"*

Officials of Home Affairs are critical to the delivery of our services. It is our officials who interact

with our clients across the counters of our offices. It is our officials who process the applications we receive from our clients. It is our officials who receive visitors to our country. It is our people who administer our funds and our logistics. Yet the human resource capacity that the Department currently has, is totally inadequate to execute our mandate – not to mention being able to live up to the Batho Pele principles.

Apart from filling critical posts and lobbying for more funds to expand our establishment, the Department needs to train and re-train employees in a range of soft and hard skills required doing their work. Home Affairs also needs to give attention to their utilisation, career advancement and performance management. Moreover, the Department needs to introduce initiatives to improve the morale of employees and promote their health and well-being.

*"The Department needs to train and re-train employees in a range of soft and hard skills required to do their work"*

The key Human Resources interventions identified to address these challenges are discussed in detail below:

#### Acquisition of Staff

The strategic objective was "To bring staffing capacity up to levels of service delivery required."

*"The Department has started the process of filling all posts on new establishment"*

Following, the completion of further work on outstanding elements of the new structure, job evaluation and job specifications of critical funded management vacancies, the development and successful

implementation of the Migration Plan and prioritisation of vacant operational posts on the new structure for filling, the Department started the process of filling all posts on the new establishment. Approval was given to fill 268 funded posts on level 1-12 within the financial year 2004/05 of which 40 posts on salary levels 1-12 were filled during the period 1 November 2004 to 31 March 2005.

The rest will be filled in the coming financial year. A further 31 posts on salary levels 13-15 were also advertised since June 2004 and of these 22 posts were filled.

A revised Retention and Recruitment Policy was compiled and will be referred to the Departmental Bargaining Chamber for adoption. The policy will take effect after adoption.

*"Over 400 interns embarked on the internship programme in the Department"*

An Internship Programme was developed and implemented: During the reporting year, 417 Interns were appointed in the Department. With regard to Cadetship and Learnership programmes, the Department is in the process of registering Immigration unit standards and qualifications with South African Qualifications Association (SAQA), and a Learnership in Immigration will be registered immediately thereafter.

A Succession Planning and Career Management Policies were developed and circulated to Senior Management for comments. External support was secured to assist with the editing of these. However, further consultation and benchmarking were recommended. The Sub-directorate: Performance and Career Management is still in the process of benchmarking with other organisations.

#### Education, Training and Development

The strategic objective was "To ensure that staff are properly trained in all elements of the Department's functions."

With regard to the establishment of a Learning Centre, a task team for benchmarking and identifying a DHA learning model will be established. The task team will be representative of all branches of the Department. The results of the benchmark will determine the model and approach to be adopted by DHA in establishing the Learning Centre.

Comprehensive training programmes are continuously being developed and implemented.

The following programmes are already in place:

- A three months training programme for Foreign Missions posting was developed and implemented.
- A one-year training programme for Immigration officer was developed and is being implemented. (The first group of 60 Immigration Officers are



#### Programme Performance: Programme One

***"The Department has developed and implemented comprehensive training programmes"***

- A 5-day induction programme for SMS was developed.
- Management training (The Emerging Management and Development Programme for Junior

Managers as well as the Advanced Management and Development Programme for Middle Managers was implemented)

- Customer Service and Batho Pele training (860 DHA Officials were trained in Customer Service and Batho Pele and the Induction Programme in Corporate Customer Service)
- Adult Basic Education Training (ABET) training (ABET was outsourced and rolled out to all Provinces)
- Computer training was rolled out to the following provinces: Western Cape, Limpopo, Northern Cape, Free State)

Training committees were established in all Provinces and Training Committee members were trained.

***"The formalisation of partnership with outside training institutions is in the process of being finalised"***

The formalisation of partnerships with outside training institutions is in the process of being finalised, a Memorandum of Understanding (MOU) has been signed with SAQA for the registration of a

qualification as well as well as Umsobomvu for the Internship programme. The Department still needs to sign MoUs with SANAI, UNHCR, SAHRC, IOM, and Wits School for Public and Development Management. Even though the Department has not yet formally signed the MoUs with all relevant stakeholders, they are part of the training of the Immigration Officers

#### Staff Morale

The strategic objective was "To improve staff morale."

The Department started to establish core capacity in the Employee Wellness Directorate during the reporting year. The Director: Employee Wellness has been appointed and is presently in the process of advertising the posts that

***"The Department is establishing a Core capacity in the Employee Wellness Directorate"***

have to be filled within the financial year 2005/06. As from February 2005 the Department solicited the services of an in-house psychologist to manage mental and psychological problems of employees, even of those who are not on a medical scheme.

As far as the introduction of fully functional sporting and cultural programmes is concerned, an Assistant Director: Sport and Recreation, has been appointed to coordinate the Sport Activities in an integrated approach within the newly developed Employee Wellness Operational Plan.

***"The UNISA Employee opinion survey is almost complete"***

In terms of policy, an Employee Wellness Policy that integrates all the activities of the Directorate is being drafted.

The UNISA Employee Opinion Survey is almost complete and the final document is scheduled to be handed to the Department by 15 July 2005.

***"The Employee Wellness Directorate has embarked on an integrated approach in its operational planning."***

Looking ahead, it can be mentioned that the Employee Wellness Directorate has embarked on an integrated approach in its operational planning.

An Knowledge, Attitude and Perception ( KAP) survey is to be conducted shortly, quotations are being solicited from organisations with relevant expertise, to assess employees' knowledge, attitudes and perceptions on HIV/AIDS in the workplace.

#### Counter-Corruption and Security

The Department of Home Affairs is a part of the overall security mechanism of government in that it authenticates citizens and controls entry and sojourn into our country. As such the Department has an unavoidable obligation to protect our information, our installations, our equipment, our people and the integrity of our systems. Effective security is one of the ways in which we can prevent and combat corruption.

***"DHA is part of the overall security mechanism of government."***



## Counter Corruption

The strategic objective was to “decisively address corruption within the DHA.”

To this effect the following was achieved:

A Counter-Corruption Plan was developed and copies were forwarded to all offices of the Department in December 2004.

Although further training regarding analytical capability did not take place, analysts were incorporated into the investigations done by the Directorate.

**“The Department has introduced a whistle blowing policy.”**

A number of corruption reporting policies and mechanisms have been introduced, notably the whistle-blowing policy.

Capacity-improvement is in the process of being addressed and advertising and short-listing with regard to a number of posts have been done.

As far as the strategic objective of strengthening multi-agency intergovernmental co-operation in fighting corruption is concerned, the institutionalised co-operation with cluster partners has improved during the reporting year.

## Improvement of Security

A Master Security Plan to drastically improve the total security function was developed and forwarded to Top Management for comments. Copies were also forwarded to NIA for their comment.

Good progress has been made with security vetting of employees, thus moving closer to the strategic objective of ensuring the integrity of all employees of the Department.

**“More than 640 staff members have been vetted during the reporting year.”**

Vetting of top management is almost complete, whilst

## Programme Performance: Programme One

Vetting of the remainder of staff is ongoing.

Vetting of personnel who will work abroad is completed before the staff members assume duty abroad. In terms of output, more than 640 people have been vetted during the reporting year.

Physical security has been enhanced by introducing a biometric access control system at Head Office. The challenge remains to roll out the system to our other offices.

As to the objective of developing and formalising security policy, draft security policies, including IT security policy, have been compiled and circulated for comments to DHA management and NIA.

**“Sixteen additional officers were appointed during the reporting year.”**

In terms of improving information security in DHA, formal arrangements regarding information classification, storage and encryption arrangements have been introduced.

In order to develop capacity, sixteen (16) officers were appointed.

## Awareness Campaign

To educate and inform staff members and public members about the evils and consequences of corruption and the need to adhere to security standards, a whistle-blowing policy was approved which will be implemented and a formal awareness campaign will be launched.

## Internal Audit

### Risk Management

The strategic objective was “to develop and formalise a risk management strategy for the Department.” – Internal Audit facilitated this process.

The Risk Management Strategy document was reviewed and a revised document adopted during October 2004. The establishment of a Risk Management Steering Committee followed this. A risk assessment is scheduled for 2005/06 financial year.

**“The Risk Management Strategy document was reviewed.”**



Challenges that remain include the proper communication of the risk strategy throughout the Department, which will be done in conjunction with the chief directorates Communication and Counter Corruption & Security; capacitating the risk management unit and the final placing of such a unit within the departmental organisational structure.

Detail on further outputs in the field of policies & procedures, management, acquisition of staff, continuing professional development and computer-aided tools can be found in tabulated format in the annexure to programme 1

## Communication

The Turnaround Strategy of the Department has identified intervention areas that the Department needs to engage in. One of the critical interventions is with regard to the infrastructure, where the Department needs to ensure that the current offices are either refurbished or relocated from their current locations.

*"By means of the National Volunteer campaign a substantial number of offices were refurbished in the provinces."*

As from 2004 the Department embarked on a campaign known as *National Volunteer Campaign*, which was aimed at refurbishing dilapidated offices.

During the reporting period a substantial number of DHA offices were refurbished in the nine Provinces through this campaign.

Many of the citizens of this country were either illegally married to unknown spouses or their marriages were not registered in the population register. It is against this background that the Department decided to embark on the *Check Your Marital Status Campaign* aimed at rectifying these mistakes. With this campaign many people who were illegally married came to the fore and in some cases pointed out the persons who were responsible for their illegal marriages.

On the programme of building a strong partnership with the stakeholders the Department embarked on a *Golf Day*, which was held at the Woodhill in Pretoria East.

*"The Golf day greatly assisted in forging strong partnerships with stakeholders."*

The *Golf Day* was attended by different stakeholders who pledged to help the Department in advancing the Turnaround Strategy the Department has adopted.

## Legal Services

### Core functions

Legal Services provides legislative drafting capacity for the Department; renders legal advisory services to the Department; renders professional legal representation in all litigation matters affecting the Department and advises on the content, application and implementation of International Agreements.

### Legislation

A number of important legislative amendments were made during the reporting year. These, as well as legislation administered by the Department, are included under the section dealing with the legal mandates.

*"A number of important legislative amendments were made during the reporting year."*

### Report on activities during 2004/05 reporting period

In terms of the departmental strategic objective of ensuring the effective and professional functioning of Legal Services, constraints were identified and a new structure for Legal Services approved. Migration to the new structure was completed. In order to establish additional core capacity, funding for more posts was approved.

Furthermore, the additional strategic objective of finalising certain outstanding legislation has also been achieved.

Challenges and successes experienced during the reporting year are reflected below.

### Challenges

- o The Business Plan was not fully implemented
- o There was a delay in the migration to the new structure
- o Not all vacancies have been filled, e.g. administration support
- o Officials are not adequately and appropriately skilled
- o The library is not well-resourced
- o No standardised systems and business processes
- o Office space does not meet business needs
- o A *laissez-faire* organisational culture



#### Successes

- o The amendment of the Immigration Act, 2002(Act No 13 of 2002), which resulted in. minimising litigation and a substantial reduction in applications for permanent residence on the basis of marriage.

***"The amendment of the immigration Act helped to reduce litigation and applications for permanent residence on the basis of marriage"***

- o Departmental legislation was finalised i.e. Citizenship Act, Films and Publications Act.
- o Migration to new organisational structure
- o A paper-based case

list, a partially functioning central diary and full usage of reference numbers

- o Work is allocated with specific instructions, guidelines and time frames
- o There is equitable distribution of work
- o Litigation processes – since November 2004, new processes have been put in place
- o Certain core positions within the respective Directorates have been filled.

#### **Information Services**

**Information Services** enables the Department, through optimal utilisation of Information Management Systems and Technology (IMST), to address the service delivery requirements within the different business areas. One of the main strategic focus areas of the Department of Home Affairs is the deployment of information technology and systems to improve service delivery to all stakeholders. In the reporting year the Branch: Information Services has been instrumental in working towards this strategic goal.

#### **Restructuring**

The Information Services division of the Department underwent major restructuring during this year. The division was upgraded to a branch and a Deputy Director-General appointed. A new management team was appointed for the Branch.

The Branch reduced its dependency on contractors by terminating all but a few crucial contracts. This also improved the representivity of the Branch. The majority of the internal staff members experienced upward mobility in the process of transformation.

***"The Information Services division of the Department underwent major restructuring during this year."***

#### **Policy**

A governance framework, based on existing Government policy, frameworks and standards has been produced, and is being fleshed out for implementation. Prominent within the framework is the Control Objectives for Information Technology (CoBIT) risk management framework normally used for Information Services audits. Information Security Policy has been developed and is being implemented.

#### **Infrastructure**

An emphasis was placed on infrastructure, upgrading current offices, computerising new offices, and extending reach beyond this.

***"An emphasis was placed on infrastructure"***

#### **Systems**

Fundamental to the systems of the Department are governance issues, which have been given priority. The Department (IS Branch) has embarked on Business Process Review, Enterprise Architecture, Master Information Systems Plan, as well as Reverse Engineering of all legacy systems of the Department such as the National Population Register (NPR), Movement Control System (MCS) and all related mainframe systems and / or applications. This is aimed at optimisation of departmental systems to bring about efficiency and improve service delivery.

#### **Networks**

The wide area network was extended, and its capacity doubled. The local area networks were all upgraded and certified. A memorandum of understanding with the Department of Foreign Affairs included the Department of Home Affairs network in embassy and mission upgrades and includes voice over IP as well as Virtual Private Networks (VPM). In the country the Department is on GCCN (Government Common Core Networks).

#### **Computerisation**

The programme of computerising all Home Affairs offices continued, with 179 offices being computerised.

***"Computerising all Home Affairs offices continued, with 179 offices being computerised."***



### Hospitals

*"The Department deployed and connected 68 hospitals to assist in the convenient registration of births and deaths."*

In the spirit of Batho Pele, the Department deployed and connected 68 hospitals by the end of the reporting year to assist in the convenient registration of births and deaths. The project will continue in 2005/06.

### Mobile Units

The first 10 mobile offices have been commissioned and computerised with satellite communications, thin client computers, and Integrated Client Services Console (ICSC) peripherals and scheduled to be launched during May 2005. The remainder of the planned mobile units will be deployed in the 2005/06 financial year.

### Mobile Technology Research

The Department has undertaken research into the use of mobile telephones for both verification of marital status, as well as making appointments and status updates for passport applications.

### HANIS Reloaded

By means of the Automated Fingerprint Identification System (AFIS) a million records have been digitised so far. In order to deal with the backlog on the digitisation of analogue based (paper and microfilm) fingerprints, the Department has increased the digitisation capacity by 700%. We have built capacity to digitise 70 000 records per day. This was achieved by contracting out for such additional capacity.

*"AFIS: a million fingerprint records have been digitised so far"*

Discussions on the Smart ID Card are at Cabinet level; the Department is about to publish a tender.

### Immigration Systems

A deportation system has been developed and deployed at Lindela deportation centre, and an immigration system developed and deployed at the immigration centres.

The Refugee Identity Cards have been procured and are ready for implementation. The refugee system has also been procured from Namitech. An interface between HANIS and the refugee system is in the process of being developed.

*"The Refugee Identity cards have been procured and are ready for implementation."*

### Electronic Document Management Systems

The back record conversion (BRC) of documents battled with technical problems. These have now been resolved and scanning on the remaining three streams can continue as soon as the Rosslyn site is ready. IT is working with Civic Services to expedite the process of BRC at Rosslyn.

### Management Information Systems

The Department has procured the SAS data warehouse and business intelligence solution. This is currently being implemented. The estimated completion date is 01 April 2006.

### Security Systems

A comprehensive ICT security policy was developed and approved. ISS policy

*"A comprehensive ICT security policy was developed and approved."*

implementation is going on. Major security infrastructural deployment has been completed. A HANIS disaster recovery system contract concluded; a recovery site identified; and a consortium started with preparations. In order to foster non-repudiation the Department has commissioned biometric access control, which will require all personnel or agents accessing the Department's network and systems to use fingerprint for authentication and verification. Communication security is also being enhanced through the encryption project.

### Financial and Procurement Services

#### Capacity:

#### Acquisition of Staff

The strategic objective of bringing staffing capacity up to levels of service delivery required was addressed by the Human Resources business unit of the Department.

Finance identified the MTEF funding requirements for personnel and related expenditure and included it in the MTEF budget submission.

#### Infrastructure:

#### State of Offices

Objective: "To bring all frontline offices of the Department to an acceptable standard of excellence in terms of condition, location, equipment, staffing and security".



The Department, in partnership with the Public Works Department and appointed consultants, conducted an audit of offices and assets, in order to determine the state of offices, and to populate the information to an electronic asset management system. This will enable the Department to determine demographically where new offices should be established in order to ensure that the services are brought to the people.

*"Comprehensive office audits in partnership with other role-players were conducted."*

The Department implemented its "National Volunteer Campaign", during which volunteers from communities and officials worked together to give offices a facelift. Thirty one offices were given a "face lift" during the campaign.

*"Volunteers from communities and officials worked together to give offices a 'facelift'."*

An emergency programme to refurbish worst offices was implemented and offices occupied by Home Affairs staff were refurbished to an acceptable standard.

In terms of the Repair and Maintenance Programme (RAMP) all State-owned buildings occupied by the Department, will be upgraded and maintained over a period of three years, in order to ensure that officials work in a conducive environment, and that clients benefit from the Corporate Identity standards set by the Department.

*"During the 'Quick Win' programme, new furniture, equipment and IT equipment were procured and issued to offices country wide"*

During the "Quick Win" programme, new furniture, equipment such as labour saving equipment and IT equipment were procured and issued to offices country-wide, thus initiating the envisaged output of having all offices adequately equipped by 2007. The remainder of the needs were included in the departmental MTEF request.

#### **The acquisition of a custom-built DHA Head Office**

The strategic objective was "to acquire a custom-built DHA Head Office campus."

#### *Programme Performance: Programme One*

The Department's Head Office was relocated to a temporary site at Waltloo. Plans for the new Head Office are underway and the Public Works Department is involved in identifying a suitable site.

#### **Transport**

Objective: "To acquire and manage an effective transport fleet for the Department."

*"366 additional new vehicles were procured."*

The Department, in partnership with the Department of Transport, procured three hundred and sixty-six additional vehicles for the provincial offices, in order to equip offices with vehicles. The National Immigration Branch was issued with fourteen vehicles, which were launched during the National Immigration Branch launch in Cape Town, during which the President unveiled these vehicles.

The investigation of a viable fleet management system was finalised and proposals incorporated in the MTEF.

#### **Acquisition of Electronic Asset Management System**

The information obtained from the audit of offices and assets in all offices, has been populated into the newly developed system, which will account for all assets under the control of the Department. The system will be rolled out to all provincial offices in the 2005/2006 financial year.

*"The newly developed Electronic Asset Management system, will account for all assets under the control of the Department."*

#### **Exploring Alternative Office Accommodation**

The Department has explored alternative accommodation such as container offices, mobile units and partnership with local authorities in order to render improved services to the public. Ten fully fledged mobile units are scheduled to be launched in the ensuing financial year and are intended to serve the most rural areas where there is little or no access to Home Affairs services. Fifty-seven mobile units will be completed in the next financial year.

*"Ten fully fledged mobile units are scheduled to be launched in May 2005."*



## Financial and Procurement Management:

### Financial and Logistical Management:

The strategic objective was "To ensure effective management of DHA financial and logistical resources."

#### **Strategic integrated approach to budgetary planning:**

*"The strategic objectives of the Department were incorporated into the budget planning process."*

An integrated approach was once again followed during the reporting year. The strategic objectives of the Department were incorporated into the budget planning process.

#### **Monthly monitoring and reprioritisation**

Expenditure was monitored against the budget on a monthly basis. Towards the end of 2004/05 the budget was reprioritised.

*"Expenditure was monitored against the budget on a monthly basis."*

#### **Roll-out of transversal financial and logistical systems:** Roll-out of the Basic Accounting System (BAS).

The strategic objective was "to roll out transversal financial and logistical systems to frontline offices."

*"The implementation of BAS has been finalised at a further 41 offices."*

During the reporting period BAS was installed at 41 offices despite infrastructure and technical constraints. The total number of offices finalised are 102. Preparation for implementation at the remaining 44 offices during 2005/06 has commenced.

#### **Training**

The Directorate: Financial Administration visited the provincial offices identified and conducted training for all relevant officials within 5 provinces (206 officials were trained). Training included budgeting and specific areas of Financial Administration.

*"The Directorate Financial Administration continued to conduct additional training for all relevant officials."*

## Procurement Transformation

The objective was "to radically improve the service delivery of DHA procurement".

*"A draft plan was approved for the transformation of procurement."*

A draft plan was approved for the transformation of procurement and subsequent implementation of the supply chain management regulations.

The Procurement Directorate has to be capacitated and critical posts for filling in the 2005/2006 financial year have been identified. The Department is in the process of devolving identified procurement functions to the Provincial Managers to empower them to perform delegated procurement functions.

Constraints are efficient and effective procurement and monitoring systems, since the LOGIS system is not reliable.

A Procurement Policy Document will be adopted in the 2005/2006 financial year, and service level agreements signed between the Chief Financial Officer and Responsibility Managers.

It is envisaged to decentralise certain identified procurement delegations to provinces, as and when they are fully capacitated and accredited with the Chief Financial Officer.

## Financial Resources

The strategic objective was "To pursue acquisition of additional financial resources."

The option of acquiring financial and material assistance from private sector and donors was not utilised, since adequate departmental funds were available.

## CAPITAL INVESTMENT, MAINTENANCE, AND ASSET MANAGEMENT PLAN

### Capital Investment Plan

#### Introduction

The Department's financial allocation for the 2004/2005 financial year for Capital Works, was R78 493 000, of which R34 694 738 was spent. The Department could not succeed in achieving all its goals with regards to Capital Works Expenditure, as a result of Public Works Department's constraints during the procurement and tendering processes for contractors and consultants to assist with physical repair and maintenance work. The relevant Accounting Officers will enter into a service level agreement in order to realise the Department's goals in the next financial year.

The following offices have been upgraded and repainted during the 2004/2005 financial year:

New Castle	Melmoth	Prospecton
Esikhawini	Nkandla	Heidelberg
Ugu	Ulundi	Brits
Nongoma	Babanango	Mabopane
Hluhluwe	Mahlabathini	Kemptonpark
Eshowe	Tongaat	Benoni
Golela	Kwadukuza	Boksburg
Onverwacht	Pinetown	Cullinan
Estcourt	Ethekwini	Durban
Nqutu	Harding	

The Repair and Maintenance Programme (RAMP) was introduced to the following facilities:

Springs	Ngeleni	Pampierstad
Nigel	Encobo	Molopo
New Co-Operation Building	Phalaborwa	Atamalang
Marabastad	Mhala	
Umtata	Gyani	

An amount of R2 million was spent on day-to-day maintenance in all offices in the provinces.

Khayelitsha is one of the state-of-the-art buildings constructed and officially opened by the Minister of Home Affairs during the 2004/2005 financial year.

The campaign to clean and renovate dilapidated offices is ongoing and important to service delivery and staff morale.

#### Management of assets

##### (a) Introduction

An amount of R6 million was allocated to the Department to acquire Government-owned vehicles, and although this amount was insufficient to serve the needs of the Department at all provincial offices, three hundred and sixty six (366) vehicles could be procured and equally deployed in the provincial offices. This was achieved through negotiation with Government Garage: Gauteng who contributed for procurement of additional vehicles, as well as for the procurement of fourteen(14) additional vehicles for the National Immigration Branch.



## Programme Performance: Capital Investment Maintenance and Asset Management Plan

### (b) Major maintenance projects undertaken

The Department has introduced the Repair and Maintenance Programme (RAMP), which addresses all the requirements mentioned above. The Department has adjudicated 16 buildings and is in the process of considering another twenty nine (29) State owned buildings, pending the availability of funds. The Department is committed to the Repair and Maintenance Programme initiated by the Department of Public Works for the continuous repair and maintenance of State-owned offices occupied by the Department, over a three-year period. This will make a significant impact on improved service delivery and ensure compliance with the Occupational Health and Safety Act and other applicable legislation.

### (c) Control over assets

The Department complies with the Public Finance Management Act, 1999 as amended, with regards to control over assets acquired by the Department.

The asset management system has been developed and introduced to the Department, which will account for all assets under the control of the Department in compliance with National Treasury's guidelines and instructions for the accounting of assets in departments.

### (d) Tendering process

The Department complies with the Preferential Procurement Policy Framework Act, 2000, and the promulgated regulations regarding Supply Chain Management, 2003.

The Department annually invites suppliers to register on the database of suppliers, and BEE companies in particular are encouraged to register with the Department.

The Department has been empowered by the Office of the State Tender Board to procure in terms of the Supply Chain Management Regulations, and to arrange its own term and *ad hoc* contracts accordingly.

The challenge is to empower procurement officers to compare with global trends in procurement, and to develop capacity in the procurement division and provincial offices in order to devolve certain identified procurement delegations to Provincial Managers as one of the objectives to empower Provincial Managers.

## Conclusion

Improved service delivery would materialise once all offices have been automated, world class systems implemented in the Procurement Division and in provincial offices to reduce on procurement cycles, and when the provincial offices and the Chief Directorate: Financial Administration are fully capacitated.

## OUTPUTS AND SERVICE DELIVERY TRENDS

Detailed information on sub-programme related outputs, performance measures and actual performance during the reporting period appears in tabulated format as an annexure at the end of this Chapter.



## PROGRAMME 2: SERVICES TO CITIZENS

**Aim:** The aim of this programme is to identify members of the population and grant them specific rights and powers. This programme is organized into three sub-programmes:

- Travel and passport matters provide for the issuing of passports and other travel documents in terms of the South African Passport and Travel Documents Act, 1994, to enable international journeys as well as the repatriation of and financial assistance to citizens abroad with financial problems.
- Citizenship entails activities related to determining, granting and forfeiture of citizenship in terms of the South African Citizenship Act, 1995.
- Population registration provides for the maintenance of a population register of South African citizens and of foreigners who acquired the right to permanent residence in South Africa. It also funds activities related to the registration of births, marriages and deaths, issuing of identity documents and specialized fingerprint identification services in respect of Civic Services rendered to clients.

### PROGRAMME POLICY DEVELOPMENTS

#### Civic Services Systems

The Home Affairs National Identification System (HANIS) comprises of three components, namely the Identity Card component, the Automated Fingerprint Identification System (AFIS) and the System Integration Component.

The Department's strategic vision for the 2004/2005 financial year was the complete implementation of HANIS. The AFIS component was set into operation on 27 August 2002. The primary AFIS objective since 27 August 2002 is the population of the AFIS database with the fingerprints and photographs of all South African citizens and foreigners who were granted the right of permanent residence. During the period under review, the Department awarded a back record conversion contract to IDECO. The contract provides for the digitisation of the existing manual fingerprint records and incorporation of these records in a digital format onto the AFIS database. The conversion process was scheduled to commence during April 2005. It is anticipated that the conversion project will be finalized by September 2007.

During the back record conversion project, it is anticipated that duplicate identity numbers will be progressively identified and systematically rectified.

The Identity Card component is still outstanding and it is expected that the first ID cards can be issued by April 2006.

*"EDMS operational problems are addressed in conjunction with the relevant consortium."*

The electronic document management system (EDMS) was set into operation during December 2003. A number of operational problems were encountered with the EDMS during the period of review. These problems were identified and brought under the attention of the Consortium responsible for the development and installation of the EDMS. The Department's Information Services Branch and the relevant Consortium are attempting to eradicate the operational problems encountered.

*"The contract for the digitisation of manual fingerprint records and incorporation into AFIS was awarded and back record conversion will commence during April 2005."*



## ACHIEVEMENTS AND CHALLENGES

### Birth Registration Campaign

During the period of review the Chief Directorate continued efforts to assist the National & Provincial Social Development & Poverty Alleviation Departments with the registration of births of children who fall outside the social grants safety net. A total number of 1 440 104 births of children and predominantly under the age of 14 years, was registered during the review period.

*"Departmental involvement in the Birth Registration Campaign ensured the registration of more than 1,4 million children up to the age of 14 years."*

### Legislation

The Chief Directorate, in collaboration with the South African Law Reform Commission (SALRC) continued with the review of marriage legislation during the period of review. A discussion document regarding same-sex and domestic partnerships was finalized by the SALRC and deliberations in this regard were finalized during the review period. A proposed legislative framework in this regard still needs to be formulated. A review of Hindu marriages must still be conducted in future.

*"The Department in collaboration with the SALRC continued with the review of marriage legislation."*

### Fraudulent Marriages

During August 2004, the Department launched the "check your marital status" campaign. The aim of the campaign was to prompt citizens to check their marital status and ensure that they are not fraudulently married to unknown persons. Since the launch, the Department had received a total of 179 123 marriage status enquiries. Of these enquiries, 2 636 alleged fraudulent marriages were identified. The Department successfully expunged 1 977 fraudulent marriages and are continuing to investigate the remaining balance.

*"Since the launch of the 'check your marital status' campaign in August 2004, more than 179 000 marriages were checked, 2 636 alleged frauds detected and 1 977 fraudulent cases successfully expunged."*

*"Due to the Customary Marriages Campaign that commenced in August 2004, more than 18 000 citizens came forward to register their customary unions."*

The Department also launched a campaign during August 2004 to prompt citizens to register their customary marriages. A total of 18 109 citizens came forward to register their customary unions as from August 2004 up to March 2005.

### Permanent Citizen Registration Campaign

During the review period, the Department commissioned the Human Science Research Council (HSRC) to conduct a survey. The aim of the survey is to assist the Department to understand the need for civic services in all communities, especially in rural areas. The results of the survey will assist the Department in identifying the critical areas where a lack of civic services is prevalent. The survey results are expected to be available during July 2005.

*"HSRC was commissioned to conduct a country-wide civic services needs survey."*

*"68 hospitals were equipped with on-line birth registration facilities."*

The Department successfully equipped 68 provincial hospitals with birth registration facilities during the review period. These facilities are staffed by appropriately trained Home Affairs officials. A total of 27 898 births and 8 520 deaths were registered at these facilities.

Also during the review period the Department initiated planning to embark on an ID campaign in preparation for the Local Government Elections. This campaign will be rolled out during the course of 2005.



### Fully computerized Mobile Units

The Department continued with planning for the development of sixty- seven (67) fully computerized mobile units during the period of review. A tender was awarded during the review period and the development of the units was at an advanced stage at the end of March 2005. The rollout thereof is scheduled to commence during the ensuing financial year.

*"Fully computerized Mobile units are in an advanced stage of completion."*

### Implementation of a Unique Identity Number

The Centre for Scientific and Industrial Research (CSIR) advised the Department that extensive consultation needs to be undertaken before a decision in this regard could be made. The Department has therefore revised all target dates regarding the implementation of a unique identity number and this can be seen in the 2005 strategic plan.

### Processing of Amendments to Personal Particulars and Unabridged Certificates

The Directorate responsible for the processing of amendments to personal particulars as well as unabridged certificates is understaffed. As a result, a backlog accumulated in the processing of these applications. The backlog in respect of the amendment of personal particulars amounted to 81 838 at the beginning of the review period. The backlog in respect of the processing of unabridged certificates amounted to 52 780 during the same period. During the review period a backlog project was initiated as a temporary solution to reduce the backlog. The backlog of

*"Due to urgent interventions backlogs on unabridged certificates and personal amendments were curbed by 75% and 93% respectively."*

amendments to personal particulars amounted to 5 840 at the end of the review period. The backlog of unabridged certificates amounted to 13 253 at the end of the review period. The relevant Directorate has advertised 44 entry level and 18 junior manager vacancies and were in the process of short-listing by the end of March 2005. The overtime project was ceased at the end of March 2005.

### Development of a Track and Trace system for Identity Documents

Workflow processes were developed and proposals in respect of the preferred model were formulated. Site visits were also conducted at various operational centres to determine technical requirements. The development of the tracking system was not yet commenced by the end of the review period.

*"Workflow processes were developed and proposals in respect of the preferred model were formulated."*

### Monitoring and Evaluation of Civic Services Operations

*"Procedure manuals were updated with the latest legislative developments."*

Procedure manuals were updated with the latest legislative developments and these manuals are available at all Home Affairs offices. The Department has since identified the need to develop standard operational procedures and implement these at all offices. This strategy was included in the 2005/06 strategic plan.

### Fraudulent Deaths

Death registration procedures and processes were reviewed during the financial year and a report with proposals was approved and implemented at all departmental offices. The Department is currently reviewing progress.

*"Death registration procedures and processes were reviewed and a report with proposals was approved and implemented."*

## OUTPUTS AND SERVICE DELIVERY TRENDS

Detailed information on sub-programme related outputs, performance measures and actual performance during the reporting period appears in a tabulated format as an annexure at the end of this Chapter.



## PROGRAMME 3: IMMIGRATION

**AIM:** The aim of this programme is to co-ordinate and exercise control over the admission of persons into, their residence in and their departure from the Republic and for matters concerned therewith, and to formulate policy and provide guidance to operational staff in this regard. The programme has the following six sub-programmes:

- Permanent and Temporary Residence provides for the processing of applications for permanent residence, and applications for temporary residence permits.
- Immigration Advisory Board advises the Minister on Regulations in terms of the Immigration Act, 2002.
- Control of Travellers provides for managing travellers' movements through ports of entry and controlling visas.
- Aliens Control provides for the repatriation of illegal foreigners.
- Refugee Affairs funds the processing of applications and granting of asylum in accordance with the Refugees Act, 1998.
- Refugee Affairs Appeal Board funds the hearing and adjudication by the Board of Appeal cases rejected by the Refugee Affairs Standing Committee.
- Standing Committee on Refugees reviews certain decisions made by the Department, develops procedures, monitors and supervises the functioning of Refugee Reception Offices.

### MEASURABLE OBJECTIVES

The measurable objectives for the National Immigration Branch are reflected in the Department's Strategic Plan, Critical Intervention Area 1, as well as the Estimates of National Expenditure (ENE) and are dealt with below.

### STRATEGIC OVERVIEW AND KEY POLICY DEVELOPMENTS:

#### Immigration Control and Management

In accordance with the new immigration policy, based on the new Immigration Act, 2002 (Act No 13 of 2002), the Department aims to process and approve immigration applications in the context of South Africa's skills and investment needs, and with due regard to the country's economic, social and cultural interests. The Act prescribes the structure and work of the Immigration Advisory Board, which is responsible for research, investigation and advising the Minister on all immigration related matters and for influencing further immigration policy.

Further to the tracing and removing of illegal immigrants the Department will also concentrate on enforcing sanctions against persons who employ, accommodate, or otherwise assist foreigners in contravening the Act. New systems to improve immigration services were implemented. These include:

- A computerised visa system to track forgery of South African visas that has been expanded to most South African missions abroad.
- The New National Immigration Branch structure that was approved by the Minister towards end of 2004 and included the following:-
  - o Immigration Directives
  - o Admissions
  - o Inspectorate
  - o Information Co-ordination
  - o Counter Xenophobia
  - o Refugees



## Service delivery objectives and indicators

### Recent outputs

#### *Visas and permits*

Key targets as set out in the ENE could not be met in all instances in 2004/05, because parts of the Department's IT infrastructure require upgrading. During 2004/05 a total number of 455 445 visas were issued and 4 077 refused.

Ninety-five per cent of the visa applications received was processed within the prescribed 10-day period. South African missions abroad process visa applications within three days of receipt. Delays that do occur are mainly caused by incomplete applications where missions have to request and await additional documentation and information. The Department is focusing on concluding visa agreements with SADC countries for diplomatic and official passport holders.

#### *Illegal foreigners and refugees*

A total of 164 294 illegal foreigners were deported in 2003, and 153 005 from January to November 2004. A small percentage of detainees are released due to logistical or legal hindrances to deportation. Bilateral talks have taken place between RSA and three SADC countries namely: Zimbabwe, Mozambique and Lesotho.

## ACHIEVEMENTS AND CHALLENGES

The key strategic objectives with regard to Immigration were: "To define the structural, personnel and logistical requirements of a transformed Immigration Branch; To review the business processes in the Immigration Branch in order to enhance the efficiency and eliminate unnecessary red tape; to assess the implementation of the Immigration Act and Regulations; to effectively deter, detect and counter the illegal entry and sojourn of foreigners in SA; to provide for the reception into RSA of asylum seekers, the regulation of applications for, and recognition of refugee status; to co-ordinate Ports of Entry operations throughout the country; to strengthen multi-agency intergovernmental co-operation in fighting corruption; to facilitate scarce skills into the country; and; to combat xenophobia".

Progress on these issues is outlined below.

### Transformation of Immigration

*"Migration from the old to the new approved structure is in progress"*

Following the approval of the new structure for the National Immigration Branch, a new DDG, 2 Chief Directors and a Director: Deportations were appointed. The migration from the old structure to the new one is in progress.

The review of the business processes, aiming at enhancing the efficiency and eliminating unnecessary red tape has been finalised. Implementation should commence in the new financial year.

*"Business process review to enhance efficiency has been finalised."*

### Immigration Legislation

*"The Immigration Amendment Act was presented to Cabinet and promulgated."*

During the reporting year, the Immigration Amendment Act was presented to Cabinet and promulgated. This was followed by the drafting and compilation of regulations, taking into consideration the recommendation of the workshop held in this regard. A long-term review of the Immigration Act will be undertaken and should be finalised by 2007.



## Illegal Foreigners

In order to enhance the efficiency of the Inspectorate of the Department, capacity was improved and a Chief Director: Inspectorate and Director: Deportations were appointed to head the Inspectorate. Posts for KZN, Eastern Cape and Gauteng positions at director levels were also advertised.

*"Key inspectorate posts were filled to enhance efficiency."*

The development of law enforcement plans and the optimisation of the Inspectorate still need to be undertaken.

With regard to the establishment of an Investigations Unit, capacity was only established at Head Office to deal with ministerial and critical cases. Provincial structures still need to be established.

*"Discussions between IOM, NIB and Zimbabwe took place on the question of deportees."*

As far as the question of deportees is concerned, the creation of a detention centre at Beit Bridge was discussed between the IOM, NIB and Zimbabwe government. Finalisation of the project is expected with the deportation train also entering Zimbabwe.

Bilateral talks with Mozambique and Zimbabwe are in progress in order to reach an agreement with neighbouring countries on reception of deportees.

## Refugee Affairs

The establishment of core capacity in the Refugee Affairs Directorate could unfortunately not be finalised during the reporting year. This had a detrimental effect on the ability of the Directorate to reach its set outputs.

*"Capacity remains a critical problem."*

With regard to the issue of backlogs, the Directorate together with the UNHCR further identified the need to recruit interns to deal with the problem.

Due to various constraints a report on research and consultation on the possible establishment of temporary accommodation for asylum seekers pending the finalisation of their claims could not be submitted. A manual on procedures and policies on South Africa's asylum regime is also not yet in place.

*"The development of standardised procedures on asylum is in process."*

The development of standardised procedures on asylum is in process.

As far as the rollout of new ID cards, passports and child certificates for refugees and amalgamation with Civic Services is concerned, the matter is not finalised yet. However, for the period 1 April 2004 and 31 March 2005, the following documents were issued by the directorate in order to make sure that they are economically active and to be able to access social services: -

- ID Documents
- UNCTD (United Nations Travel Document)

No progress was made with regard to amendments to the Refugee Act and Regulations.

*"To ensure that refugees are economically active and able to access social services, ID documents and United Nations Travel Documents were issued to them."*



## Border Control

### *Co-ordination of Ports of Entry operations*

As a first step to establish DHA presence at Ports of Entry currently staffed by South African Police Services (SAPS), accommodation requirements were addressed in the road map.

*"Staff was increased at the most critical Ports of Entry."*

Staff was increased at Johannesburg International Airport (JIA) and Cape Town International CTI in an effort to address the most critical needs. Remaining ports of entry still need to be capacitated in terms of their work volume requirements as reflected in their statistics.

The establishment of a Interdepartmental Liaison Committee was not undertaken since it is not prescribed any longer in the Immigration Amendment Act.

With regard to designation of port managers, it can be reported that a cabinet decision mandate was given to DHA to manage all non-commercial Ports of Entry.

*"The MCS system is running at all Ports of Entry."*

In terms of effective equipping it can be reported that the MCS system is running at all Ports of Entry.

In an effort to further train Port Control Officers, transversal training is to take place between Border Control Departments.

The development of Standard Operating Procedures (SOP's) on Ports of Entry has not yet been finalised.

A review on the recording of entry and exit of citizens was completed and incorporated into the new Amendment Act.

### *Strengthening multi-agency intergovernmental co-operation in fighting corruption*

Institutionalised co-operation in terms of JCPS Cluster priorities is in process.

### *Facilitating scarce skills into the country*

In terms of partnerships with stakeholders (Department of Labour, DTI, Environmental Affairs and Tourism, Tourism industry, etc.), ongoing consultation with stakeholders took place.

In the field of bilateral agreements with SADC countries on visa regime and entry requirements, various agreements are in process of being concluded.

*"The visa regime was reviewed in terms of the Amendment Act in conjunction with other role-players."*

In conjunction with partner departments and IAB, the visa regime was reviewed in terms of the Amendment Act and further review is ongoing.

## Xenophobia

With regard to Xenophobia the set objectives could not be met as yet, since the unit to be set up in this regard could not be activated during the reporting year. The matter will be addressed in the new financial year.

## OUTPUTS AND SERVICE DELIVERY TRENDS

Detailed information on sub-programme related outputs, performance measures and actual performance during the reporting period appears in a tabulated format as an annexure at the end of this Chapter.



## PROGRAMME 4: AUXILIARY AND ASSOCIATED SERVICES

### AIM

The aim of this programme is to render auxiliary services and services associated with the Department's aims. The programme is organised into the following sub-programmes:

- The Film and Publication Board sub-programme funds the classification of certain films and publications by means of a Film and Publication Board and a Film and Publication Review Board in terms of the Films and Publications Act of 1996.
- The Government Printing Works sub-programme provides for the augmentation of the Government Printing Works Trading Account for the supply of printing and stationary to government departments and to make government publications available for sale to the public.
- The Electoral Commission sub-programme provides for the establishment and composition of an Electoral Commission to manage elections for national, provincial and local legislative bodies and referenda. It makes provision for the establishment and composition of an Electoral Court in terms of the Electoral Act of 1996.
- Government Motor Transport sub-programme funds the purchasing of vehicles for departmental use, as well as for allocations under the subsidised motor transport scheme.

### PROGRAMME POLICY DEVELOPMENTS

#### The Film and Publication Board (the “Board”),

A Schedule 3A National Public Entity in terms of the Public Finance Management Act, was established in terms of the Films and Publications Act, No 65 of 1996 (the “Act”), with the Deputy Minister of Home Affairs as its Executive Authority. The Board is responsible for the effective implementation of the Act, which regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications. The Act also makes the use of children in pornographic films or publications, or on the Internet, a punishable offence. The Board is also responsible for the monitoring of the business of adult premises to ensure that such businesses are conducted in strict compliance with their licence and registration terms and conditions.

Between 1998 and 2004, the Board classified 22 851 films. The Board is funded by annual grants of approximately R7.5 million over the medium term, as well as fees generated from its services.

The Board submits its own, separate audited financial statements and annual report to Parliament through the Minister of Home Affairs. It also submits monthly and quarterly cash-flow and activity reports to its Executive Authority through the Director-General of the Department.

#### The Independent Electoral Commission (IEC),

This is a chapter 9 institution created by the Constitution. Its vision is to strengthen constitutional democracy through the delivery of free and fair elections.



There were 14 650 voting stations that catered for the 18,1 million registered voters for the national and provincial elections of 1999. This increased to 16 966 voting stations and 20,6 million voters for the national and provincial elections of 2004. It is expected that the number of voting stations will increase to about 19 000 for the next local government elections. A registration campaign will precede those elections. The increase in the number of voting stations is in part due to the increase in the number of registered voters, but is also aimed at facilitating broader participation by voters. This applies particularly to rural areas where voters initially had to travel long distances, but is as applicable in the many rapidly expanding informal settlements in urban areas.

In preparation for the third local government elections in 2005, the IEC's budget has been increased by an additional R160 million for 2005/06 to enable the IEC to cater for an increase in the number of electoral offices, voter education and other required logistical facilities.

### The Government Printing Works (GPW)

Provides printing, stationary and related items to the Government departments, provincial governments and local authorities and publishers, markets and distributes government publications. It also provides related services to other African countries, such as printing high security documents for countries in the SADC region from time to time. In the year under review the work of the Government Printing Works continued to contribute cost effectively to the administrative processes of national and provincial departments in the execution of their functions towards bettering the lives of all South Africans, notwithstanding capacity constraints, which have seriously impacted on service delivery.

The following statistics reflect the activities of the Printing Branch of the Government Printing Works for 2004/05:

	2004/2005
Orders	1762
Rubber stamps manufactured	17 439
Examination papers	6 875 635
Postage stamps: RSA (sheets)	7

During the year under review the Government Printing Works printed and distributed Provincial and National Gazettes. The statistics are as follows:

	2004/2005
Eastern Cape Province	190
Northern Cape Province	120
North West Province	143
Limpopo	133
Mpumalanga	133
Gauteng	632
National Government Gazettes	1262



## Programme Performance: Programme Four

### Outputs and service delivery trends

Sub-programme	Outputs	Performance measure / service delivery Indicators	Actual performance /quantity
Film and Publication Board	To make timely transfer payments	Timely transfer payments done twice a year	Payments done twice a year
Government Printing Works	To make timely transfer payments	Timely transfer payments done annually	Payments done on an annual basis
Independent Electoral Commission	To make timely transfer payments	Timely transfer payments done monthly	Payments done on a monthly basis

### Transfer payments

NAME OF INSTITUTION	AMOUNT TRANSFERRED R'000	ESTIMATED EXPENDITURE R'000
Film and Publication Board	6,680	6,680
Government Printing Works	0,179	0,179
Independent Electoral Commission	526,902	526,902

### Transformation of the Government Printing Works (GPW)

Progress was made with regard to the strategic objective to take urgent measures in improving GPW's efficiency and enhancing overall security.

*"A CEO was appointed and critical posts filled during the reporting year."*

A CEO was appointed during the reporting year and will take up office as from 1 April 2005. Urgent critical posts were filled. However, other key posts became vacant due to resignations of staff seeking better opportunities. The introduction of additional security measures was less successful and the objective was only partly achieved. A security assessment has been done and a draft security plan was compiled. Implementation is complicated by GPW's current location and the structure and layout of the existing building. Long-term plans therefore include the relocation of GPW to a more conducive environment.

As far as the strategic objective to ensure that GPW is converted into a viable public entity is concerned the following can be reported:

*"A ministerial advisory committee was appointed to take the process of the GPW conversion further."*

A Business Plan for GPW was compiled during the reporting year. However, following the appointment of a ministerial advisory committee, the Business Plan was revisited and further refinement thereof is in process. This impacted on the envisaged output of preparing legislation for submission to Cabinet. The establishment of GPW as public entity could therefore not yet be finalised.

### OUTPUTS AND SERVICE DELIVERY TRENDS

Detailed information on sub-programme related outputs, performance measures and actual performance during the reporting period appears in a tabulated format as an annexure at the end of this Chapter



## ANNEXURE PROGRAMME 1: OUTPUTS AND SERVICE DELIVERY TRENDS

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
MANAGEMENT SERVICES	<b>Strategic and Executive Support Services</b>		
	<b>Immigration transformation (CIA 1)</b>		
	Review of business processes in the Immigration Branch in order to enhance efficiency and eliminate unnecessary red tape	Business process review finalised	Business process review finalised
	<b>Leadership and Management (CIA 4):</b>		
	<b>International relations</b>		
	<i>To properly strategise, plan, prioritise and co-ordinate the Department's International Relations:</i>		
	International Relations Strategy developed and implemented	Strategy approved and activated	Draft strategy in place. Strategy on hold due to restructuring. Inputs from new managers to be integrated into strategy
	An adequate International Relations capacity created	Core capacity established	Establishment of IR unit reviewed. Critical posts identified. – Pending restructuring
	Nodal point for foreign visits and liaison introduced	Operational arrangements in place	Achieved Nodal point established. Unit to be capacitated to function optimally
	<b>Integrated Governance (CIA 4)</b>		
	<i>To assist with an array of activities emanating from the Department's involvement in Cabinet and FOSAD Clusters until IG capacity is fully established:</i>		
	DG's Cluster attended and reports submitted	Effective departmental interaction with Clusters established	DHA participated actively in FOSAD Cluster through designated members of Top Management. SESS provided secretariat support
	Departmental inputs provided as required by Clusters		Achieved. Inputs submitted as required. The Department complied fully with Bi-monthly reporting system of government, evidence is clear on the government wide M&E System as it appears on the government website
	Sub-committees of Clusters actively participated in		Achieved. Full participation. The Department participates fully in the relevant sub-cluster committees. A challenge is sometimes the level of representation insisted on by some of the clusters. Of note is the fact DHA chairs the BCOCC and synchronises all its sub- committees



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<p><i>To pro-actively participate in intergovernmental structures and to provide effective support to the Minister, Deputy Minister and Director-General to play full role with regard to intergovernmental relations:</i></p> <p>Integrated governance support structure established</p>	Effective support capacity in place	<p>Achieved. DHA participated actively in FOSAD Cluster through designated members of Top Management. SESS provided secretariat support (The Director of the Unit IG was appointed and started in January 2005. The Directorate faced reduced human resources (officials deployed to foreign missions) and an ever-increasing workload. Lengthy HR processes, time constraints and ongoing day-to-day work of the directorate, which is responsible also for International Relations, has made it difficult for the directorate to appoint more staff. This has also impacted on the Directorate fully participating in IGR structures. Nevertheless, the Department broadly under the period on review, has had numerous and valuable participation with different stakeholders during different campaigns launched by the Department). Provincially the Department interacts with different IGR structures. Directorate IGR will in due course roll-out the auditing of the existing IGR provincial structures as encapsulated by the new IGR Bill and study the extent of the Department's involvement. Adequate capacity remains a challenge)</p>
	<p>Specialised Ministerial support established</p> <p><b>Management</b></p> <p><i>To strengthen the management team and to introduce effective management processes and systems:</i></p> <p>New organisational structure at senior level urgently implemented</p>	<p>Effective support capacity in place</p> <p>Additional team members appointed /seconded</p>	<p>Partly achieved New structure awaited to be adopted</p> <p>DDGs for all five newly created branches in DHA were appointed during the reporting year</p>



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	New leadership equipped through training and mentoring programmes	Training and mentoring programmes implemented	During their induction phase the new DDGs thoroughly acquainted themselves with their new working environment
	Effective organisational performance management system introduced	Integrated departmental system of planning and reporting linked to individual performance management in place	Report on the introduction of an effective organisational performance management system for DHA approved by DG in May 2005
	Composition and role of management forums reviewed Monthly reporting mechanism institutionalised	New arrangements implemented Adherence to reporting requirements	Composition and role of management forums reviewed, approved and implemented  Monthly reporting system and monitoring tool implemented since May 2004 and September 2004 respectively
	<b>Transformation</b>		
	<i>To identify and implement critical transformation interventions:</i>		
	Transformation Steering Committee designed and established	Forum in place	Steering Committee established
	Transformation Steering Committee workshop conducted to evaluate status quo	Status quo report compiled and submitted to senior management	Workshops conducted in December 2004 and February 2005 respectively
	Transformation Policy framework and its implementation reviewed	New all inclusive transformation plan aligned with the Turnaround Strategy formulated. The structure, tools and strategies of transformation agenda defined	Change Management strategy of DHA to be integrated with Transformation Plan. Proposals in process of being developed
		Full participation in national and international transformation programmes	Actively participated in programmes
	Core capacity in new structure established	Critical staff appointed	Post of Deputy Director and Senior Administrative Officer advertised
	<b>Change management</b>		
	To inculcate a culture reflective of and responsive to the new strategic vision of the Department as embodied in its Turnaround Strategy:		
	Coherent Change Management Strategy and action plan developed	Strategy and action plan in place	Achieved. Change Management Plan approved
	<b>Capacity (CIA 5)</b>		
	To bring staffing capacity up to levels of service delivery required:		
	Critical vacancies in SESS identified and filled	Posts identified	Critical posts identified. Posts advertised
	Balanced and integrated capacity building progress in the	Strengthened institutional capacity and integrated planning	Individual discussions held to determine "as is." Detailed



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	interrelated spheres of people, infrastructure and resources	framework	Individual discussions held to determine "as is." Detailed analysis conducted to develop integrated work plan and guidelines
	Outstanding elements of new structure developed and approved	New structure and establishments developed	Policy revised and establishment proposals for provinces were re-evaluated. Additional matters identified by Ministry in December 2004 also received attention
	Job evaluation and job specifications of critical funded management vacancies concluded as required	Job evaluation and job specifications finalised	Achieved. Job evaluation for newly created SMS posts finalised
	Migration (transfer) plan developed	Migration plan approved	Migration (transfer) plan developed
	Proposal on new post designations, ranking and career structure for all staff in DHA developed	Proposal approved	New post designations developed and proposals in place for the ranking and career structure to be incorporated in a holistic HR Strategy
	<b>Service Delivery (CIA 3)</b>		
	<b>"Client is always right" campaign</b>		
	<i>To change the attitude of staff towards clients to render a world-class service:</i>		
	M & E system implemented (e.g. electronic evaluation system, customer surveys, suggestion boxes, etc.)	Degree of improvement in attitude of staff Number of surveys/ evaluations conducted Efficiency of system	Interim report from SAMP submitted in December 2004. Final report submitted in May 2005
	<b>Establishment of a 24 hour Client Service Centre (CSC)</b>		
	<i>To establish a 24-hour Client Service Centre to be used by clients as well as departmental offices to check on the status of applications and to troubleshoot problems:</i>		
	Project plan developed	Plan approved	Project Charter drafted and approved by Senior Management in Jan 05
	Interim capacity established	Interim solution operational	Limited resources appointed and currently staffing the CSC
	Interim capacity fully trained	Degree of efficiency of operations	Achieved
	Benchmark research for permanent CSC conducted	Research conducted	Benchmarking has been completed
	Plan implemented	CSC fully operational	Plan now scheduled to be completed 31 Dec 05 and not 1 Apr 05 as anticipated due to scope of the project
	Monitoring & Evaluation of CSC		Basic statistics kept. Fully fledged M&E system will only be implemented once the envisaged permanent solution becomes operational



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
			operational
	<b>Delegation of powers and functions</b>		
	<i>To identify the powers and functions that need to be delegated to the provincial structures and to clarify reporting lines:</i>		
	Detailed policy developed, approved and implemented	Policy approved and implemented	Draft delegations in place. To be signed into power.
	<b>Service Delivery branch in DHA</b>		
	<i>To establish a Service Delivery branch in DHA:</i>		
	Post of DDG: SD filled -	Post filled	Post filled 1 Nov 2004
	Necessary capacity created	Appointment of necessary staff	Partially achieved. (69 out of 283 funded vacancies filled)
	Lines of command and control established with frontline offices	Adherence to lines of command and control	Not achieved
	New policy developed and approved	Policy approved	Not achieved
	<b>Capacitating the foreign offices function (CIA 3)</b>		
	<i>To develop and implement DHA placement policy:</i>		
	Placement policy developed	Approved policy	Still in draft form to be finalised 2005
	<i>To develop a rollout plan of DHA representation abroad:</i>		
	Rollout plan implemented – minimum of ten offices per annum – subject to reprioritisation	Representation established in terms of number of missions opened annually	Rollout plan for 2004/2005 approved and in implementation stage
	Proposals for establishment of foreign regions finalised	Foreign regions established	Submission finalised, forwarded to DG and Minister for comment
	<i>To create foreign regions for effective management of foreign missions</i>		
	Regional Heads appointed	Appointments made	Posts to be advertised on availability of funding
	Powers delegated	Delegations in place	Powers to be delegated (Proposals to be submitted by line function)
	Procedures and processes defined	Procedures and processes in place	Not started
	<i>To staff the foreign office component (Head Office, foreign regions and DFA nodal point):</i>		



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	Necessary capacity created at Head Office, foreign regions and nodal point at DFA	Appointment of necessary staff and acquisition of equipment	The post of Director: Foreign Offices Coordination was advertised in 2004, but has not yet been filled. Impacts negatively on stability of unit Return of officials from abroad to be absorbed into the component should alleviate staff shortage  The establishment of a nodal point at DFA, specifically to deal with Dip Bag problems that affect Home Affairs is still being considered
	<i>To strengthen relations with DFA on Foreign Offices matters</i>		
	DG's forum between the departments DHA and DFA established	Meetings held every six months	Meetings being held six-monthly
	DHA-DFA Forum on Foreign Offices matters	Regular bi-monthly meetings conducted	Meetings being held bi-monthly
	<i>To strengthen DHA internal liaison on Foreign Offices matter</i>		
	DHA inter-directorate liaison forum dealing with foreign offices function/activities established/improved	Regular monthly meetings conducted	Submissions submitted for DG's approval Meetings being held monthly
	<b>Service Delivery Improvement</b>		
	<i>To research, benchmark, develop and implement novel service delivery improvement models aimed at providing a sufficient spread, access, location and infrastructure for optimised service delivery especially in remote rural and marginalised urban communities:</i>  Strategy to determine DHA role in Government-wide integrated service delivery as well as participation in other integrative initiatives (i.e. DPLG) finalised	Strategy available and presented to co-operative governance structures (i.e. G & A cluster)	National and International benchmarking conducted.  Partnerships established with CPSI and CSIR  Draft report submitted to DG and Ministry
	Report on benchmarked international and local models of integrated service delivery including agency arrangements, sharing of infrastructure and staff, co-operation with other governmental tiers (i.e. provincial, municipal and traditional authorities), service-level agreements and incorporating e-governance options (i.e. Gateway)	Report available	National and International benchmarking conducted  A broad Service Delivery Strategy developed and the report has been approved by Minister



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<p>Report presented to G &amp; A cluster</p> <p>Cluster proposals submitted to Cabinet</p> <p><i>To determine the number and location of offices to be established in the current financial year, taking into account population dynamics, nodal points and the rural development strategy of Government as the basis for devising a DHA expansion of offices plan:</i></p>	<p>Buy-in and cluster resolution</p> <p>Cabinet decision</p>	<p>Dependent on finalising of above</p> <p>Dependent on finalising of above</p>
	<p>Offices expansion plan devised</p>	<p>New offices established</p>	<p>Proposal on priority offices to be opened developed. Opening of new offices dependent on finalisation of Civic Services proposals in Provinces</p> <p>CSIR completed the Phase 1 and 2A - EC Pilot – methodology to address the facility location needs of the Department. The report provides an analysis of the population demand and optimum location based on coverage and time travelled, with emphasis on rural access improvement. The study further identifies priority locations for mobile unit deployment. Phase 2B-rollout of the methodology commenced 15 June 2005.</p>
	<p><i>To procure mobile units on a country-wide basis and to deploy them bearing in mind staffing arrangements, their location as well as maintenance and running cost aspects:</i></p> <p>Procurement process finalised</p>	<p>Tender awarded</p>	<p>Ten fully-fledged mobile units were developed and are intended to serve the most rural areas where there is little or no access to Home Affairs services.</p>
	<p><i>To revive the project on the conversion of freight containers into offices to be placed especially in deeply rural areas where no other suitable office accommodation is available:</i></p> <p>Rollout plan finalised; locations determined; partnerships established; design updated; budget reprioritisation effected, conversion commenced</p> <p><i>To set national standards with regards to client service and infrastructure:</i></p>	<p>Container offices under construction and placement commenced</p>	<p>Report on number of containers and locations identified finalised</p>
	<p>Corporate Identity manual revisited. Front office work plan standards determined. Consistent and efficient queue and telephone management introduced</p>	<p>New model and procedures in place</p>	<p>Document on draft national standards completed and reviewed by focus group of DHA officials</p>



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<p><i>To render essential management services to the Department's leadership:</i></p> <p>Optimised infrastructure requirements and workflow at offices</p> <p>Organisational effectiveness analysed</p> <p>Improved business processes</p> <p>BI system review</p>	<p>Accommodation needs requirements &amp; floor plans in place</p> <p>Structures and establishments approved</p> <p>New processes and procedures in place</p> <p>New form system implemented</p>	<p>Accommodation needs assessments were drafted and submitted for approval</p> <p>The organisational structure and post establishments were reviewed and submitted for approval</p> <p>Task team established to develop a common understanding on the approach to be followed with the business processes review. This was linked with other IS initiatives that are still in progress.</p> <p>The BI system will be reviewed before the end of the current financial year</p>
	<b>Infrastructure (CIA 6)</b>		
	<b>State of offices</b>		
	<p><i>To bring all frontline offices of DHA to an acceptable standard of excellence in terms of condition, location, equipment, staffing and security:</i></p> <p>Audit conducted</p> <p>Reviewed location and establishment of offices planned for</p> <p>Relocation and establishment of new offices finalised</p>	<p>Audit results available</p> <p>Plan in place</p> <p>Identified offices relocated</p>	<p>Executive Summary Report provided by DPW on 1 November 2004. Audit conducted</p> <p>Plan in place. Social Development and CSIR involved in mapping of location of offices and population density</p> <p>Auditing of offices should dictate direction for medium and long term</p>
	<p><i>To intensify DHA involvement in integrated service delivery by means of the utilisation and establishment of MPCC's and shared facilities:</i></p> <p>Role players consulted</p> <p>MPCC's planning and DHA planning processes aligned</p>	<p>DHA standards in MPCC planning incorporated</p> <p>Planning fully aligned</p>	<p>DHA is actively involved in national MPCC Steering Committee chaired by GCIS. DHAs integrated service delivery strategy and model will inform Department's participation and contribution in MPCC roll-out.</p> <p>DHA is actively involved in national MPCC Steering Committee chaired by GCIS. DHAs integrated service delivery</p>



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<i>To acquire custom built DHA Head Office campus</i>		strategy and model will inform Department's participation and contribution in MPCC roll-out.
	DHA campus designed and tendered for	Process finalised	DPW arranged a workshop for all departments and made presentation to Cabinet to approve sites. Planning has commenced for the identification of suitable site for DHA.
	DHA relocation to new campus	Occupy new building	Target date 1 Jun 07
	<b>Business process renewal and modelling</b>		
	<i>To analyse and revise business processes within the Department</i> Integrated Business Processes and Model developed	Redesigned business processes and model	Immigration business processes review finalised. Task team established to develop a common understanding on the approach to be followed with the review of the remaining business processes. This was linked with other IS initiatives that are still in progress
	<b>Information Management</b> <i>To develop and establish KIM capacity and systems within the Department:</i>		
	Information Management capacity in DHA created	Integrated business systems	A project team was established to develop proposals on the establishment of KIM capacity. Proposals in process of being implemented
CORPORATE SERVICES	<b>Human Resources</b>		
	<b>Acquisition of Staff (CIA 5)</b> <i>To bring staffing capacity up to levels of service delivery required:</i>		
	Migration plan to new structure developed	Migration plan approved	Migration Plan was developed and successfully implemented
	Vacant operational posts on new structure identified and prioritised for filling:	Prioritisation finalised	A number of the 268 vacant operational posts on the new structure were identified and prioritised for filling
	All posts on new establishment filled	Posts filled	Approval has been granted for the filling of 268 funded posts within the financial year 2004/5 of which 40 posts on salary levels 1-12 were filled during the period 1 November 2004 to 31 March 2005



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
CORPORATE SERVICES	Retention and recruitment strategy finalised	Strategy approved	Recruitment of additional staff is in progress for funded posts  A revised policy was compiled and will be referred to the Departmental Bargaining Chamber for adoption. The policy will take effect after adoption
	Internship, cadetship and learnership programmes finalised	Programmes approved	Internship programme developed and implemented: 417 Interns appointed in the Department  The Department is in the process of registering Immigration unit standards and qualifications with SAQA, and a Learnership in Immigration will be registered immediately thereafter
	Succession planning and career management system implemented	System in place	Succession planning and career management policies were developed and circulated to Senior Management for comments. External support was secured to assist with the editing of these. However, further consultation and benchmarking were recommended. The Sub-directorate: Performance and Career Management is still in the process of benchmarking with other organisations
	<b>Education, Training and Development (CIA 5)</b>		
	<i>To ensure that staff are properly trained in all elements of the Department's functions:</i>		
	Learning centre established	Learning centre accredited as service provider	A task team for benchmarking and identifying a DHA learning model will be established. The task team will be representative of all Branches of the Department. The results of the benchmark will determine the model and approach to be adopted by DHA in establishing the Learning Centre
	Comprehensive training programmes developed	Training programmes finalised	A three months training programme for Foreign Missions posting was developed and implemented A one year training programme for Immigration officers was developed and is being implemented. A 5 day induction programme for SMS was developed
	Partnerships with outside training institutions established	Partnerships formalised	The formalisation of partnership with outside training institutions is in the process of being



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
CORPORATE SERVICES			finalised. Memoranda of Understanding have been signed with SAQA for the registration of a qualification as well as Umsobomvu for the Internship programme. The Department still needs to sign MoUs with SANAI, UNHCR, SAHRC, IOM, and Wits School for Public and Development Management. Even though the Department has not yet formally signed the MoUs with all relevant stakeholders, they are part of the training of the Immigration Officers
	<b>Staff morale</b>		
	<i>To improve staff morale:</i>		
	Core capacity in Employee Wellness Directorate established	Core capacity in place	<p>The Director: Employee Wellness has been appointed. Presently in the process of advertising the posts that have to be filled within the financial year 2005</p> <p>An Employee Wellness Policy that integrates all the activities of the Directorate is being drafted</p>
	Fully functional sporting and cultural programmes introduced	Programmes in place	An Assistant Director: Sport and Recreation has been appointed to coordinate the Sport Activities in an integrated approach within the newly developed Employee Wellness Operational Plan
	Employee opinion survey conducted	Survey results available	<p>The survey has been conducted. Survey results are expected to be available by 15 July 2005</p> <p>The Directorate: Employee Wellness has embarked on an integrated approach in its operational planning. A Knowledge, Attitude and Perception (KAP) survey is to be conducted shortly, quotations are being solicited from organisations with relevant expertise, to assess employees' knowledge, attitudes and perceptions on HIV/AIDS in the workplace</p>
	Programme to boost staff morale developed focussing on <i>Batho Pele</i> principles, staff development, skills development, employee well-being and greater equality	Programme operational	In addition to the above-mentioned and as from Feb 2005, the Department solicited the services of an in-house psychologist to manage mental and psychological problems of employees, even of those who are not on a medical scheme. Provincial managers could consult telephonically for advice.



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
CORPORATE SERVICES	<b>COUNTER-CORRUPTION AND SECURITY</b>		Between February and March 2005, forty-two (42) employees utilised the psychologist's services
	<b>Counter-Corruption</b>		
	<i>To decisively address corruption within the DHA:</i>		
	Counter-Corruption Plan developed	Plan approved by management	Achieved
	Analytical capability developed	Skilled staff in place and appropriate tools utilised	None -Under discussion with SANAI
	Corruption reporting policies and mechanisms introduced	Whistle-blowing procedures for staff members developed	Whistle-blowing policy approved by DG. Copies are being printed for distribution
	Capacity improved	Core capacity in place	Four (4) posts were advertised & short-listed
	<i>To strengthen multi-agency intergovernmental co-operation in fighting corruption:</i>		
	Institutionalised co-operation in terms of JCPS Cluster priorities	Multi-agency system operative Partnerships formalised	The institutionalised co-operation with cluster partners has improved during the reporting year but not fully operative yet
	<b>Security</b>		
	<i>To develop and implement a Master Security Plan to drastically improve the total security function:</i>		
	Master Security Plan developed	Plan approved by management	Master Security Plan was forwarded to Top Management for comments. Copies were also forwarded to NIA for their comment. Approval pending
	<i>To ensure the integrity of all employees of the Department:</i>		
	All employees security vetted	Security vetting completed: (Top and Senior Management, Foreign missions, Middle Management, Key/critical posts Rest of staff, New appointees)	Five hundred and forty nine (549) people have been vetted to the level of confidential. Ninety- two (92) people from rank of Deputy Director have been vetted to the level of secret  Twenty-seven (27) Top and Senior Management have been vetted.  Eighteen (18) Top and Senior Management are in the process of being vetted  Foreign missions: Twenty four (24) officials, including trained relief consular staff have been vetted



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
<b>CORPORATE SERVICES</b>			Middle Management: Thirteen (13) officers have been vetted  Key/Critical posts, rest of staff and new appointees: In progress
	<i>To improve physical security in all offices:</i> Head Office - Biometric access control system installed	Critical security checkpoints identified. Installation of Biometric access control system completed	Identification finalised and Biometric Access Control completed
	<i>To develop and formalise security policy:</i> Overall security policy, including IT security policy, developed and approved by Management	Policy approved by management	Draft Security Policies were compiled and circulated for comments to DHA management and NIA
	<i>To improve information security in DHA:</i> Information classification, storage and encryption arrangements introduced	Formal arrangements in place	Formal arrangements in place
	<b>Capacity</b> <i>To develop capacity, appropriate skills and expertise:</i> Capabilities developed and nurtured	Core capacity in place, followed by capacity fully in place	Sixteen (16) officers appointed and four (4) vetting officers.
	<b>Campaigns Awareness Campaign:</b> <i>To educate and inform staff members about the evils &amp; consequences of corruption and the need to adhere to security standards:</i>		
	Formal awareness campaign at Head Office & Frontline Offices introduced	Higher levels of awareness achieved	A whistle-blowing policy was approved which will be implemented and a formal awareness campaign will be launched.
	<b>Internal Audit</b> <b>Risk Management:</b> <i>To develop and formalise a risk management strategy for the Department:</i> Risk Management Strategy in place	Strategy approved by management	Risk Management Strategy document was reviewed revised document adopted during October 2004  Risk Management Steering Committee has been established
	<b>Policies and procedures</b>		Assessment scheduled for 2005/06 financial year



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
CORPORATE SERVICES	Customer feedback survey form developed that will enhance the IA function	After audit approach based on surveys	Form designed and implemented 1 Mar 2005  Project evaluation form also introduced
	Internal Audit and Procedures Manual developed and approved	Manual format established and % of manual documented	Policy on audit working papers was established as part of the procedure manual. Seminar arranged to ensure compliance with standards for Professional Practice of Internal Auditing
	Approved audit methodology document following review and update	New audit methodology implemented	Workshop scheduled for Apr 2005 regarding the audit methodology framework
	<b>Management</b> Senior IA Management level reviewed	IA upgrade to CD level approved	Submission prepared and forwarded for approval
	<b>People</b> Critical Internal Audit vacancies filled	Recruitment finalised	Critical posts identified and advertised. Internal promotions done
	New post designation and career structure proposals developed	Proposal approved	Not achieved
	Internship and learnership programme implemented	Training commenced	Four interns appointed Nov 2004. Mentorship programme commenced
	Training and development programme established	Membership of professional organisations obtained  Minimum of 40 hour attendance per year	Policy developed. Report writing course provided. Three officials participated in the Learnership programme
	<b>Computer aided audit tools</b> Automated Internal Audit function	Audit software purchased and implemented	Two audit tools were acquired during the reporting year (Team-mate and ACL)
	<b>Communication</b> National Volunteer Campaign	An improvement in the way our offices look	Most of the offices in the country have a new look after they were painted through this campaign
	Check Your Marital Status campaign	Campaign launched and publicised	The campaign was launched in Mpumalanga Province and was publicised. Many people came to the office to check and verify their marital status
	Golf Day	Strong partnership built with the stakeholders	Golf Day was successfully held in Woodhill in Pretoria and attended by stakeholders



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
			the e-mails
	Media Releases	Timeous responding to issues enquired from the media	The media has been updated on the issues about the Department through media releases
	<i>To strengthen the management team and to introduce effective management processes and system:</i>		
	Regular team building exercises	Number of events taking place % of participation	Teambuilding part of Business Plan workshop. More teambuilding exercises planned for 2005/06
	<i>Developing highly competent skilled communication team:</i>		
	Employees appropriately positioned to optimally use the individual competency	Training and development programmes identified and accessed	Staff members attended course on handling the media. More training planned for 2005/06
	<i>To change the attitude of staff towards clients to render a world-class services:</i>		
	Internal communication channel to communicate exemplary and poor service delivery in DHA utilised	Number of cases exemplary/ poor service delivery reported	Producing publications, programmes for internal functions, maximum use of intranet & e-mail  Booklet on DHA services, further booklets/leaflets produced and distributed to both internal and external public
	<b>Legal Services</b>		
	<i>To decisively intervene to ensure the effective and professional functioning of Legal Services:</i>		
	Organisational constraints and challenges identified and remedies agreed upon	Action plan finalised	Structure for Legal Services approved Migrated to the new structure
	Core additional capacity of the Chief Directorate established	Core capacity established	Funding for more posts was approved Certain core positions within the respective Directorates have been filled
	<i>To finalise outstanding legislation:</i>		
	Enactment of (a) Citizen Amendment Bill and (b) Film and Publication Amendment Bill	Legislative amendment process finalised	Achieved
	<b>Information Services</b>		
	<b>HANIS reloaded</b>		



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
<b>CORPORATE SERVICES</b>	<i>To restructure and implement the SA Identification System coupled with an integrated biometric identification and verification system for all citizens and persons wishing to visit/reside in SA:</i>		
	Integrated Identification System (PR & AFIS) developed	Success of redesign of PR and fully integrated AFIS	Not Achieved, Project Manager (specialist) appointed new target date is 01 Sept 2006
	An integrated Civic Services Control system introduced	Success of redesign of PR and fully integrated AFIS	Not Achieved, Project Manager (specialist) appointed new target date is 01 Sept 2006
	Integrated Immigration Control System introduced	Success of redesign of PR and fully integrated AFIS	Deportation and Refugee systems developed, some components are still outstanding, but will be implemented in July 2005
	Back Record Conversion of fingerprint records completed	% Conversion	Site preparation and installation completed. The Project will kick start in June 2005
	New National ID card implemented according to a phased process	6 million ID Cards issued	Funding option investigation completed. Discussions with National Treasury on the procurement model have taken place. Draft Cabinet Memorandum in place
	Smart passport system implemented	% Passports issued	Target Mar 06
	Redesigned and aligned certificates introduced	Redesigned and certificates implemented	Certificates design approved, Implementation ongoing
	<i>To introduce a unique Identity Number that does not change:</i>		
	Investigation into introduction of unique ID number completed	Requirements defined	Technical report completed
	Consultation with stakeholders completed	Stakeholders consulted	Stakeholders consulted and still continuing.
	Implementation process completed	New ID number completed	Project continuing, target date 01 Nov 2005
	<i>To establish an enterprise wide document management system incorporating electronic workflow:</i>		
	Phase1: CS EDMS completed	Phase 1 Implemented	Phase 1 completed, with three streams still outstanding
	Back records of all paper Civic Services records converted	Back Records converted	Back record conversion will start in October 2005. The Rosslyn site for BRC will be ready end of July 2005
	Online forms implemented	% Online Forms	Done (Through e-gateway portal)
	Design of enterprise wide EDMS and workflow systems finalised	Design in place	Target Mar 07
	Enterprise wide document management and workflow systems rolled out	Roll-out completed	Target Mar 07



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	Back record conversion of all departmental paper records completed	Back record conversion finalised	Target Mar 07
	Tracking and tracing system implemented	System in place	Workflow system available
	<i>To develop or acquire and implement electronic systems that will enable the integrated management of corporate services function:</i>		
	HR recruitment system implemented	System in place	System was implemented
	Training management system implemented	System in place	Target Mar 06
	Asset management system implemented	System in place	Not achieved, the issue was found to be operational and not of strategic nature and will thus be included in the operational plans
	Interface with government transversal systems completed	Degree of implementation and effectiveness of implementation	Target Sept 05
	Call Centre operationalised	Call centre fully functional	Target Sept 05
	Computer aided audit tools implemented	Computer aided audit tools in place	Issues were found to be operational, will thus be included in the operational plans
	Vetting system in consultation with NIA implemented	System in place	Withdrawn from the strategic plan as this was no longer identified as a Department of Home Affairs competency
	Legal Case Management system implemented	System in place	Withdrawn as this is not a strategic issue anymore
	IT system for organisation- wide performance management (individual and organisational performance management implemented	System in place	Withdrawn as this is no longer a strategic issue
	IT Help desk system implemented	System in place	IT help desk contracted to SITA
	Transversal systems decentralised	System fully decentralised	System fully decentralised.
	<i>To design and deploy an ICSC to improve service delivery to our clients:</i>		
	Requirements definition completed	Requirements definition in place	Implemented
	Design and testing of ICSC and development of tender specifications completed	Design signed off, testing completed and tender specifications in place	Implemented
	Tender issues completed	Tender for Mobile Units and Offices. All requirements met	Implemented (This was mainly the quick win for Lindela, a system was procured)



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	ICSC procured for quick wins: For offices (including Lindela and Refugee Centres)	Requirements met, MU procurement and Offices procurement	ICSC in place for Refugees and Deportation systems.
	ICSC implemented for quick wins: For Mobile Units	Requirements met	ICSC in place at Lindela and other refugee offices
	Offices equipped with ICSC (phased approach of roll out)	Degree of implementation and effectiveness of system	Target Mar 07
	Rollout of ICSC's aligned with planned provision of required support infrastructure and capacity at targeted offices	Degree of alignment	Target Mar 07
	<i>To develop a common front-end application to be used for access to all internal applications and systems:</i>		
	Intranet implemented	Intranet in place	Intranet in place, awaiting official launch, which the communication section will decide on.
	<i>To develop an Intranet:</i>	Portal in place	Implemented
	Portal (including intranet) established		
	<i>To further develop the external Website:</i>		
	Departmental website developed	Web site continuously developed	Web site continuously developed
	User / front end application developed	User / front end application in place	Marital status verification developed
	<i>To establish a Wide Area Network:</i>		
	Wide area network established	Wide Area Network in place	Wide Area Network is in place except to remote border posts. (Target Mar 07)
	<i>To develop a master systems plan:</i>		
	Master systems plan developed	System in place	MISP project is still in implementation phase. Implementation to be completed in the 2005/06 financial year
	To accomplish Office computerisation	Office computerisation in place	Office computerisation 98% complete
	Office computerisation accomplished		
	<i>To implement Novell system:</i>	Novell system in place	Novell system in place
	Novell system implemented		
	<i>To create a development environment</i>	Development environment achieved	Development environment for NIB systems implemented
	Development environment created		
	<i>To develop a logical architectural model:</i>	Model in place	Done
	Logical architectural model developed		



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<p><i>To ensure data integrity and security throughout the enterprise and related systems:</i></p> <p>ICT security policy developed</p> <p>ICT security policy developed and implemented</p>	<p>Policy approved</p> <p>Policy fully implemented</p>	<p>ICT security policy developed</p> <p>Some ISS policies have already been approved for implementation. There is however a need to continuously review the policies to ensure they address the needs of the Department.</p>
	<p>Disaster recovery plan approved</p> <p>Encryption system implemented</p> <p>Access management system implemented</p> <p><i>To develop and establish KIM capacity and systems within the Department:</i></p> <p>Information management capacity in DHA created</p> <p>Component approved</p> <p>Head of component appointed</p> <p>Staff appointed</p> <p>Departmental library established</p> <p>Archives transferred</p>	<p>Requirements met</p> <p>System in place</p> <p>System in place</p> <p>Capacity in place</p> <p>Requirements met</p> <p>Position filled</p> <p>Posts filled</p> <p>Library fully operational</p> <p>Transfer completed</p>	<p>HANIS disaster recovery contract concluded. Recovery site identified and consortium started with preparations.</p> <p>Project has already been commissioned and implementation is continuing</p> <p>Biometric access control system is being rolled out in business units</p> <p>In progress</p> <p>Implemented</p> <p>Implemented</p> <p>Director and Deputy Director appointed, more staff to be appointed in the 2005/06 financial year</p> <p>Target Mar 07</p> <p>Target Jun 05</p>
	<p><i>To develop a knowledge management plan and strategy</i></p> <p>Plan and strategy drafted</p> <p>Approval obtained</p> <p>Plan implemented</p>	<p>Plan and strategy submitted for approval</p> <p>Plan approved</p> <p>Plan fully operational</p>	<p>Implemented</p> <p>Not yet approved, still being reviewed</p> <p>Target Mar 07</p>
	<p><i>To utilise IT for the management of Information:</i></p> <p>MIS and EIS established</p> <p>Electronic library established</p> <p>GIS researched and implemented</p> <p>Data warehouse established</p>	<p>MIS and EIS fully operational</p> <p>Electronic library in place</p> <p>Data warehouse in place</p>	<p>MIS and EIS not yet fully operational</p> <p>User requirements being established</p> <p>Target Mar 07</p> <p>Target Mar 07</p> <p>Data warehouse has been acquired. Will be deployed 01 April 2006.</p>



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
CORPORATE SERVICES	Knowledge Library established	Knowledge Library in place	Target Mar 07
	<i>To ensure that all users of the departmental IT system are prepared for the changes in work procedures and the information technology to be used:</i>		
	Change plan developed	Plan approved	Implemented
	ITingwe launched	ITingwe operational	Implemented
	Training modules and programmes developed	Modules and programmes in place	Implemented
	Change management imperatives integrated into internal communication	Full integration achieved	Implemented
	<i>To develop and implement rules and guidelines on all the Department's information systems and business processes:</i>		
	Business model introduced	Business model in place	Implemented
	IT Policy developed	IT Policy in place	IT Policy framework developed
	Legislation reviewed and aligned	Legislation aligned	Implemented, but still ongoing
	<b>FINANCIAL AND PROCUREMENT MANAGEMENT</b>		
	<b>People: Acquisition of staff</b>		
	MTEF funding requirements for personnel and related expenditure identified	Finalised MTEF submission	MTEF funding requirements for personnel and related expenditure was identified and included in the MTEF budget submission accordingly
	<b>Infrastructure: State of offices</b>		
	<i>To bring all frontline offices of DHA to an acceptable standard of excellence in terms of condition, location, equipment, staffing and security:</i>		
	Audit of offices conducted	Audit results available	The audit of offices and assets were conducted and results made available
	Emergency programme to relocate or refurbish worst offices	Emergency programme approved and implemented	Emergency programme in place



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	National Volunteer Campaign to facelift identified offices introduced	Campaign in place	National volunteer campaign successfully implemented and several offices have been repainted and refurbished in partnership with volunteers and the public.
	National Volunteer Campaign extended to include all offices requiring attention	Roll-out of extended National Volunteer Campaign commenced	National volunteer campaign extended to offices requiring attention. Thirty-one offices have been repainted and refurbished in partnership with volunteers and the public.
	<b>State of offices</b>		
	Medium term repair and maintenance programme of offices introduced	Programme in place	Programme in place and incorporated in MTEF
	Reviewed location and establishment of offices planned for	Plan in place	This project is not finalised as yet, since the CSIR assisted the Department with the demographical and geographical data in order to make an informed decision eventually
	Plan for upgrading of border posts finalised in conjunction with other role-players	Implementation commenced	Plan finalised and implementation will commence in 2005/06
	<i>To ensure effective equipping of all offices</i>		
	Plan developed to equip all offices	Plan to equip offices adequately in place	During the Quick Win programme, equipment, furniture and IT equipment were procured and issued to offices in provinces. The requirements have been incorporated in the MTEF
	<i>To acquire custom-built DHA Head Office campus:</i>		
	DHA campus designed and tendered for	Tender awarded and construction completed	In consultation with Public Works Department
	<b>Transport</b>		
	<i>To acquire and manage a effective transport fleet for the Department</i>		
	Investigation of a viable fleet management option finalised	Report submitted and adopted	Report adopted and requirements included in MTEF
	<b>Financial and procurement management:</b>		
	<b>Financial and Logistical Management</b>		
	<i>To ensure effective management of DHA financial and logistical resources:</i>		
	Strategic integrated approach to budgetary planning formalised	Approach in place	The strategic objectives of the Department were incorporated into the budget planning process



Programme Performance: Annexure Programme One

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	Monthly monitoring and reprioritisation in place	Monthly reports presented to Management	Expenditure was monitored against the budget on a monthly basis. Towards the end of 2004/05 the budget was reprioritised
	<p><i>To roll-out transversal and logistical systems to frontline offices:</i></p> <p>Roll-out of transversal systems to provinces completed: Implementation of the Basic Accounting System (BAS) in the Provinces</p>	<p>Degree and comprehensiveness of BAS implementation in Provinces</p> <p>Degree to which officials within Province are empowered to capture receipts and request financial budget and expenditure reports</p>	<p>The Basic Accounting System (BAS) roll out continued, but could not be completed due to infrastructure and technical constraints. Implementation at the remaining 44 offices will be finalised during 2005/06. BAS functions for capturing of receipts and requesting of financial budget and expenditure reports were made available</p>
	<p><b>Procurement Transformation</b></p> <p><i>To radically improve the service delivery of DHA procurement:</i></p> <p>Plan for transformation of procurement finalised</p>	<p>Plan approved</p>	<p>Plan approved and in process of being implemented. Strategic issues have been included in Strategic Plan for 2005/2006 financial year. Constraints are systems (LOGIS/BAS integrated) not being reliable and not conforming to world class trends, which hampers efficient service delivery and reduced cycle times in the procurement chain.</p>
	<p><b>Financial Resources</b></p> <p><i>To pursue acquisition of additional financial resources:</i></p> <p>Financial and material assistance from private sector and donors acquired</p> <p>Funding of Birth Registration Campaign in regions for children to obtain child grants</p>	<p>Support agreements finalised</p> <p>Support agreements finalised</p>	<p>Option not exercised due to availability of funds</p> <p>Funds for the Birth Registration Campaign were provided from within existing means</p>



## ANNEXURE PROGRAMME 2: OUTPUTS AND SERVICE DELIVERY TRENDS

### Statistical Information

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
PASSPORTS & TRAVEL MATTERS	Issue passports	Number of passports issued: <ul style="list-style-type: none"><li>– Tourist passports</li><li>– Child passports</li><li>– Official passports</li><li>– Document for travel purposes</li><li>– Diplomatic passports</li><li>– Temporary passports</li><li>– Emergency passports</li><li>– Crew member certificates</li><li>– Maxi passports</li><li>– Number of passports (old format) renewed</li></ul>	<ul style="list-style-type: none"><li>549 025</li><li>132 863</li><li>4 866</li><li>911</li><li>1 787</li><li>172 184</li><li>71 826</li><li>242</li><li>12 926</li><li>1 368</li></ul>
CITIZENSHIP	Process citizenship applications	Number of: <ul style="list-style-type: none"><li>– Naturalisations</li><li>– Renunciations</li><li>– Deprivations</li><li>– Resumptions</li><li>– Citizens by descent registrations</li><li>– Retentions</li><li>– Restorations</li><li>– Approvals to use foreign passports</li></ul>	<ul style="list-style-type: none"><li>18 107</li><li>397</li><li>2</li><li>640</li><li>7 557</li><li>5 738</li><li>1 251</li><li>7 956</li></ul>
POPULATION REGISTRATION	Births, Marriages and Deaths Register births, marriages and deaths; issue relevant certificates; process applications for amendments; solemnise marriages; designate marriage officers and appoint registering officers	Number of registrations <ul style="list-style-type: none"><li>– Births (under 15 yrs)</li><li>– Marriages<ul style="list-style-type: none"><li>- Civil</li><li>- Customary</li></ul></li><li>– Deaths</li></ul> Number of certificates issued: <ul style="list-style-type: none"><li>– Births<ul style="list-style-type: none"><li>- Abridged</li><li>- Unabridged</li></ul></li><li>– Marriages<ul style="list-style-type: none"><li>- Abridged</li><li>- Unabridged</li></ul></li><li>– Deaths<ul style="list-style-type: none"><li>- Abridged</li><li>- Unabridged</li></ul></li></ul> Number of personal amendments processed: <ul style="list-style-type: none"><li>– Surnames: Majors</li><li>– Surnames: Minor</li><li>– Forenames: Majors</li><li>– Forenames: Minor</li><li>– Insertion of surnames</li><li>– Date of Birth</li></ul>	<ul style="list-style-type: none"><li>1 481 792</li><li>217 030</li><li>26 437</li><li>533 180</li><li>2 299 026</li><li>93 323</li><li>393 033</li><li>31 055</li><li>716 726</li><li>2 542</li><li>17 704</li><li>25 171</li><li>21 217</li><li>18 593</li><li>353</li><li>49 479</li></ul>



Programme Performance: Annexure Programme Two

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
		<ul style="list-style-type: none"> <li>– Re-registration</li> <li>– Adoptions</li> <li>– General</li> </ul>	54 153 1802 34 838
		Number of divorces recorded	19 313
		Number of marriage officers designated:	
		– Church	1 221
		– Department	171
		Number of registering officers appointed (customary marriages)	119
	Identity Documents Issuing of identity documents to all South Africans citizens and persons to whom permanent residence have been granted	Number of identity documents issued in terms of the Department's Statement of Standards	2 555 949
		New recording	523 451
	Identification Maintaining a fingerprint identification system	Number of fingerprints <ul style="list-style-type: none"> <li>- Classified (1<sup>st</sup> issue)</li> <li>- Verification (re - issued)</li> <li>- Compared and searched for</li> <li>- Filed as additions to existing records ( foreigners and first time ID applicants)</li> <li>- Fingerprints of foreign workers from neighbouring countries which were processed</li> <li>- Total number of fingerprints on record</li> </ul>	5 215 0 (see note below) 2 680 876 1 234 812  9 511  47 554 723
	HANIS (Home Affairs National Identification System) Populate the AFIS database (Automated Fingerprint Identification System)	Volume of fingerprints processed and recorded on the database	1 139 532
		Daily capturing rate	± 6 000 records daily
	Electronic Document Management System (EDMS)	A number of operational problems were encountered with the EDMS during the period of review. The Department's Information Services Branch and the relevant Consortium are attempting to eradicate the operational problems encountered. No further back scanning projects were entered during the financial year due to the technical problems encountered.	No back scanning projects took place during the year

► NOTE: The function of re-issues was discontinued due to the inception of AFIS. All fingerprints collected in respect of ID applications are processed as first issues until such time that AFIS is populated.



Programme Performance: Annexure Programme Two

Strategic Information

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<b>CIVIC SERVICES</b>		
	<b>Fraudulent marriages</b>		
	<i>To stop the phenomenon of fraudulent marriages by non-South Africans to falsely obtain permanent residence or citizenship and to protect South Africans against unscrupulous fraudulent activities:</i>		
	Marriage legislation and regulations revisited	Proposed amendments formulated and submitted	The South African Law Reform Commission (SALRC) and Home Affairs are working in collaboration to review the different marriage dispensations in line with the Constitution and latest court rulings. The legislative reviews are part of an earlier Cabinet resolution that the Department should compile a single Marriages Act.
	Public awareness campaign on fraudulent practices introduced	Campaign implemented	The Minister of Home Affairs launched the "check your marital status" campaign on 4 August 2004.
	Capacity for women to verify their marital status created and assistance to those who find themselves trapped in fraudulent marriages	Departmental capacity created and effective	Enquiry desks for women to check their marital status were created at all Departmental offices. By the end of March 2005, 179123 marriage verifications were conducted at Home Affairs offices countrywide and 2636 alleged fraudulent marriages identified. The Department successfully expunged 1977 fraudulent marriages by the end of March 2005 and remaining balance was still under investigation at the time.
	<i>To safeguard the rights of women and protect them from dangers emanating from the different marriage systems applicable in SA as well as safeguarding under-aged girls from possible abuses inherent to the system of customary marriages:</i>		
	Educative campaign and protective measures designed and operative	Campaign implemented and protective measures in place	A campaign was launched on 4 August 2004 to create awareness regarding the registration of customary unions. An educative campaign will be launched during the 2005/2006 financial year.



Programme Performance: Annexure Programme Two

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	Women married in terms of customary unions assisted to check the registration and contractual nature of their marriages and advice rendered on the safeguarding of their rights	Assistance and advice provided	A Campaign was launched on 4 August 2004 to prompt women to register their customary unions. A total of 18 109 customary unions were registered between 4 August 2004 and 31 March 2005. An educative campaign will be launched during the 2005/2006-review period.
	Partnerships with other key role-players for the implementation of this programme established	Partnerships established and operative	No reported progress.
	<b>Identity Numbers (ID)</b>		
	<i>To eliminate the phenomenon of allocating duplicate Identity Numbers:</i>		
	HANIS Reloaded fully implemented	HANIS populated with existing manual fingerprint records	The Department entered into a back record conversion project during November 2004. The aim of the project is to convert the existing manual fingerprint records onto HANIS. It is expected that the conversion project will be finalized by September 2006 and an estimated total of 30 million records should be converted by that date.
		Elimination of duplicate Identity Numbers	This service delivery indicator is dependent on the back record conversion project. The conversion project only commenced during April 2005 (Target date 1-May-07).
	<i>To introduce a unique Identity Number that does not change:</i>		
	Investigation into the introduction of a unique ID number completed	Report	The Council for Scientific and Industrial Research (CSIR) advised the Department that extensive consultation needs to be undertaken before a decision in this regard can be made. The Department has therefore revised all target dates regarding the implementation of a unique identity number and this can be seen in the 2005 strategic plan.
	Consultation with stakeholders completed	Stakeholders consulted	Consultation with public and private sector institutions must still continue. The target date was accordingly revised.
	Implementation process completed	New ID number implemented	The target date was accordingly revised.



Programme Performance: Annexure Programme Two

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<b>Processing of amendments to personal particulars and unabridged certificates</b>		
	<i>To improve turnaround times:</i> Turnaround times reduced for amendments from 12 to 6 weeks	No backlogs	An overtime project was launched in order to provide temporary relief to the backlog. Forty-four vacant entry level and 18 junior manager posts were advertised. The overtime project rendered the following results: <ul style="list-style-type: none"><li>• Backlog before inception of the overtime project: 81 838</li><li>• Backlog on 31 March 2005: 5840</li></ul> The backlog project was discontinued with effect from 1 April 2005 due to the immanent filling of the vacant advertised posts.
	Turnaround times reduced for unabridged certificates from 4 to 2 weeks	No backlogs	The certificate section is part of the division that is responsible for amendments. An overtime project was also launched in order to provide temporary relief to the backlog. Forty four vacant entry level and 18 junior manager posts were advertised. The overtime project rendered the following results: <ul style="list-style-type: none"><li>• Backlog before inception of the overtime project: 52 780</li><li>• Backlog on 31 March 2005: 13 253</li></ul> The backlog project was discontinued with effect from 1 April 2005 due to the immanent filling of the vacant advertised posts.
	<b>Permanent Citizen Registration Campaign</b>		
	<i>To register all citizens</i>  Accuracy of citizens not registered investigated (Survey to determine number of SA citizens not in possession of a valid ID and the underlying reason for this undertaken and results incorporated into planning for Local Government Elections)	Survey undertaken and report finalised	The Department entered into a research agreement with the HSRC during February 2005. A report in this regard will be released during August 2005.



Programme Performance: Annexure Programme Two

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	DHA address database updated with information from IEC and other role players	Database updated	Negotiations in this regard took place and a suitable programme must be developed to facilitate the transferring process.
	Collaboration with Stats SA on integration of relevant databases	Clear understanding of roles, responsibilities and action steps	Preliminary talks between DHA and Stats SA commenced during Nov 2004, covering the broader field of both line functions The project will continue in 2005/06.
	Comprehensive registration campaign proposals developed (including partnership arrangements with relevant national, provincial and local stakeholders as well as maternity centres such as hospitals and clinics)	Proposals approved	The Department awaits the results of the survey before implementing registration proposals. In the interim, the Department has rolled out birth & death registration facilities at 68 medical facilities by the end of December 2004 and it is anticipated that these facilities will be extended to further medical facilities during the 2005/2006 financial year.
	Electronic registration of all citizens introduced	Full rollout of ICSC	The ICSC's are still under development and therefore could not be rolled out during the 2004/2005 financial year. (Target date 1-May-07).
	<b>Tracking and tracing applications</b> <i>To develop a comprehensive system to keep track of applications in the system:</i> Bar-coded system to track and trace ID applications developed	Implemented bar-coded system	Workflow processes were developed and proposals in respect of the preferred model were formulated. Site visits were also conducted at various operational centres to determine technical requirements. The development of the tracking system was not yet commenced.
	A computerised system to handle the tracking and tracing of applications developed	Implemented computerised system	The track and trace system was not developed during the 2004/2005 financial year.
	<b>Monitoring and evaluation of Civic Service operations</b> <i>To develop and implement a monitoring system of frontline offices:</i> Countrywide standard operational procedures developed	Procedural manuals implemented	Procedure manuals were updated with the latest legislative developments and these manuals are available at all Home Affairs offices.



Programme Performance: Annexure Programme Two

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<b>Fraudulent deaths</b>  <i>To dramatically improve the integrity and usability of death registration information:</i>  Death registration procedures and processes revisited	Report with proposals completed	The report with proposals was completed and approved. The revised procedures were subsequently implemented by all Regions. The Department is currently monitoring progress.



## ANNEXURE PROGRAMME 3: OUTPUTS AND SERVICE DELIVERY TRENDS

### Statistical Information

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
PERMANENT & TEMPORARY RESIDENCE AND IMMIGRATION SELECTION BOARD	Processing of applications and issuance of permits	Number of permits issued in terms of the Statement of Standards set by the Minister:	
		– Immigration permits	17 771
		– Work permits	15 630
		– Study permits	25 707
		– Temporary residence permits	99 678
		Number of:	
		- Ministerial enquiries	155
CONTROL OF TRAVELLERS	Processing of applications and issuance of visas Clearance of visitors at ports of entry	Number of visas issued	455 445
		Number of persons cleared:	
		– Arrivals	7 867 586
		– Departures	7 017 653
ALIENS CONTROL	Removal of illegal foreigners	Number of illegal foreigners removed	170 301
	Deportation of undesirable persons	Number of deportations	1 564
REFUGEE AFFAIRS	Consideration of asylum applications	Number of asylum applications finalised	1 775
	Issuance of Refugee Identity Cards	Number of Refugee Identity Cards issued	5 348
	Issuance of United Nations Convention Travel Documents	Number of United Nations Convention Travel Documents (UNCTD's) issued in collaboration with the UNHCR	1568
REFUGEE APPEAL BOARD	Consideration of asylum appeals	Number of asylum appeals finalised	1 779
STANDING COMMITTEE ON REFUGEES	Review and consider cases	Review of manifestly unfounded cases	107
		Consideration of applications for certification of status	269



Programme Performance: Annexure Programme Three

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
<b>Transformation of Immigration</b>	<i>To define the structural, personnel and logistical requirements of a transformed Immigration Branch:</i>		
	Project plan developed and submitted for signoff	Approved Project Plan and Report	The new structure has been approved; a new DDG, 2 Chief Directors and Director: Deportations were appointed
	Finalised report on the structural, personnel and logistical requirements of a transformed Immigration Branch	Approved Project Plan and Report	The migration from the old structure to the new one is in progress
	To review the business processes in the Immigration Branch in order to enhance the efficiency and eliminate unnecessary red tape		
	Business process review finalised	Improved business processes in place	Business processes finalised, but not implemented
<b>Immigration Legislation</b>	<i>To assess the implementation of the Immigration Act and Regulations:</i>		
	Workshop conducted to review Immigration Act Regulations	Amendments to Act and make adjustment to the way of implementation of the Immigration Act and regulations	The Immigration Amendment Act was presented to Cabinet and promulgated
	Urgent amendments to the Immigration Act affected and Immigration Regulations finalised	Amended Act and finalised Regulations.	The Immigration regulations have been drafted
	Long term review of the Immigration Act and recommendations of workshop implemented	Amended Immigration Act	Still to be finalised. Target date 19 April 2007
<b>Illegal Foreigners</b>	<i>To effectively deter, detect and counter the illegal entry and sojourn of foreigners in SA:</i>		
	Basic inspectorate capacity established	Basic capacity in place.	Chief Director Inspectorate and Director: Deportations were appointed to head inspectorate. Posts for KZN, Eastern Cape and Gauteng positions at director levels were advertised
	Inspectorate functioning effectively	Effective inspectorate	Not in place
	Law enforcement plans developed	Plans in place	Not in place
	Investigations unit functioning effectively	Effective investigation unit.	Capacity was only established at Head Office to deal with ministerial and critical cases Provincial structures not in place yet.



Programme Performance: Annexure Programme Three

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	Negotiations with neighbouring countries on reception of deportees concluded	Negotiations finalised and consensus reached	Creation of a detention centre at Beit Bridge is discussed between the IOM, NIB and Zimbabwe government. Finalisation to the project is expected with the deportation train also entering Zimbabwe
	Agreement with neighbouring countries on reception of deportees on deportees reached	Bilateral agreements reached	Bilateral talks with Mozambique and Zimbabwe in progress
<b>Refugees</b>	<i>To provide for the reception into RSA of asylum seekers, the regulation of applications for, and recognition of refugee status:</i>		
	Core capacity in Refugee Affairs Directorate established	Core capacity, manual and procedures in place	Not finalised
	Backlog of pending asylum applications eradicated	Backlogs eradicated	The Directorate together with the UNHCR further identified a need to recruit interns to deal with backlog
	Research and consultation completed on the possible establishment of temporary accommodation for asylum seekers pending the finalisation of their claims	Report submitted	The report was not submitted
	Manual on procedures and policies on South Africa's asylum regime developed	Manual in place. Procedural red tape significantly reduced	Manual not in place
	Standardised procedures on asylum developed	Procedures in place	Development in process
	Rollout of new ID cards, passports and child certificates for refugees and amalgamation with Civic Services finalised	Identity cards, passports and child certificates in place as well as amalgamation with Civic Services.	For the period 1 April 2004 and 31 March 2005, the following documents were issued by the directorate in order to make sure that they are economically active and to be able to access social services: - • ID Documents • UNCTD
	Amendments to Refugee Act and regulations effected	Draft Amendments	No progress in this regard made
<b>Border Control</b>	<i>To co-ordinate Ports of Entry operations throughout the country:</i>		
	DHA presence established at Ports of Entry currently staffed by SAPS	Number of Ports of Entry without DHA representation	Accommodation requirements addressed in the road map
	All Ports of Entry staffed at adequate level	Balance achieved between number of visitors and number of staff	Staff increased at JIA and CTI only. All ports of entry have not been capacitated in terms of statistics



Programme Performance: Annexure Programme Three

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	Interdepartmental Liaison Committee established in terms of section 6 of the Immigration Act	Committee established	Not prescribed in Immigration Amendment Act
	Port managers designated.	Agreement reached with partner departments on designation of Port Managers	A cabinet decision mandate was given to DHA to manage all non-commercial Ports of entry
	Ports of Entry effectively equipped	Ports of entry functioning effectively	MCS running at all ports of entry
	Port Control officers trained	Ports of entry functioning effectively	Transversal training to take place between Border Control Departments
	Standard Operating Procedures (SOP) on Ports of Entry developed	SOP's in place	Not finalised
	Recording of entry and exit of citizens reviewed	Recommendations finalised	Review completed and incorporated into new Amendment Act
	<i>To strengthen multi-agency intergovernmental co-operation in fighting corruption:</i>		
	Institutionalised co-operation in terms of JCPS Cluster priorities	Multi-agency system operative	In process
	<i>To facilitate scarce skills into the country:</i>		
	Partnerships with stakeholders (Dol, dti, Environmental Affairs and Tourism, Tourism industry, etc.) established	Memoranda of understanding with partners concluded	Ongoing consultation with stakeholders
	Bilateral agreements with SADC countries on visa regime and entry requirements established	Bilateral agreements in place	Various agreements in process of being concluded
	International visa regime together with partner departments and IAB reviewed	Visa regime reviewed	Visa regime reviewed in terms of Amendment Act and further review ongoing
	<i>To combat xenophobia:</i>		
	Consultation with stakeholders and partners to curb xenophobia completed	Stake-holder involvement	Unit was not activated
	Counter-xenophobia plan developed	Plan in place	In process of finalisation
	Core capacity in counter-xenophobia unit established	Core capacity in place	Unit was not activated
	Counter-xenophobia plan activated	Plan activated	Plan not activated



## ANNEXURE PROGRAMME 4: OUTPUTS AND SERVICE DELIVERY TRENDS

### Statistical Information

Sub-programme	Outputs	Performance measures / service delivery indicators	Actual performance / quantity
	<b>Transformation of the Government Printing Works (GPW)</b>		
	<i>To take urgent measures in improving GPW's efficiency and enhancing overall security:</i>		
	Interim CEO appointed	Post filled	Achieved.
	Urgent critical posts filled	Posts filled	Achieved (however, other key posts became vacant due to resignations of staff seeking better opportunities).
	Additional security measures introduced	Effective security measures implemented	Partly achieved. Security assessment done. Draft Security plan compiled.
	<i>To ensure that GPW is converted into a viable public entity:</i>		
	Legislation prepared for submission to Cabinet	Draft legislation in place	Not achieved, since business plan is still being refined.
	Business Plan finalised	Business Plan in place	Business Plan was compiled. However, following the appointment of a ministerial advisory committee, the Business Plan was revisited and further refinement thereof is in process.
	Establishment of GPW as public entity finalised	Status of GPW changed to public entity	Not achieved yet, in process.



# **Part Three**

# **Statutory Requirements**



## DEPARTMENT OF HOME AFFAIRS

**Report of the Audit Committee of the Department of Home Affairs for the year ended 31 March 2005.**

**The audit committees established under statute in terms of the Public Finance Management Act (PFMA), and the National Treasury Regulations are required to comment in the annual report of the Department on:**

- **The effectiveness of internal control and the internal audit function;**
- **The quality of in year management reports, and**
- **The annual financial statements.**

We are pleased to present our report for the financial year ended 31 March 2005.

### **Audit Committee members and attendance:**

The audit committee consists of the members listed hereunder and meets 5 times per annum as per its approved terms of reference. During the current year 6 meetings were held.

<b>Name of Member</b>	<b>Number of Meetings Attended</b>
N Russouw (Chairperson)	6
S Masuku	5
W Ford	6
J Modiko	3

### **Audit Committee Responsibility**

The Audit Committee reports that it has complied with its responsibilities arising from section 38 (1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

### **Annual audit of the Department**

It was with regret that the audit committee was informed of the differences of opinion between the Auditor-General and the Department as to the reasons for not submitting the audited financial statements on time and for not being able to conclude on the outcome of such audit in the prescribed time. These differences of opinion between the two parties were highlighted by the almost directly opposing views as to the reasons for non compliance with the laid down requirements presented by each of the two parties to the portfolio committee of Home Affairs. It is evident that there has been a lack of proper communication between the two parties.



This aspect is further highlighted by the fact that at the audit committee meeting held on 10 March 2006 where the Report of the Auditor-General was discussed, a number of issues where differences in opinion existed, were referred back to the two parties for discussion, rewording and possible elimination from the report. Subsequently certain adjustments were effected.

The audit committee considers this state of affairs to be unacceptable and has requested the Accounting Officer to facilitate proper communication in future to prevent a repetition of the situation described above.

### The Effectiveness of Internal Control

It was pleasing to note that appropriate action was taken to rectify weaknesses in the financial management controls at Lindela Detention Centre, an issue which resulted in a qualified report by the Auditor-General in the 2004 financial year. However, breakdowns in the systems of internal controls and accounting procedures occurred during the year under review, as reported on by the Auditor-General.

Once again, the Audit Committee wishes to stress the fact that senior management is accountable for the proper management of the Department and, as such, should take full responsibility for the implementation and monitoring of adequate accounting systems and internal controls. The Audit Committee would like to see greater urgency and commitment at the various levels of senior management to monitor and control the major risks facing the Department. It is a concern that there appears to be a lack of active involvement by senior management to rectify weaknesses and deficiencies noted and reported. The result is that the same errors seem to occur over and over again. This attitude does not only affect the efficiency of the administration and accounting of the Department, but also negatively impact on the service delivery objectives of the Department.

The financial effect of non-compliance to laid down controls and procedures is reflected by the annual financial statements, where known, as noted in the report issued by the Auditor-General.

A detailed Risk Assessment exercise was conducted during the 2003 financial year and only re-addressed by management after the conclusion of the 2005 financial year. The importance of focussing on major risks regarding internal controls and internal audits were discussed at audit committee meetings on a regular basis.

### Internal Audit Function

Although the Audit Committee regularly enquired about the work performed by the internal audit division, the results indicated that such division was not operating effectively and remained under-resourced. Reports had been slow in being finalised and presented, the main reason being the lack of capacity and the quality of reports being produced. The Committee recommends that the Department assumes a much more assertive and prominent role in disposing of its internal audit function.

Subsequent to the year under review, consultants were engaged in two instances to assist in internal control projects while capacity was being expanded. It was also noted that the quality of the reporting improved considerably towards the end of the period under review.

### The Quality of in year Management Reports.

The Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Department during the year under review. The financial results and position of the Department were reviewed for reasonableness by the Audit Committee on a quarterly basis.



## The Annual Financial Statements

The Audit Committee has:

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the annual report;
- Reviewed the Auditor's-General management letter and management response, and
- Reviewed significant adjustments resulting from the audit.

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

This report was compiled by the non-executives of the audit committee.

Chairperson of the Audit Committee

Date: 21 April 2006



## GOVERNMENT PRINTING WORKS

### Report of the Audit Committee of the Government Printing Works for the year ended 31 March 2005

The audit committees established under statute in terms of the Public Finance Management Act (PFMA), and the National Treasury Regulations are required to comment in the annual report of the Department on:

- The effectiveness of internal control and the internal audit function;
- The quality of in year management reports, and
- The annual financial statements.

We are pleased to present our report for the financial year ended 31 March 2005.

#### Audit Committee members and attendance:

The audit committee consists of the members listed hereunder and meets 5 times per annum as per its approved terms of reference. During the current year 6 meetings were held.

Name of Member	Number of Meetings Attended
N Russouw (Chairperson)	6
S Masuku	5
W Ford	6
J Modiko	3

#### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38 (1)(a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

#### Annual audit of the Department

It was with regret that the audit committee was informed of the differences of opinion between the Auditor-General and the Department as to the reasons for not submitting the audited financial statements on time and for not being able to conclude on the outcome of such audit in the prescribed time.

It is evident that there has been a lack of proper communication between the two parties.



The audit committee is disappointed that it had not had the opportunity to discuss the report issued by the Auditor-General before being finally released. At the meeting held on 24 February 2006 where the contents of the Report of the Auditor-General were discussed, there was evidence of a difference of opinion in respect of a number of points reflected by the report. The request for certain adjustments could not be adhered to as the report had already been issued.

The audit committee considers this state of affairs to be unacceptable and has requested the Accounting Officer to facilitate proper communication in future to prevent a repetition of the situation described above.

### The Effectiveness of Internal Control and the Internal Audit Function

The Audit Committee is disappointed that very little progress has been made during the year under review in respect of the significant internal control weaknesses and deficiencies in accounting systems noted in the report issued by the Auditor-General last year, when compared with the report issued by the Auditor-General for the year under review. During the course of the year the audit committee was informed of significant progress made in respect of many issues reported on in the previous year, in particular the management of debtors. In the light of the forgoing, the committee was therefore rather surprised by the report issued by the Auditor-General, which report could not be discussed with the financial manager as the latter had resigned in the meantime.

Management instituted a forensic audit, in order to determine to what extent elements are misusing the existing accounting systems to defraud the institution, the results of which are not known at the time of signing this report. The Audit Committee wishes to stress the fact that senior management is accountable for the proper management of the institution and, as such, should take full responsibility for the implementation and monitoring of adequate accounting systems and internal controls. The Audit Committee would like to see greater urgency and commitment at the various levels of senior management to monitor and control the major risks facing the Department. It should be mentioned that a new Government Printer was appointed subsequent to the end of the financial year under review.

The financial effect of non-compliance to laid down controls and procedures, where known, is reflected in the annual financial statements, as noted by the report of the Auditor-General.

The main reasons for not making significant progress remain similar to those highlighted last year, i.e. –

- Many vacant positions exist at most levels of management and staff, in particular in managerial positions, with the result that the Government Printing Works still has to cope with insufficient capacity at various levels of management;
- The internal audit department did not function, the main reason being that the relevant division from the Department of Home Affairs did not have the capacity to perform the required services, as intended. This shortcoming was recognised during the year, but the process to rectify this deficiency was frustrated by the inability to attract suitable internal audit candidates, and
- An atmosphere of uncertainty existed among management and staff during the period under review in anticipation of the anticipated corporitisation of the entity.

Although some progress has been made in respect of a detailed Risk Assessment and Plan, it has not been finalised and therefore was not implemented at the time of the release of this report.



### The Quality of in year Management Reports

The Committee is satisfied that monthly and quarterly reports were prepared and issued by the Accounting Officer and the Government Printing Works during the year under review. The financial results and position of the Government Printing Works were reviewed for reasonableness by the Audit Committee on a regular basis. Although the quality of such reports improved towards the end of the financial year, concerns still exist as to the integrity of the financial figures reflected by such reports.

### The Annual Financial Statements

The Audit Committee has:

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the annual report;
- Reviewed the Auditor's-General management letter and management response, and
- Reviewed significant adjustments resulting from the audit.

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

This report was compiled by the non-executives of the audit committee

Chairperson of the Audit Committee

Date: 21 April 2006



# Annual Financial Statements

Department of Home Affairs



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**ANNUAL FINANCIAL STATEMENTS  
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**REPORT OF THE ACCOUNTING OFFICER  
for the year ended 31 March 2005**

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 BUDGET ALLOCATION**

- **Original budget allocation**

The Department commenced its financial year with a budget allocation of R2,273 billion. This budget allocation represented an increase of 6,6% from the 2003/04 allocation of R2,132 billion. As the year progressed the budget allocated to the Department increased and such increases are briefly analyzed in the ensuing paragraphs.

- **Rollover funds**

The Department submitted a request to National Treasury to rollover R181,360 million from the 2003/04 financial year. National Treasury approved R80,250 million. National treasury came to an agreement with the Department that the balance of the requested rollover will only be accessed when the Back Record Conversion project has commenced and expenditure is realised.

- **Adjustment estimates of national expenditure**

The Department analyzed its budget based on expenditure trends for the first five months and projections for the remainder of the financial year. During the process of analyzing the budget certain financial pressures were identified on certain areas and other areas reflected savings. Due to the fact that specific saving was identified, additional needs which would have been requested from National Treasury as unforeseen and unavoidable were addressed within the allocated budget by means of virement. The Department therefore resolved not to request for additional funding during the adjustments estimate process. The only amount requested during the adjustment estimate period was an additional amount of R23,873 million for the Independent Electoral Commission (IEC) due to the unforeseen and avoidable expenditure arising from the elections. The amount was specifically allocated for voting stations infrastructure, prison vote and auditing of voting results.

- **Virement**

When final expenditure allocations were effected towards the closing of the 2004/05 financial year, virement was approved to utilise savings to fund shortages realised from other economic classifications within or between programmes. Virement was applied in terms of the PFMA requirements.

- **Savings**

The rollovers of R80,250 million as well as the adjustments estimate allocation of R23,873 million increased the original budget allocation from R2,273 billion to R2,377 billion. In the final analysis of the budget against expenditure, savings of R388,382 million were realised for the 2004/05 financial year. National Treasury will be requested to rollover the savings to 2005/06 financial year.



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The rollover funds will mainly be utilised to fund the Back Record Conversion of fingerprint records within the Home Affairs National Identification System (HANIS) Project, Mobile Units, and expenditure for the Repair and Maintenance Programme (RAMP) projects and for the pressing accommodation needs of the Department.

It must be highlighted though that filling of senior positions during the second half of the financial year, as it will be highlighted below, has had an impact on the capacity of the Department to spend all financial resources allocated for the year in the sense that decisions to spend were only accelerated during the second half of the financial year when most of the senior management positions were filled. There are other factors that contributed as well to the failure to spend the entire budget such as failure by suppliers to deliver goods and services ordered before the end of the financial year, long tender processes and savings arising from efficiencies arising from the improved management of deportation of undocumented foreigners.

## **1.2 STRATEGIC ISSUES**

### **1.2.1 Strategic overview**

The Department of Home Affairs continues to be central to Government's strategic imperative to create a better life for all. Its key mandate is to confirm the status of people, for both citizens and visitors alike. This mandate enables our citizens to enjoy their rights under the Constitution and thus access numerous other government and private sector services. The mandate also regulates visitors to our country, thus ensuring our territorial integrity, helping in furthering our foreign and economic policy objectives and combating crime. The Department is the guardian of critical and substantive statistical information with regards to our population and trans-national migration patterns.

Following the critical intervention to turn the Department around that started from September 2003, leading to a Turnaround Strategy and a number of projects covering the areas of people, infrastructure and technology, the main challenges for 2004/05 were to formalise and integrate the turnaround programme into the Department's medium term strategic and business planning. These efforts culminated in a strategic plan with a difference, covering ten critical intervention areas and setting the scene for significant changes. The formal approval of the new organisation structure and establishment for the Department during March 2004 empowered the Department to decisively address the people issue, resulting in the creation of five departmental branches to ensure that all areas of service delivery are adequately addressed in terms of human capital.

The Department is going through a transformation process and the past financial year was the year of ensuring that adequate capacity to deliver to our clients is built and reinforced. It is satisfying to report that the second half of the financial year has produced positive outcomes in as far as accelerating appointment of staff in the sense that five Deputy Directors-General, six Chief Directors, Directors and a number of other positions below level 12 were filled. All in all more that 1000 positions were filled to strengthen the capacity of the Department to deliver services and thus spend financial resources allocated.



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This stands out as a major achievement of the Department to improve its human capital. It needs to be highlighted though that the approved establishment of the Department is not fully funded and thus it will take the Department two to three years to obtain adequate funding to fill all positions in terms of the approved establishment. A commitment in this regard has already been solicited with National Treasury

Over and above the achievements highlighted above the following areas of achievements can be highlighted in brief:

- Major progress has been made with the implementation of the new immigration dispensation, leading to the formal launch of the National Immigration Branch (NIB) during April 2005. The immigration Act has been amended and the process of drafting regulations is nearing finality.
- 69 hospitals have been equipped with computer facilities to facilitate on the spot birth registration and issuing of birth certificates for newly born children. This initiative has made it possible for Social Services to speed up the processing of child support grants.
- A campaign on registration of marriages and verification thereof was launched during the reporting year. All in all 1 977 marriages were expunged and 18 109 people registered their customary marriages.
- Installation of IT systems and appointment of 49 officials at Lindela to address the financial controls concerns raised by the Auditor-General during the 2002/03 and 2003/04 audits. IT systems will provide real time verification of fingerprints to identify citizens from the undocumented foreigners to be deported.

**1.2.2 Co-operative Governance**

Co-operative Governance as entrenched in Chapter 3 of the Constitution plays an important role in government machinery and service delivery at large.

The Department has relations with a number of countries and international organisations. To ensure the proper management of this function, and to facilitate the smooth running and co-ordination thereof, a strategy was developed and a core unit established within the Department. In spite of limited capacity, the Department played a significant role in the government's involvement in the DRC.

The Department of Home Affairs also remains a critical part of the integrated system of governance, which forms a central tenet of the strategic governance philosophy of this Government, as was reflected by its increased involvement in various committees and forums.

The Department is a member of the five FOSAD Clusters and its respective Inter-ministerial Committees.

In its endeavour to fulfil its role as the centre of service delivery, the Department has maintained its strong relations with other forums and institutions of Government like the institution of the House of Traditional Leaders, co-ordination and planning of the rollout of the Mac's.

**1.2.3 ITingwe**

The Department has itself sought to draw on technology to enhance its services, to migrate further and further away from manual and paper-based service delivery towards a more productive and efficient electronic system. This, we have hoped, would help us radically to reduce corruption, long queues and inefficiency, whilst it enhances service delivery through means superior than the ones we have hitherto deployed.



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In this regard, we are happy to report that HANIS is now proceeding in full steam, that the AFIS and Systems Integration are currently being implemented, with a view to start issuing the first smart-ID card in 2006. During this financial year, we shall focus on the procurement process of the card and develop a detailed implementation plan. It will result in technology and skills transfers, investments and economic empowerment, placing South Africa in a leadership position to act as a gateway and catalyst for smart-ID card solutions in Southern Africa and Africa as whole.

In this regard:

- o The conversion of manual citizens' fingerprints and documents to electronic format, to enable the implementation of the smart-ID card project is well underway and shall be completed by September 2006;
- o We have launched and are ready to begin issuing the Refugee smart-ID card to over 30 000 refugees;
- o The IT infrastructure has been upgraded to introduce live capture at the Refugee Reception Offices and to have integrated and consolidated immigration system by 2007, at Lindela. In the meantime we have established a live system for the registration of illegal immigrants; and

With regard to the Network and Infrastructure Support Services:

- As already stated above, 69 hospitals across the country have been computerised to enable electronic registration of births and deaths and we shall install further hospitals this year;
- Regional IT managers have been employed and deployed to regions;
- 276 out of 350 offices and service points have been computerised.

We have built a partnership with SITA on our quest to build capacity to deliver on our mandates.

However, we were still not able to achieve the objective to have Integrated Client Service Consoles (ICSC) because the back record conversion is itself not yet complete.

## **2 SERVICES RENDERED BY THE DEPARTMENT**

The Department is entrusted with two core functions as part of its mandate to government service. The two main services rendered are Services to Citizens and Immigration. Functions of these main divisions are described below:

- Services to Citizens grant people living in South Africa official citizenship or residence rights and powers by providing relevant enabling documentation.
- Immigration handles migration matters in foreign countries, controls visas and the admissions of travellers of ports of entry, deportation of illegal immigrants, and consideration and processing of refugee cases.

### **2.1 TARIFF POLICY**

In compliance to Treasury Regulations 7.3.1, the Accounting Officer must review all fees that cannot be fixed by law annually. To this effect all the fees are calculated according to direct costs involved in the manufacturing process of identity documents and passports and are revised annually.

Towards the end of the year under review the Department has entered into partnership with National Treasury in a project aimed at reviewing tariffs of the Department to come up with an improved tariff structure.



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### **3 CAPACITY CONSTRAINTS**

The Department is not an exception to the usual outcry of most government departments when it comes to inadequate financial resources for service delivery. Limited budget allocations hamper the Department in achieving its objectives to deliver efficient and effective services. Limited budget allocations result, amongst others, into a situation that all vacant posts cannot be filled.

The organisational structure approved by the Minister, on 2 March 2004, provides for a significant increase in the number of posts. Key features of the new structure are:

- The creation of a National Immigration Service to be headed by a Deputy Director-General, supported by Provincial, Regional and District Heads of Immigration as well as the following:  
Civic Services Branch  
Corporate Services Branch  
Service Delivery Branch  
Information Services Branch
- The formation of a Chief Directorate: Counter-Corruption and Security and a Chief Directorate: Communications.
- The significant strengthening of capacity at provincial level and the alignment of offices with provincial and district municipal boundaries.

The new Civic Services' structure for Head Office has been implemented whilst the provincial structure is currently being finalised. Further Head Office structural changes are under consideration and can be expected to take effect during the 2005/06 financial year.

As already stated above it is worth emphasising that, due to funding constraints, it will not be possible to fill all the newly created positions immediately. This will have to be phased in as funds become available. Reprioritisation of critical posts has been given first preference. The migration of staff from the old to the new establishment has been successfully accomplished during the reporting year.

### **4 TRADING ENTITIES/ PUBLIC ENTITIES**

#### **4.1 TRADING ENTITIES**

##### **4.1.1 Government Printing Works**

- a) The Government Printing Works continues to satisfy the needs of government departments in respect of printing, stationery and making government publications available for sale to the public.
- b) The presentation of a business case to National Treasury for corporatisation of the Government Printing Works (GPW) as a public entity was finalised and approved during 2004. The Government Printing Works Ministerial Advisory Committee (GPWMAC) was established with the mandate to investigate the possible model to be adopted to convert GPW into a state owned enterprise and the concretization of a Business Plan for GPW



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- c) The organisation has been going through the transformation process and has been preoccupied in the process of rectifying shortcomings and weaknesses reported by the Auditor-General during the previous years

## **4.2 PUBLIC ENTITIES**

**The Department has been allocated one public entity that is falling in the category of schedule 3.**

### **4.2.1 Film and Publication Board**

- a) They are responsible for the classification of films and publications by means of a Film and Publication Board and a Film and Publication Review Board (Act 65 of 1996).
- b) Funding of their budget is effected through transfer payments from the budget of the Department.
- c) Financial Statements of the Film and Publication Board are tabled in Parliament separately.

## **5 OTHER ORGANISATIONS TO WHOM TRANSFER PAYMENTS HAVE BEEN EFFECTED**

### **5.1 INDEPENDENT ELECTORAL COMMISSION (IEC)**

- a) This is a permanent body created by the Constitution to promote and safeguard democracy in South Africa. The vision of the IEC is to strengthen constitutional democracy through free and fair elections.
- b) Financial Statements of the IEC are tabled in Parliament separately as a statutory requirement.

## **6 CORPORATE GOVERNANCE ARRANGEMENTS**

Although the Department is a governmental organisation, it has found the ethos and the spirit of corporate governance suitable to its environment. It is worth mentioning though that the Department, like the rest of government, is striving towards compliance with the comprehensive requirements of corporate governance. The Department has established an Internal Audit Directorate, adopted a risk management strategy and has constituted a fully representative Audit Committee made up of external members.

## **7 PROGRESS WITH FINANCIAL MANAGEMENT IMPROVEMENTS**

The Department is complying with the PFMA. Performance information is as follows:

- As part of the Turnaround Strategy the Department is following a Top-down and Bottom-up approach in the process of allocation of financial resources.
- Year to date reporting is maintained and month-to-month comparison of expenditure against the budget has been embarked upon. Reports are broken down to Business Unit level to ensure that expenditure is monitored down to the lowest levels. The culture of monthly reporting on provincial matters has already been experienced and is now a routine.
- The three-year strategic plan of the Department is in place.
- Risk assessment and risk plan has been developed and is being implemented.
- Fraud prevention and Anti-Corruption structures are in place, although the Department had problems in fully implementing the plan.



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- Internal control measures have been put in place. The Internal Control section has been restructured to improve financial controls.
- The Department has progressed well in an effort to allocate unallocated deposits that were reported by the Auditor-General during the previous audit. There were amounts that could not be allocated to relevant revenue items due to lack of relevant items in the new Basic Accounting System (BAS). Challenges in this regard have been explained in paragraph 8 below. Loopholes regarding collection of revenue and capturing of receipts have been attended to. Provincial managers are required to submit monthly compliance certificates to certify that all financial transactions and reports have been dealt with in terms of the PFMA. BAS has been implemented in 101 offices and additional 45 offices will be rolled out during the 2005/06 financial year. BAS has been installed in more offices in order to capacitate people at the provinces and to improve financial management processes.

## **8 OTHERS**

### **8.1 Conversions**

During the process of converting accounting information from the old Basic Accounting System (BAS) to the new BAS that incorporates the new Standard Charts of Accounts (SCOA), the Department was faced with a number of challenges that will be explained below.

In order to comply and align the department with SCOA conversions from BAS to the new classification were initiated from the department's side. Some accounts were automatically converted and some were not compatible with the new requirements as result thereof separate accounts were activated through the permission of National Treasury who is the custodian of BAS and implementers of SCOA.

#### **8.1.1 Conversion: Receipt Deposit Control Account**

- National Treasury activated the Deposit Account for the purpose of conversion from old BAS to new SCOA items in respect of the Department.
- The Department was informed by National Treasury that until the Deposit Conversion Account was cleared they would then open the Receipt Deposit Control Account and would also conduct an investigation into the account.
- Several meetings were arranged to discuss all problems pertaining to the clearing of this account. The teams were informed during the meeting that the Department should draw all necessary reports and a team from National Treasury would then visit the Department.
- The team from National Treasury visited the Department later in the year and confirmed that in order for the Department to clear this account all supporting documentation should be collected from the provinces.
- Looking at finance capacity problem and enormous work to be done, the component could not wait and clear the account as prescribed.

#### **8.1.2 Inter-responsibility Clearance Account**

A meeting was held with National Treasury, to discuss the problems relating to this account. This account has not been provided for on the new Basic Accounting System (SCOA). National Treasury informed the department to open a separate account for petty cash suspense. The indicated usage of the "Inter Resp Acc" with matching fields "Miscellaneous". The account could not be cleared at the end of the financial year as prescribed.



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**REPORT OF THE ACCOUNTING OFFICER  
for the year ended 31 March 2005**

**9 DISCONTINUED SERVICES**

No services were discontinued.

**10. FRAUD AND CORRUPTION**

During the year under review the Department has taken aggressive steps to address fraud and corruption. A chief directorate that deals with fraud and corruption has been established. A number of employees were suspended on charges of fraud and corruption, however, some of the activities occurred subsequent to year end and there were no indication that losses were suffered by the Department. Most of fraud and corruption cases relate to acceptance of bribes. A forensic audit has since been instituted and the true extent of the fraud and corruption would only be known after the completion of the investigation.

**APPROVAL**

The attached annual financial statements set out below have been approved by the Accounting Officer.

**M J MAQUETUKA  
DIRECTOR-GENERAL  
DATE: 11 MAY 2006**



**DEPARTMENT OF HOME AFFAIRS  
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**REPORT OF THE AUDITOR-GENERAL  
for the year ended 31 March 2005**

## **1. AUDIT ASSIGNMENT**

The financial statements as set out on pages 100 to 127, for the year ended 31 March 2005, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

## **2. NATURE AND SCOPE**

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

The audit was completed in accordance with Auditor-General Directive No. 1 of 2005.

I believe that the audit provides a reasonable basis for my opinion.

## **3. QUALIFICATION**

### **3.1 Receivables**

#### **3.1.1 Foreign Affairs vouchers in transit account**

The Foreign Affairs vouchers in transit general ledger account has a debit balance of R5 857 660 and is included under Receivables in the financial statements. This account includes previous years' income and expenditure items not allocated, as the supporting vouchers have not yet been provided by the Department of Foreign Affairs. The fact that this account is not a receivable and therefore will not be recovered in the future, is not disclosed in note 11 to the financial statements.



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**REPORT OF THE AUDITOR-GENERAL  
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**3.2 Cash and cash equivalents**

**3.2.1 Source documents not captured**

Not all of the department's offices throughout South Africa are connected to allow for the online capturing of source documents. Not all source documents could therefore be captured at year-end, resulting in unallocated income and expenditure transactions.

The bank exception account, which is included in the consolidated Paymaster-General account, showed a credit balance of R21 444 593 at year-end. This represents unallocated income due to the receipts not captured at the regional and district offices at year-end. The bank adjustment account, in its turn, showed a balance of R1 803 737 which represents unallocated expenditure.

At the time of completing my audit, a significant number of the source documents that I required had not been provided to me and I was therefore unable to assess the validity and completeness of these accounts.

**3.2.2 Alien bank account**

In terms of section 41(2)a of the Aliens Control Act, 1991 (Act No. 96 of 1991 as amended) certain aliens are required to deposit money when entering the country and are entitled to refunds if they comply with their conditions of stay. The department is administering a separate bank account for this purpose, which showed a balance of R240 240 359 on 31 March 2005.

This account is not disclosed in the financial statements of the department. Separate financial statements and records for this account have also not been submitted for auditing.

**3.3 Payables**

I have been unable to obtain all the explanations, information and supporting documentation to complete the audit procedures necessary to verify the following accounts included in payables in the balance sheet:

Inter-responsibility clearing	R8 370 417 (Cr)
Conversion receipt deposit	R3 146 618 (Dr)



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**REPORT OF THE AUDITOR-GENERAL  
for the year ended 31 March 2005**

**3.4 Departmental revenue**

**3.4.1 Unallocated income**

The bank exception account (see paragraph 3.2.1 above), with a credit balance of R21 444 593, as well as three deposit clearing accounts with debit balances amounting to R10 200 551, represents net unallocated income of R11 244 042 at the end of the year. The net opening balance for the year on these accounts was R21 549 079 and my prior year audit report was qualified in this respect. The net movement of R10 305 037 on these accounts for the year represents prior year income recognised as income in the current year. Income for this financial year is therefore overstated by the same amount and this is not disclosed in the financial statements.

**3.4.2 Completeness of revenue**

My sample tests on revenue source documents at a selection of branch offices revealed a number of instances where the source documents could not be traced to the general ledger revenue accounts due to missing documents, or to the incorrect or late capturing of source documents. The effect on the completeness of revenue could not be determined.

**3.4.3 Unexplained debit to income**

In response to an audit finding relating to monies paid over to the National Revenue Fund during the year, the department effected an adjustment that reduced departmental revenue for the year by R62 437 000. The departmental revenue recorded in the underlying accounting records therefore exceeds the amount disclosed in the financial statements by the same amount. I have been unable to obtain a reconciliation for this difference. Departmental revenue received in the cash flow statement, revenue from the sale of goods and services other than capital assets in note 2 to the financial statements and the transfer from the statement of financial performance in note 13 to the financial statements are accordingly also understated by the same amount.

**3.5 Goods and services**

A significant number of supporting documents requested for audit purposes were not submitted to me. Consequently I was unable to perform all the audit procedures that I considered necessary to express an opinion on the goods and services expense of R572 433 000 in the Statement of Financial Performance.

**3.6 Expenditure on capital assets**

**3.6.1 Supporting documents**

I was unable to verify the amounts disclosed as expenditure on capital assets in the Statement of Financial Performance and annexures 3 and 4 to the financial statements, because a significant number of the supporting documents requested were not submitted for audit purposes.



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**REPORT OF THE AUDITOR-GENERAL  
for the year ended 31 March 2005**

**3.6.2 Capital expenditure on vehicles**

Expenditure on capital assets includes an amount of R66 412 000, paid to the Gauteng Department of Public Transport, Roads and Works in respect of vehicles. The department has no title to the vehicles.

At year-end, only 455 of the 559 vehicles in question had been delivered and although an allocation of cost per vehicle could not be made available to me, a material portion of the amount shown as an expense related to vehicles not yet received.

The amount paid was agreed upon between the two departments and was not based on the cost of the vehicles. Explanations provided by the department, however, indicated that the actual cost of the vehicles exceeded the amount paid. Furthermore, no written agreement setting out the terms and conditions of the transaction and in particular the period that the vehicles would be allocated to the department, could be furnished.

**3.7 Financial statement disclosures**

**3.7.1 Leave entitlement**

In many instances, government institutions base the calculation of leave entitlement, as disclosed in note 19 to the financial statements, on a directive from the Department of Public Service and Administration. This provides for the use of the basic salary to calculate leave pay, as opposed to the total cost to the department, which is prescribed by the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997 as amended) and has been effective since May 2003. This results in the understatement of the provision for leave entitlement set out in note 19 to the financial statements, and a contingent liability in respect of past employees.

**3.7.2 Accruals**

Many of the documents that I regarded as necessary to support accruals for buildings and other fixed structures of R42 541 000 and compensation of employees of R45 000 000 as disclosed in note 18 to the financial statements, could not be submitted for audit purposes and I could not verify the completeness or validity of these amounts.

**3.8 Fraud and corruption**

As disclosed in the Accounting Officer's Report, a forensic investigation into alleged fraudulent and corrupt activities is currently in progress. Management is of the opinion that these activities are unlikely to affect the financial statements, but the true extent of the fraudulent and corrupt activities will only be known after the completion of the investigation. Consequently, materiality was adjusted for audit purposes.

**4. DISCLAIMER OF OPINION**

*Because of the significance of the matters referred to in paragraph 3, I do not express an opinion on the financial statements.*



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**REPORT OF THE AUDITOR-GENERAL  
for the year ended 31 March 2005**

## **5. EMPHASIS OF MATTER**

*Attention is drawn to the following matters:*

### **5.1 Weaknesses in internal control**

#### **5.1.1 Control over fixed assets**

Shortcomings were identified in the control over fixed assets through my procedures performed at Head Office and a number of branch offices, which revealed that most assets on the asset registers could not be traced to the actual assets, due to incorrect tagging. Conversely, many assets selected could not be traced to the asset registers.

According to section 38(1)(d) of the Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended)(PFMA) and Treasury Regulation 10, the accounting officer must take full responsibility and ensure that proper control systems exist for assets and that preventative mechanisms are in place to eliminate theft, losses, wastage and misuse. The department did not comply in this regard.

#### **5.1.2 Filing and retention of documents**

It is evident from the qualifications in paragraph 3 above, that the department's control over the filing and retrieval of documents was ineffective, which is in contravention with the requirements of Treasury Regulation 17.2 as well as section 40(1)(a) of the PFMA.

The extent of the failure of the department to provide the documentation for auditing over an extended period has a negative impact on the audit process.

#### **5.1.3 Control over clearing accounts**

A number of clearing accounts as mentioned in paragraph 3 above were not cleared on a regular basis, mainly due to the late capturing or unavailability of source documents. Treasury Regulation 17.1.2(b) requires that amounts included in clearing or suspense accounts are cleared and correctly allocated to the relevant cost centres on a monthly basis.

The debt receivable income account with a credit balance of R8 955 782 included under recoverable revenue, the penalty charges: capital account with a credit balance of R832 466, the penalty charges: interest account with a credit balance of R132 594 and the debt receivable interest account with a credit balance of R4 748 125, all included in payables, and the penalty debt account, included in receivables with a debit balance of R11 154 616, should have a zero net effect on the Statement of Financial Position. In the department's case the net effect was, however, a credit balance of R3 514 351 for which I could not obtain explanations or supporting documents. This amount may represent unallocated income.

#### **5.1.4 Control over receivables**

Many debtors balances had been outstanding for periods in excess of two years, as is evident from note 11 to the financial statements. The department's controls over the collection of debts appeared to be ineffective. In terms of



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**REPORT OF THE AUDITOR-GENERAL  
for the year ended 31 March 2005**

section 38(1)(c)(i) of the PFMA and Treasury Regulation 11.2.1(b), the accounting officer of an institution must take effective and appropriate steps to timeously collect all money due to the institution including, as necessary, referral of the matter to the State Attorney. No proof of submission to the State Attorney or proof that any other steps had been taken to recover long outstanding debts, could be made available to me.

Furthermore, no policy document regarding debt write-offs could be obtained as prescribed by Treasury Regulation 11.4.2.

The department did not comply with Treasury Regulation 11.5.1, as interest was not charged on all debts owed to the department.

## **5.2 Internal audit**

The completed internal audit reports submitted to me only covered the period up to 31 July 2004 while the majority of reports related to the prior financial year. Therefore, up to the time of my review in August 2005, no internal audit reports had been issued relating to the period from August 2004 to March 2005.

This indicated a weakness in the department's risk management strategy and the functioning of the audit committee, as the audit committee should review the effectiveness of the internal audit function as required by Treasury Regulation 3.1.10 (b).

## **5.3 Comparative information**

As explained in paragraph 16 of the accounting policy, the financial statements were drawn up in a new format prescribed for the year ended 31 March 2005 and the comparative amounts for some line items that had not been required in the prior year were not disclosed.

## **5.4 Conditional grants paid to municipalities**

According to the financial statement template issued by the National Treasury, annexure 1C of the financial statements should be used to disclose conditional grants paid to municipalities. While no conditional grants were paid, the department incorrectly included its payments of regional services levies of R2 153 000 in the said annexure, and changed the heading to read "Statement of transfers to Municipalities".

## **5.5 Amended annual financial statements**

The department submitted its annual financial statements to me on 31 May 2005, as required by the PFMA. In response to certain of my audit findings the department however amended its financial statements and the accounting officer submitted these to me on 20 February 2006 after effecting certain material adjustments. Subsequent to the discussion of the draft audit report at an audit committee meeting held on 10 March 2006, the accounting officer submitted further amended financial statements to me on 11 May 2006.



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**REPORT OF THE AUDITOR-GENERAL  
for the year ended 31 March 2005**

**5.6 Surplus for the year**

The current year surplus is understated as explained in note 17 to the financial statements.

**5.7 Ageing of receivables**

A significant number of errors were found in the audit of the ageing of debtor balances as disclosed in note 11 to the financial statements. In addition I was unable to obtain all the information and documentation necessary to complete my audit procedures in this regard. I was therefore unable to determine whether the debtors' ageing is fairly stated.

**6. APPRECIATION**

The assistance rendered by the staff of the Department of Home Affairs during the audit is sincerely appreciated.

*S. A. Fakie*

Auditor-General

Pretoria

15 May 2006



AUDITOR - GENERAL



**DEPARTMENT OF HOME AFFAIRS  
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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

The Annual 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 Annual 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), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2004. The following issued, but not yet effective Standards of Generally Recognised Accounting Practice have not been fully complied with in the Annual Financial Statements: GRAP 1, 2 and 3.

**1. Basis of preparation**

The Annual 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. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

**2. Revenue**

**Appropriated funds**

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National/Provincial Expenditure. Unexpended voted funds are surrendered to the National/Provincial Revenue Fund, unless otherwise stated.

**Departmental revenue**

***Tax revenue***

A tax receipt is defined as compulsory, irrecoverable revenue collected by entities. Tax receipts are recognised as revenue in the statement of financial performance on receipt of the funds.

***Sale of goods and services other than capital assets***

This comprises the proceeds from the sale of goods and/or services produced by the entity. Revenue is recognised in the statement of financial performance on receipt of the funds.

***Fines, penalties and forfeits***

Fines, penalties and forfeits are compulsory receipts imposed by court or quasi-judicial body. Revenue is recognised in the statement of financial performance on receipt of the funds.



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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

***Interest, dividends and rent on land***

Interest and dividends received are recognised upon receipt of the funds, and no provision is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as revenue in the Statement of Financial Performance of the department and then transferred to the National/Provincial Revenue Fund.

Revenue received from the rent of land is recognised in the statement of financial performance on receipt of the funds.

***Sale of capital assets***

The proceeds from the sale of capital assets is recognised as revenue in the statement of financial performance on receipt of the funds.

***Financial transactions in assets and liabilities***

Repayments of loans and advances previously extended to employees and public corporations for policy purposes are recognised as revenue in the statement of financial performance on receipt of the funds. Cheques issued in previous accounting periods that expire before being banked are recognised as revenue in the statement of financial performance when the cheque becomes stale. When the cheque is reissued the payment is made from Revenue.

***Local and foreign aid assistance***

Local and foreign aid assistance is recognised in the statement of financial performance on receipt of funds. Where amounts are expensed before funds are received, a receivable is raised. Where amounts have been inappropriately expensed using Local and Foreign aid assistance, a payable is raised. In the situation where the department is allowed to retain surplus funds, these funds are shown as a reserve.

**3. Expenditure**

***Compensation of employees***

Salaries and wages comprise payments to employees. Salaries and wages are recognised as an expense in the statement of financial performance when the payment is made. The expenditure is classified as capital where the employees were involved, on a full time basis, on capital projects during the financial year. All other payments are classified as current expense.

Social contributions include the entities' contribution to social insurance schemes paid on behalf of the employee. Social contributions are recognised as an expense in the Statement of Financial Performance when the payment is made.



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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

*Short-term employee benefits*

The cost of short-term employee benefits is expensed in the Statement of Financial Performance in the reporting period when the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation are disclosed as a disclosure note to the Annual Financial Statements and are not recognised in the Statement of Financial Performance.

*Long-term employee benefits and other post employment benefits*

*Termination benefits*

Termination benefits are recognised and expensed only when the payment is made.

*Medical benefits*

The department provides medical benefits for its employees through defined benefit plans. Employer contributions to the fund are incurred when money is paid to the fund. No provision is made for medical benefits in the Annual Financial Statements of the department.

*Post employment retirement benefits*

The department provides retirement benefits for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for retirement benefits in the Annual Financial Statements of the department. Any potential liabilities are disclosed in the Annual Financial Statements of the National/Provincial Revenue Fund and not in the Annual Financial Statements of the employer department.

*Other employee benefits*

Obligations arising from leave entitlement, thirteenth cheque and performance bonus that are reflected in the disclosure notes have not been paid for at year-end.

**Goods and services**

Payments made for goods and/or services are recognised as an expense in the Statement of Financial Performance when the payment is made. The expense is classified as capital if the goods and services was used on a capital project.

**Interest and rent on land**

Interest and rental payments resulting from the use of land, are recognised as an expense in the Statement of Financial Performance when the payment is made. This item excludes rental on the use of buildings or other fixed structures.



**DEPARTMENT OF HOME AFFAIRS  
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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

***Financial transactions in assets and liabilities***

Financial transactions in assets and liabilities include bad debts written off. Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending available to the department. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts.

***Unauthorised expenditure***

Unauthorised expenditure, is defined as:

- The overspending of a vote or a main division within a vote, or
- Expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is approved by the relevant authority, recovered or written off as irrecoverable.

***Irregular expenditure***

Irregular expenditure, is defined as :

expenditure, other than unauthorised expenditure, incurred in contravention or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

It is treated as expenditure in the Statement of Financial Performance. If such expenditure is not condoned and it is possibly recoverable it is disclosed as receivable in the Statement of Financial Position at year-end.

***Fruitless and wasteful expenditure***

Fruitless and wasteful expenditure, is defined as:

expenditure that was made in vain and would have been avoided had reasonable care been exercised, therefore

- it must be recovered from the responsible official (a debtor account should be raised), or
- the vote. (If responsibility cannot be determined.)

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is recovered from the responsible official or written off as irrecoverable.

**4. Transfers and subsidies**

Transfers and subsidies include all irrecoverable payments made by the entity. Transfers and subsidies are recognised as an expense when the payment is made.



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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

**5. Expenditure for capital assets**

Capital assets are assets that can be used repeatedly and continuously in production for more than one year. Payments made for capital assets are recognised as an expense in the Statement of Financial Performance when the payment is made.

**6. Investments**

Investments include; Investments in Associates; Joint ventures; Investments in controlled entities and Other investments.

Investments are shown at cost. On disposal of an investment, the surplus/(deficit) is recognised as revenue in the Statement of Financial Performance.

**7. Receivables**

Receivables are not normally recognised under the modified cash basis of accounting. However, receivables included in the Statement of Financial Position arise from cash payments that are recoverable from another party, when the payments are made.

Receivables for services delivered are not recognised in the Statement of Financial Position as a current asset or as income in the Statement of Financial Performance, as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the Annual Financial Statements.

**8. Cash and cash equivalents**

Cash and cash equivalents consists of cash on hand and balances with banks, short term investments in money market instruments and demand deposits. Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

**9. Payables**

Payables are not normally recognised under the modified cash basis of accounting. However, payables included in the Statement of Financial Position arise from advances received that are due to the Provincial/National Revenue Fund or another party.

**10. Lease commitments**

Lease commitments for the period remaining from the reporting date until the end of the lease contract are disclosed as part of the disclosure notes to the Annual Financial Statements.



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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

These commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on the cash basis of accounting. Operating lease expenditure is expensed when the payment is made. Finance lease expenditure is expensed when the payment is made, but results in the acquisition of the asset under the lease agreement. A finance lease is not allowed in terms of the Public Finance Management Act.

## **11. Accruals**

This amount represents goods/services that have been received, but no invoice has been received from the supplier at the reporting date, OR an invoice has been received but remains unpaid at the reporting date. These amounts are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

## **12. Contingent liability**

This is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the department; or

a present obligation that arises from past events but is not recognised because:

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

Contingent liabilities are not recognised in the Statement of Financial position, but the information is disclosed as part of the disclosure notes.

## **13. Commitments**

This amount represents goods/services that have been approved and/or contracted, but no delivery has taken place at the reporting date. These amounts are not recognised in the Statement of financial position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

## **14. Capitalisation reserve**

The capitalisation reserve represents an amount equal to the value of the investment and/or loans capitalised. On disposal, repayment or recovery, such amounts are transferred to the Revenue Fund.



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**ACCOUNTING POLICIES  
for the year ended 31 March 2005**

**15. Recoverable revenue**

Recoverable revenue represents payments made and recognised in the Statement of Financial Performance as an expense in previous years due to non-performance in accordance with an agreement, which have now become recoverable from a debtor. Repayments are transferred to the Revenue Fund as and when the repayment is received.

**16. Comparative figures**

Where necessary, comparative figures have been restated to conform to the changes in the presentation in the current year. The comparative figures shown in these Annual Financial Statements are limited to the figures shown in the previous year's audited Annual Financial Statements and such other comparative figures that the department may reasonably have available for reporting. Reclassification of expenditure has occurred due to the implementation of the Standard Chart of Accounts. It is not practical to present comparative amounts in the Cash Flow Statements as this would involve reclassification of amounts dating back to the 2002/03 year-end.



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**APPROPRIATION STATEMENT  
for the year ended 31 MARCH 2005**

Appropriation per programme									
	2004/05						2003/04		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Payment R'000
<b>1. Administration</b>									
Current payment	380 713	13 037		<b>393 750</b>	392 938	812	99,8	254 100	252 616
Transfers and subsidies	1 735	1 464		<b>3 199</b>	3 207	-8	100,3	95	95
Payment for capital assets	119 819	49 815		<b>169 634</b>	169 634	-	100,0	21 346	14 008
<b>2. Services to Citizens</b>									
Current payment	476 737	3 125		<b>479 862</b>	530 665	-50 803	110,6	580 436	603 642
Transfers and subsidies	1 265	1 292		<b>2 557</b>	2 594	-37	101,4	15	15
Payment for capital assets	369 243	-35 239		<b>334 004</b>	24 678	309 326	7,4	228 713	52 196
<b>3. Immigration</b>									
Current payment	380 147	-29 944		<b>350 203</b>	281 744	68 459	80,5	320 692	322 171
Transfers and subsidies	905	1 203		<b>2 108</b>	2 117	-9	100,4	100	99
Payment for capital assets	29 156	-4 753		<b>24 403</b>	6 353	18 050	26,0	3 674	1 678
<b>4. Auxiliary and associated services</b>									
Current payment	-	-		-	15 899	-15 899	-	-	4 168
Transfers and subsidies	533 761	-		<b>533 761</b>	533 760	1	100,0	671 160	671 160
Payment for capital assets	84 134	-		<b>84 134</b>	25 644	58 490	30,5	52 357	29 907
<b>Subtotal</b>	<b>2 377 615</b>	<b>-</b>	<b>-</b>	<b>2 377 615</b>	<b>1 989 233</b>	<b>388 382</b>	<b>83,7</b>	<b>2 132 688</b>	<b>1 951 755</b>
<b>Statutory Appropriation</b>									
Current payment									
Transfers and subsidies									
Payment for capital assets									
<b>TOTAL</b>	<b>2 377 615</b>	<b>-</b>	<b>-</b>	<b>2 377 615</b>		<b>388 382</b>	<b>83,7</b>	<b>2 132 688</b>	
<b>Reconciliation with Statement of Financial Performance</b>									
Prior year unauthorised expenditure approved with funding				-				-	
Departmental revenue received				239 658				316 623	
Local and foreign aid assistance received				-				-	
<b>Actual amounts per Statements of Financial Performance (Total revenue)</b>				<b>2 617 273</b>				<b>2 449 311</b>	
Investments acquired and capitalised during the current financial year, but expensed for appropriation purposes									
Other payments in Appropriation Statement, not accounted for in Statement of Financial Performance									
Local and foreign aid assistance									
Prior year unauthorised expenditure approved									
Prior year fruitless and wasteful expenditure condoned									
<b>Actual amounts per Statements of Financial Performance (Total expenditure)</b>					<b>1 989 233</b>				<b>1 951 755</b>



**DEPARTMENT OF HOME AFFAIRS  
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**APPROPRIATION STATEMENT  
for the year ended 31 MARCH 2005**

Appropriation per economic classification									
	2004/05						2003/04		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Payment R'000	Variance R'000	Payment as % of final appropriation %	Final Appropriation R'000	Actual payment R'000
<b>Current payment</b>									
Compensation of employees	736 872	-31 090		<b>705 782</b>	648 772	57 010	91,9	662 041	660 348
Goods and services	500 725	17 308		<b>518 033</b>	572 433	-54 400	110,5	493 187	520 728
Financial transactions in assets and liabilities	—	—		—	41	-41	—	—	1 521
<b>Transfers and subsidies to:</b>									
Provinces and municipalities	2 495	—		<b>2 495</b>	2 153	342	86,3	—	—
Departmental agencies and accounts	533 762	—		<b>533 762</b>	533 760	2	100,0	671 161	671 160
Households	1 409	3 959		<b>5 368</b>	5 765	-397	107,4	110	110
Gifts and donations	—	—		—	—	—	—	99	99
<b>Payment for capital assets</b>									
Buildings and other fixed structures	78 493	—		<b>78 493</b>	20 094	58 399	25,6	48 796	26 345
Machinery and equipment	401 845	49 815		<b>451 660</b>	182 368	269 292	40,4	257 294	71 444
Software and other intangible assets	122 014	-39 992		<b>82 022</b>	23 847	58 175	29,1	—	—
<b>Total</b>	<b>2 377 615</b>	<b>—</b>	<b>—</b>	<b>2 377 615</b>	<b>1 989 233</b>	<b>388 382</b>	<b>83,7</b>	<b>2 132 688</b>	<b>1 951 755</b>



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**DETAIL PROGRAMME 1  
for the year ended 31 MARCH 2005**

	2004/05						2003/04		
Programme per subprogramme	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Payment R'000	Variance R'000	Payment as % of final appropriation %	Final Appropriation R'000	Actual Payment R'000
<b>1.1 Minister</b>									
Current payment	791			791	791	—	100,0	746	747
<b>1.2 Deputy Minister</b>									
Current payment	614			614	601	13	97,9	579	551
<b>1.3 Management</b>									
Current payment	60 120			60 120	36 066	24 054	60,0	6,305	4 538
Transfers and subsidies	82			82	86	-4	104,9	—	—
Payment for capital assets	2 191			2 191	1 674	517	76,4	2 424	2 423
<b>1.4 Corporate Services</b>									
Current payment	319 188	13 037		332 225	355 480	-23 255	107,0	246 470	246 780
Transfers and subsidies	1 653	1 464		3 117	3 121	-4	100,1	95	95
Payment for capital assets	117 628	49 815		167 443	167 960	-517	100,3	18922	11 585
<b>TOTAL</b>	<b>502 267</b>	<b>64 316</b>	<b>—</b>	<b>566 583</b>	<b>565 779</b>	<b>804</b>	<b>99,9</b>	<b>275 541</b>	<b>266 719</b>

	2004/05						2003/04		
Economic Classification	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Payment R'000	Variance R'000	Payment as % of final appropriation %	Final Appropriation R'000	Actual Payment R'000
<b>Current payment</b>									
Compensation of employees	157 725	-15 343		142 382	142 204	178	99,9	122 365	120 589
Goods and services	222 988	28 380		251 368	250 728	640	99,7	131 735	132 027
Financial transactions in assets and liabilities	—	—		—	6	-6	—	—	—
<b>Transfers and subsidies to:</b>									
Provinces and municipalities	853	—		853	647	206	75,8	—	—
Households	882	1 464		2 346	2 560	-214	109,1	95	95
<b>Payment for capital assets</b>									
Machinery and equipment	114 803	49 815		164 618	162 810	1 808	98,9	21 346	14 008
Software and other intangible assets	5 016	—		5 016	6 824	-1 808	136,0	—	—
<b>TOTAL</b>	<b>502 267</b>	<b>64 316</b>	<b>—</b>	<b>566 583</b>	<b>565 779</b>	<b>804</b>	<b>99,9</b>	<b>275 541</b>	<b>266 719</b>



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**DETAIL PROGRAMME 2  
for the year ended 31 March 2005**

	2004/05						2003/04		
Programme per subprogramme	Adjusted	Shifting of	Virement	Final	Actual	Variance	Payment as % of	Final	Actual
	Appropriation	Funds		Appropriation	Payment		final appropriation	Appropriation	Payment
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>2.1 Travel &amp; Passport Matters</b>									
Current payment	30 268	5 217		<b>35 485</b>	34 129	1 356	96,2	32 050	32 317
Transfers and subsidies	141	—		<b>141</b>	19	122	13,5	1	1
Payment for capital assets	2 979	—		<b>2 979</b>	489	2 490	16,4	2 912	2 469
<b>2.2 Citizenship</b>									
Current payment	2 084	—		<b>2 084</b>	1 625	459	78,0	1 841	1 841
Transfers and subsidies	5	—		<b>5</b>	1	4	20,0	—	—
Payment for capital assets	51	—		<b>51</b>	45	6	88,2	38	—
<b>2.3 Population Register</b>									
Current payment	444 385	-2 092		<b>442 293</b>	494 911	-52 618	111,9	546 545	569 484
Transfers and subsidies	1 119	1 292		<b>2 411</b>	2 574	-163	106,8	14	14
Payment for capital assets	366 213	-35 239		<b>330 974</b>	24 144	306 830	7,3	225 763	49 727
<b>TOTAL</b>	<b>847 245</b>	<b>-30 822</b>	<b>—</b>	<b>816 423</b>	<b>557 937</b>	<b>258 486</b>	<b>68,3</b>	<b>809 164</b>	<b>655 853</b>

	2004/05						2003/04		
Economic Classification	Adjusted	Shifting of	Virement	Final	Actual	Variance	Payment as % of		Actual
	Appropriation	Funds		Appropriation	Payment		final appropriation		Payment
	R'000	R'000	R'000	R'000	R'000	R'000	%		R'000
<b>Current payment</b>									
Compensation of employees	348 601	-2 092		346 509	334 457	12 052	96,5		352 490
Goods and services	128 136	5 217		133 353	196 209	-62 856	147,1		251 152
Financial transactions in assets and liabilities	—	—		—	-1	1	—		—
<b>Transfers and subsidies to:</b>									
Provinces and municipalities	1 032	—		1 032	1 004	28	97,3		—
Households	233	1 292		1 525	1 590	-65	104,3		15
<b>Payment for capital assets</b>									
Machinery and equipment	272 245			272 245	7 655	264 590	2,8		52 196
Software and other intangible assets	96 998	-35 239		61 759	17 023	44 736	27,6		—
<b>TOTAL</b>	<b>847 245</b>	<b>-30 822</b>		<b>816 423</b>	<b>557 937</b>	<b>258 486</b>	<b>68,3</b>		<b>655 853</b>



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**DETAIL PROGRAMME 3  
for the year ended 31 March 2005**

Programme per subprogramme	2004/05						2003/04		
	Adjusted	Shifting of	Virement	Final	Actual	Variance	Payment as % of	Final	Actual
	Appropriation	Funds		Appropriation	Payment		final appropriation	Appropriation	Payment
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>3.1 Permanent &amp; Temporary Residence</b>									
Current payment	7 995	—		7 995	9 498	-1 503	118,8	10 758	10 758
Transfers and subsidies	21	—		21	191	-170	909,5	—	—
Payment for capital assets	201	—		201	316	-115	157,2	—	—
<b>3.2 Immigration Advisory Board</b>									
Current payment	4 931	—		4 931	1 273	3 658	25,8	1 097	1 097
Transfers and subsidies	8	—		8	576	-568	7 200,0	—	—
Payment for capital assets	—	—		—	11	-11	—	77	77
<b>3.3 Consultative Committee for Performing Artists</b>									
Current payment	—	—		—	—	—	—	—	—
Transfers and subsidies	1	—		1	—	1	—	1	—
Payment for capital assets	—	—		—	—	—	—	—	—
<b>3.4 Control of Travellers</b>									
Current payment	74 447	-1 500		72 947	61 364	11 583	84,1	63 391	63 188
Transfers and subsidies	502	—		502	550	-48	109,6	99	99
Payment for capital assets	62	—		62	86	-24	138,7	70	70
<b>3.5 Aliens Control</b>									
Current payment	221 129	-28 444		192 685	184 430	8 255	95,7	204 218	205 900
Transfers and subsidies	298	1 203		1 501	717	784	47,8	—	—
Payment for capital assets	24 038	-4 753		19 285	5 733	13 552	29,7	3 288	1 292
<b>3.6 Refugee Affairs</b>									
Current payment	10 849	—		10 849	10 410	439	96,0	5 416	4 929
Transfers and subsidies	33	—		33	40	-7	121,2	—	—
Payment for capital assets	144	—		144	78	66	54,2	154	154
<b>3.7 Standing Committee for Refugee Affairs</b>									
Current payment	1 494	—		1 494	1187	307	79,5	81	81
Transfers and subsidies	3	—		3	3	—	100,0	—	—
Payment for capital assets	10	—		10	—	10	—	—	—
<b>3.8 Refugee Affairs Appeal Board</b>									
Current payment	4 163	—		4 163	3 474	689	83,4	1 560	2 047
Transfers and subsidies	7	—		7	11	-4	157,1	—	—
Payment for capital assets	97	—		97	100	-3	103,1	29	29
<b>3.9 Consular Affairs</b>									
Current payment	55 139	—		55 139	10 108	45 031	18,3	34 171	34 171
Transfers and subsidies	32	—		32	29	3	90,6	—	—
Payment for capital assets	4 604	—		4 604	29	4 575	0,6	56	56
<b>TOTAL</b>	<b>410 208</b>	<b>-33 494</b>	<b>—</b>	<b>376 714</b>	<b>290 214</b>	<b>86 500</b>	<b>77,0</b>	<b>324 466</b>	<b>323 948</b>



**DEPARTMENT OF HOME AFFAIRS  
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**DETAIL PROGRAMME 3  
for the year ended 31 March 2005**

Economic Classification	2004/05						2003/04		
	Adjusted	Shifting of	Virement	Final	Actual	Variance	Payment as % of	Final	Actual
	Appropriation	Funds		Appropriation	Payment		final appropriation	Appropriation	Payment
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payment</b>									
Compensation of employees	230 546	-13 655		<b>216 891</b>	172 111	44 780	79,4	187 230	187 269
Goods and services	149 601	-16 289		<b>133 312</b>	109 638	23 674	82,2	133 462	134 902
Financial transactions in assets and liabilities	—	—		—	-5	5	—	—	—
<b>Transfers and subsidies to:</b>									
Provinces and municipalities	610	—		<b>610</b>	502	108	82,3	—	—
Departmental agencies and accounts	1	—		<b>1</b>	—	1	—	1	—
Households	294	1 203		<b>1 497</b>	1 615	-118	107,9	99	99
<b>Payment for capital assets</b>									
Machinery and equipment	9 156	—		<b>9 156</b>	6 353	2 803	69,4	3 674	1 678
Software and other intangible assets	20 000	-4 753		<b>15 247</b>	—	15 247	—	—	—
<b>TOTAL</b>	<b>410 208</b>	<b>-33 494</b>		<b>376 714</b>	<b>290 214</b>	<b>86 500</b>	<b>77,0</b>	<b>324 466</b>	<b>323 948</b>



**DEPARTMENT OF HOME AFFAIRS  
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**DETAIL PROGRAMME 4  
for the year ended 31 March 2005**

Programme per subprogramme	2004/05						2003/04		
	Adjusted	Shifting of	Virement	Final	Actual	Variance	Payment	Final	Actual
	Appropriation	Funds		Appropriation	Payment		as % of final appropriation	Appropriation	Payment
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>4.1 Film and Publication Board</b>									
Transfers and subsidies	6 680	–		6 680	6 680	–	100,0	5 200	5 200
<b>4.2 Government Printing Works</b>									
Transfers and subsidies	179	–		179	178	1	99,4	25 000	25 000
<b>4.3 Government Motor Transport</b>									
Payment for capital assets	5 641	–		5 641	5 550	91	98,4	3 561	3 562
<b>4.4 Independent Electoral Commission</b>									
Transfers and subsidies	526 902	–		526 902	526 902	–	100,0	640 960	640 960
<b>4.5 Capital Works</b>									
<b>Current payment</b>	–	–	–	–	15 858	-15 858	–	–	2 647
Payment for capital assets	78 493	–		78 493	20 094	58 399	25,6	48 796	26 345
<b>4.6 Theft and Losses</b>									
Current payment	–	–		–	41	-41	–	–	1 521
<b>TOTAL</b>	<b>617 895</b>	<b>–</b>		<b>617 895</b>	<b>575 303</b>	<b>42 592</b>	<b>93,1</b>	<b>723 517</b>	<b>705 235</b>

Economic Classification	2004/05						2003/04		
	Adjusted	Shifting of	Virement	Final	Actual	Variance	Payment	Final	Actual
	Appropriation	Funds		Appropriation	Payment		as % of final appropriation	Appropriation	Payment
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payment</b>									
Goods and services	–	–		–	15 858	-15 858	–	–	2 647
Financial transactions in assets and liabilities	–	–		–	41	-41	–	–	1 521
<b>Transfers and subsidies to:</b>									
Departmental agencies and accounts	533 761	–		533 761	533 760	1	100,0	671 160	671 160
<b>Payment for capital assets</b>									
Buildings and other fixed structures	78 493	–		78 493	20 094	58 399	25,6	48 796	26 345
Machinery and equipment	5 641	–		5 641	5 550	91	98,4	3 561	3 562
<b>TOTAL</b>	<b>617 895</b>	<b>–</b>	<b>–</b>	<b>617 895</b>	<b>575 303</b>	<b>42 592</b>	<b>93,1</b>	<b>723,517</b>	<b>705,235</b>



DEPARTMENT OF HOME AFFAIRS  
VOTE 4

NOTES TO THE APPROPRIATION STATEMENT  
for the year ended 31 March 2005

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

*Detail of these transactions can be viewed in note 6 (Transfers and subsidies) and Annexure 1 (A-C) 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 financial transactions in assets and liabilities

*Detail of these transactions per programme can be viewed in note 5 (Financial transactions in assets and liabilities) to the Annual Financial Statements.*

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

	Voted Funds after virement R'000	Actual Expenditure R'000	VARIANCE R'000	VARIANCE AS %
Administration	566 583	565 779	804	0,14
Services to Citizens	816 423	557 937	258 486	31,66
Immigration	376 714	290 214	86 500	22,96
Auxiliary and associated services	617 895	575 303	42 592	6,89

**Administration: R0,804 million**

*Savings are mainly attributed to Compensation of Employees and Goods and Services. Treasury's approval will be requested to roll-over funds to fund mainly expenditure related to orders placed but goods/services not delivered timeously as well as pressing accommodation needs.*

**Services to Citizens: R258,486 million**

*Savings can mainly be attributed to IT related projects, mobile units and vacant posts, of which funds were not spend. Tenders were awarded towards the end of 2004 and as expenditure will only materialise during 2005/06, Treasury's approval will be requested to roll-over funds. Other savings will also be requested for roll-over to fund mainly expenditure related to orders placed but goods/services not delivered in time and pressing accommodation needs.*

**Immigration: R86,500 million**

*Savings can mainly be attributed to Compensation of Employees regarding foreign missions of which claims from missions could not be processed in time by the Department of Foreign Affairs, expenditure for Goods and Services and Movement Control System that did not materialise. Treasury's approval will be requested to roll-over funds to fund mainly expenditure for foreign missions, orders placed but goods/services not delivered in time as well as pressing accommodation needs.*



DEPARTMENT OF HOME AFFAIRS  
VOTE 4

NOTES TO THE APPROPRIATION STATEMENT  
for the year ended 31 March 2005

**Auxiliary and Associated Services: R42,592 million**

Savings can mainly be attributed to the Repair And Maintenance Programme (RAMP) projects of the Department of Home Affairs. The tendering process for the RAMP commenced in July 2004 and was finalised in October 2004.

RAMP projects commenced late in the financial year as a result of late finalisation of the tender process. Treasury approval will be requested to roll-over funds to 2005/06 for RAMP projects.

**4.2 Per Economic classification**

Current expenditure	R'000
Compensation of employees	57 010
Goods and services	-54 400
Financial transactions in assets and liabilities	-41
Transfers and subsidies	
Provinces and municipalities	342
Departmental agencies and accounts	2
Households	-397
Payments for capital assets	
Buildings and other fixed structures	58 399
Machinery and equipment	269 292
Software and other intangible assets	58 175

**COMPENSATION OF EMPLOYEES: R57,010 MILLION**

*Savings is mainly due to vacant posts as well as claims for foreign missions which could not be processed in time by Department of Foreign Affairs.*

**GOODS AND SERVICES: -R54,400 MILLION**

*The budget has been exceeded mainly due to budgets for Capital projects which are classified as capital expenditure under the high level Standard Chart of Account (SCOA) Capital Assets. However, expenditure is also attached to other SCOA items including Goods and Services, for which items on BAS only exist under current expenditure. The matter has been addressed with National Treasury who advised that SITA should be requested to rectify the problem for the 2005/06 financial year.*

**FINANCIAL TRANSACTIONS IN ASSETS AND LIABILITIES: -R0,041 MILLION**

*Over expenditure mainly includes thefts and losses.*

**TRANSFERS AND SUBSIDIES: -R0,053 MILLION**

*Over expenditure mainly due to under estimate for payments relating to leave gratuity.*

**PAYMENT FOR CAPITAL ASSETS: R385,866 MILLION**

*Saving can mainly be attributed to IT related projects and mobile units funds were not spend, as well as Repair And Maintenance Programme (RAMP) projects of the Department.*



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**STATEMENT OF FINANCIAL PERFORMANCE  
for the year ended 31 March 2005**

	Note	2004/05 R'000	2003/04 R'000
<b>REVENUE</b>			
<i>Annual appropriation</i>	1	2 377 615	2 132 688
<i>Departmental revenue</i>	2	239 658	316 623
<b>TOTAL REVENUE</b>		<b>2 617 273</b>	<b>2 449 311</b>
<b>EXPENDITURE</b>			
<i>Current expenditure</i>			
<i>Compensation of employees</i>	3	648 772	660 348
<i>Goods and services</i>	4	572 433	520 728
<i>Financial transactions in assets and liabilities</i>	5	41	1 521
<b>Total current expenditure</b>		<b>1 221 246</b>	<b>1 182 597</b>
<b>Transfers and subsidies</b>	6	<b>541 678</b>	<b>671 369</b>
<b>Expenditure for capital assets</b>			
<i>Buildings and other fixed structures</i>	7	20 094	26 345
<i>Machinery and Equipment</i>	7	182 368	71 444
<i>Software and other intangible assets</i>	7	23 847	—
<b>Total expenditure for capital assets</b>		<b>226 309</b>	<b>97 789</b>
<b>TOTAL EXPENDITURE</b>		<b>1 989 233</b>	<b>1 951 755</b>
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>628 040</b>	<b>497 556</b>
 <i>Reconciliation of Net Surplus/(Deficit) for the year</i>			
<i>Voted Funds to be surrendered to the Revenue Fund</i>	12	388 382	180 933
<i>Departmental Revenue to be surrendered to revenue Funds</i>	13	239 658	316 623
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>628 040</b>	<b>497 556</b>



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**STATEMENT OF FINANCIAL POSITION**  
*as at 31 March 2005*

	<i>Note</i>	2004/05 R'000	2003/04 R'000
<b>ASSETS</b>			
Current assets	8	442 743	281 822
<i>Unauthorised expenditure</i>	9	15 281	15 281
<i>Cash and cash equivalents</i>	10	395 861	216 433
<i>Prepayments and advances</i>	11	2 764	1 683
<i>Receivables</i>		28 837	48 425
<b>TOTAL ASSETS</b>		442 743	281 822
<b>LIABILITIES</b>			
Current liabilities			
<i>Voted funds to be surrendered to the Revenue Fund</i>	12	388 382	180 933
<i>Departmental revenue to be surrendered to the Revenue Fund</i>	13	12 624	62 437
<i>Payables</i>	14	32 781	29 683
<b>TOTAL LIABILITIES</b>		433 787	273 053
<b>NET ASSETS</b>		8 956	8 769
Represented by:			
<i>Capitalisation reserve</i>		—	—
<i>Recoverable revenue</i>		8 956	8 769
<b>TOTAL</b>		8 956	8 769

**DEPARTMENT OF HOME AFFAIRS  
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**STATEMENT OF CHANGES IN NET ASSETS**  
*for the year ended 31 March 2005*

	<i>Note</i>	2004/05 R'000	2003/04 R'000
<b>Recoverable revenue</b>			
<i>Opening balance</i>	5.3	8 769	10 281
<i>Debts written off</i>		38	861
<i>Prior year adjustment</i>		149	-2 373
<i>Closing balance</i>		8 956	8 769
<b>TOTAL</b>		8 956	8 769



DEPARTMENT OF HOME AFFAIRS  
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CASH FLOW STATEMENT  
for the year ended 31 March 2005

	Note	2004/05 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<i>Receipts</i>		2 635 283
<i>Annual appropriated funds received</i>		2 377 615
<i>Departmental revenue received</i>		239 161
<i>Net (increase)/decrease in working capital</i>		18 507
<i>Surrendered to Revenue Fund</i>	15	-470 404
<i>Current payments</i>		-1 218 148
<i>Transfers and subsidies paid</i>		-541 678
Net cash flow available from operating activities		405 053
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<i>Payments for capital assets</i>		-226 309
<i>Proceeds from sale of capital assets</i>	2	497
Net cash flows from investing activities		-225 812
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<i>Increase/(decrease) in loans received</i>		187
Net cash flows from financing activities		187
Net increase/(decrease) in cash and cash equivalents		179 428
Cash and cash equivalents at the beginning of the period		216 433
Cash and cash equivalents at end of period		395 861



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2005**

**1. Annual Appropriation**

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

	Final Approp- riation	Actual Funds Received	Variance over/ (under)	Total Appropriation 2003/04
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Administration				
Services to Citizens	566 583	565 779	804	275 541
Immigration	816 423	557 937	258 486	809 164
Auxiliary and associated services	376 714	290 214	86 500	324 466
	617 895	575 303	42 592	723 517
<b>Total</b>	<b>2 377 615</b>	<b>1 989 233</b>	<b>388 382</b>	<b>2 132 688</b>

**2. Departmental revenue to be surrendered to revenue fund**

Description	Notes	2004/05 R'000	2003/04 R'000
<i>Sales of goods and services other than capital assets</i>		232 979	316 623
<i>Fines, penalties and forfeits</i>		6 257	—
<i>Interest, dividends and rent on land</i>		1	—
<i>Sales of capital assets</i>		497	—
<i>Financial transactions in Assets and Liabilities</i>		-76	—
Departmental revenue collected		<u>239 658</u>	<u>316 623</u>

**2.1 Financial transactions in assets and liabilities  
Nature of loss recovered**

<i>Other</i>	-76	
	<u>-76</u>	

**3 Compensation of employees**

<b>3.1 Salaries and Wages</b>	439 551	425 600
<i>Basic salary</i>	15 711	—
<i>Performance award</i>	1 881	—
<i>Service Based</i>	26 911	—
<i>Compensative/circumstantial</i>	3 132	—
<i>Periodic payments</i>	55 743	132 553
<i>Other non-pensionable allowances</i>	<u>542 929</u>	<u>558 153</u>

**3.2 Social contributions**

**3.2.1 Short-term employee benefits**

	Notes	2004/05 R'000	2003/04 R'000
<i>Pension</i>		65 792	63 164
<i>Medical</i>		39 834	39 031
<i>UIF</i>		1	—
<i>Bargaining council</i>		188	—
<i>Insurance</i>		28	—
		<u>105 843</u>	<u>102 195</u>



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<b>Total compensation of employees</b>		<b>648 772</b>	<b>660 348</b>
<i>Average number of employees</i>		<b>6 221</b>	<b>5 762</b>
<b>4. Goods and services</b>			
<i>Advertising</i>		3 534	—
<i>Attendance fees (including registration fees)</i>		6 906	—
<i>Bank charges and card fees</i>		2 850	—
<i>Bursaries (employees)</i>		1 396	—
<i>Communication</i>		37 697	—
<i>Computer services</i>		122 828	<b>28 356</b>
<i>Commission</i>		—	<b>441</b>
<i>Consultants, contractors and special services</i>		152 099	<b>226 762</b>
<i>Courier and delivery services</i>		2 120	—
<i>Drivers' licences and permits</i>		16	—
<i>Entertainment</i>		616	—
<i>External audit fees</i>	4.1	1 612	<b>2 694</b>
<i>Equipment less than R5000</i>		18 682	<b>21 340</b>
<i>Freight service</i>		207	—
<i>Honoraria (Voluntarily workers)</i>		2 360	—
<i>Inventory</i>	4.2	85 461	<b>63 040</b>
<i>Legal fees</i>		932	<b>6 325</b>
<i>Licence agency fees</i>		—	<b>8 417</b>
<i>Maintenance, repairs and running cost</i>		57 567	<b>3 611</b>
<i>Photographic services</i>		2 101	<b>42 580</b>
<i>Printing and publications</i>		92	—
<i>Professional bodies and membership fees</i>		892	—
<i>Resettlement cost</i>		1 929	—
<i>Subscriptions</i>		643	—
<i>Translations and transcriptions</i>		11	—
<i>Travel and subsistence</i>	4.3	66 278	—
<i>Venues and facilities</i>		2 521	—
<i>Protective, special clothing &amp; uniforms</i>		1 083	—
<i>Previous years unallocated items</i>		—	<b>117 162</b>
		<b>572 433</b>	<b>520 728</b>
<b>4.1 External audit fees</b>	<i>Notes</i>	<b>2004/05 R'000</b>	<b>2003/04 R'000</b>
<i>Regularity audits</i>		<b>1 612</b>	<b>2 694</b>
<b>Total external audit fees</b>		<b>1 612</b>	<b>2 694</b>
<b>4.2 Inventory (purchased during the year)</b>			
<i>Domestic consumables</i>		<b>6 700</b>	<b>6 681</b>
<i>Fuel, oil and gas</i>		<b>155</b>	—
<i>Other consumables</i>		<b>317</b>	<b>1 428</b>
<i>Sport and recreation</i>		<b>183</b>	—
<i>Stationery and printing</i>		<b>78 105</b>	<b>54 931</b>
<i>Medical supplies</i>		<b>1</b>	—
		<b>85 461</b>	<b>63 040</b>



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4.3 Travel and subsistence

Local	60 522	—
Foreign	5 756	—
<b>Total travel and subsistence</b>	<b>66 278</b>	<b>—</b>

5. Financial transactions in assets and liabilities

Material losses through criminal conduct	5.1	3	447
Other material losses written off	5.2	—	213
Debts written off	5.3	38	861
		<b>41</b>	<b>1 521</b>

5.1 Material losses through criminal conduct

Nature of losses

Burglary (equipment)	3	—
Theft of equipment	—	384
Damages repaired	—	12
Theft of accessories	—	51
	<b>3</b>	<b>447</b>

5.2 Other material losses written off

Nature of losses

Damages to State vehicles	—	203
Robberies, Thefts, Negligence and Repair to equipment	—	10
	<b>—</b>	<b>213</b>

5.3 Recoverable revenue debts written off

Salary overpayments	38	224
Financial assistance	—	3
Dishonoured cheques	—	15
Shortage and theft of State money	—	382
Penalties	—	237
	<b>38</b>	<b>861</b>



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	Notes	2004/05 R'000	2003/04 R'000
<b>6. Transfers and subsidies</b>			
Provinces and municipalities	Annex 1A	2 153	—
Departmental agencies and accounts	Annex 1B	533 760	671 160
Households	Annex 1C	5 765	209
		<u>541 678</u>	<u>671 369</u>
<b>7. Expenditure for capital assets</b>			
Buildings and other fixed structures		20 094	26 345
Machinery and equipment	Annex 3	182 368	71 444
Software and other intangible assets	Annex 3	23 847	—
	Annex 4	<u>226 309</u>	<u>97 789</u>
<b>8. Unauthorised expenditure</b>			
Reconciliation of unauthorised expenditure			
Opening balance		<u>15 281</u>	<u>15 281</u>
<b>9. Cash and cash equivalents</b>			
Consolidated Paymaster General Account		392 933	216 433
Cash receipts		2 784	—
Cash on hand		144	—
		<u>395 861</u>	<u>216 433</u>
<b>10. Prepayments and advances</b>			
<b>Description</b>			
Travel and subsistence		1 359	1 683
Claims recoverable		1 405	—
		<u>2 764</u>	<u>1 683</u>
<b>11. Receivables</b>		<b>R'000 2004/05</b>	<b>R'000 2003/04</b>
		<b>Total</b>	<b>Total</b>
<b>Amounts owing by other entities</b>			
Staff debtors	Annex 5	—	7 808
Clearing accounts	11.1	760	4 985
Other debtors	11.2	360	23 192
	11.3	2 943	12 440
		<u>4 063</u>	<u>48 425</u>
		<u>6 282</u>	<u>18 492</u>
		<u>28 837</u>	<u>28 837</u>

*Included in the above amounts are amongst others penalty debt of airline carriers that appear to have ceased operations in the RSA due to commercial un-viability of the routes and possible bankruptcy as well as staff debts that might prescribe as a result of due process that has to be followed by the Department and various stakeholders in resolving the cases. At year end the amount that may not be recoverable could not be reliably quantified.*



**DEPARTMENT OF HOME AFFAIRS  
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11.1	Staff debtors	Notes	2004/05 R'000	2003/04 R'000
	<i>Salary: Tax Debt</i>		23	—
	<i>Private Telephone</i>		65	—
	<i>Salary: ACB Recalls</i>		-20	—
	<i>Salary: Reversal Control</i>		-157	—
	<i>Debt Account</i>		4 278	4 597
	<i>Debt Suspense</i>		420	42
	<i>Debt Receipt Control</i>		-5	346
			<u>4 604</u>	<u>4 985</u>
11.2	Clearing accounts			
	<i>Disallowance Damages and Losses</i>		6 968	5 454
	<i>Foreign Affairs Vouchers in Transit</i>		5 858	16 985
	<i>Film and Publication Board</i>		—	289
	<i>Petty Cash/Postage Suspense Account</i>		—	21
	<i>Conversion FMS Warrant Vouchers</i>		—	337
	<i>Disallowance: Boat/Plane Stowaways</i>		—	106
			<u>12 826</u>	<u>23 192</u>
<p><i>Included in the disallowance damages and losses are amounts of debtors that could prescribe because of process that the Department has to be follow internally and with various stakeholders in resolving the cases as required by the Treasury Regulations. At year-end, the amount that may not be recoverable could not be reliably quantified.</i></p>				
11.3	Other debtors			
	Financial Assistance (SA Citizens)		-205	—
	Disallowance Miscellaneous		360	360
	Disallowance Dishonoured Cheques		97	128
	Penalty Debt		11 155	11 952
			<u>11 407</u>	<u>12 440</u>
12.	Voted funds to be surrendered to the Revenue Fund			
	<i>Opening balance</i>		180 933	119 717
	<i>Transfer from Statement of Financial Performance</i>		388 382	180 933
	<i>Paid during the year</i>		-180 933	-119 717
	<i>Closing balance</i>		<u>388 382</u>	<u>180 933</u>
13.	Departmental receipts to be surrendered to the Revenue Fund			
	<i>Opening balance</i>		62 437	45 362
	<i>Transfer from Statement of Financial Performance</i>		239 658	316 623
	<i>Paid during the year</i>		-289 471	-299 548
	<i>Closing balance</i>		<u>12 624</u>	<u>62 437</u>



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14	Payables – current		30 Days	30+ Days	2004/05 Total	2003/04 Total
	<b>Description</b>	<i>Notes</i>				
	<i>Amounts owing to other departments</i>	<i>Annex 6</i>	–	–	–	6 926
	<i>Clearing accounts</i>	<i>14.1</i>	696	5 080	5 776	5 366
	<i>Other payables</i>	<i>14.2</i>	–	27 005	27 005	17 391
			<u>696</u>	<u>32 085</u>	<u>32 781</u>	<u>29 683</u>
14.1	<b>Clearing accounts</b>	<i>Notes</i>			2004/05	2003/05
	<b>Description</b>				R'000	R'000
	<i>Boat/Plane Stowaway Deposits</i>				372	–
	<i>Inter Responsibility Clearance Account</i>				8 370	1 440
	<i>Salary Regional Service Council</i>				1	–
	<i>Salary Pension Fund</i>				10	276
	<i>Salary Medical Aid</i>				-4	–
	<i>Salary Income Tax</i>				166	2 631
	<i>Salary Rent Non Recoverable</i>				-2	–
	<i>Salary Garnishee Order</i>				8	–
	<i>Salary Insurance Deduction</i>				1	–
	<i>Salary Bargaining Council</i>				1	–
	<i>Conversion Receipt Deposit Control</i>				<u>-3 147</u>	<u>1 019</u>
					<u>5 776</u>	<u>5 366</u>
14.2	<b>Other payables</b>					
	<b>Description</b>					
	<i>Repatriation Deposits</i>				21 292	13 375
	<i>Debt Receivable Interest</i>				4 748	4 016
	<i>Penalty Charges Capital</i>				832	–
	<i>Penalty Charges Interest</i>				<u>133</u>	<u>–</u>
					<u>27 005</u>	<u>17 391</u>
15.	<b>Reconciliation of net cash flow from operating activities to surplus/(deficit)</b>					
	Net surplus/(deficit) as per Statement of Financial Performance				628 040	
	(Increase)/decrease in receivables – current				19 588	
	(Increase)/decrease in prepayments and advances				-1 081	
	Increase/(decrease) in payables – current				3 098	
	Surrenders				-470 404	
	Capital expenditure				226 309	
	<b>Proceeds from the sale of Capital Assets</b>				-497	
	<b>Net cash flow generated by operating activities</b>				<u>405 053</u>	
16.	<b>Appropriated funds and departmental revenue surrendered</b>					
	Appropriated funds surrendered				-388 382	-119 717
	Departmental revenue surrendered				-289 471	-299 548
					<u>-677 853</u>	<u>-419 265</u>



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**DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2005**

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

		Note	2004/05 R'000	2003/04 R'000
<b>17. Contingent liabilities</b>				
<b>Liable to</b>	<b>Nature</b>			
<i>Motor vehicle guarantees</i>	<i>Employees</i>	<i>Annex 2</i>	<i>1 170</i>	<i>840</i>
<i>Housing loan guarantees</i>		<i>Annex 2</i>	<i>14 252</i>	<i>12 343</i>
<i>Employees</i>			<i>15 422</i>	<i>13 183</i>
<b>Prior year transactions</b>				
<i>The current year surplus includes net expenditure of approximately R11.1 million that relates to expenses that were incurred by the Department of Foreign Affairs as per the Foreign office representation on behalf of the Department of Home Affairs in prior financial years. Due to the processes followed by both departments in recording transactions, income and expenditure amounts in this regard could only be allocated to the statement of financial performance in the current financial year as the vouchers have only been received during the current financial year. Due to the basis of preparation( modified cash basis of accounting) the current year's surplus appear to have been understated.</i>				
<b>18. Commitments</b>				
<b>Current expenditure</b>				
<i>Approved and contracted</i>			<i>33 921</i>	<i>-</i>
<i>Approved but not yet contracted</i>				
<b>Capital expenditure</b>				
<i>Approved and contracted</i>			<i>176 465</i>	<i>-</i>
<i>Approved but not yet contracted</i>				<i>-</i>
<b>Total Commitments</b>			<b>210 386</b>	
<b>Listed by programme level</b>	<b>30+ Days</b>		<b>2004/05 R'000</b>	<b>2003/04 R'000</b>
			<b>Total</b>	<b>Total</b>
<i>Programme 1</i>	<i>17 734</i>		<i>17 734</i>	<i>-</i>
<i>Programme 2</i>	<i>192 652</i>		<i>192 652</i>	
	<i>210 386</i>		<i>210 386</i>	
<b>18. Accruals</b>				
<b>Listed by economic classification</b>	<b>30 Days</b>		<b>2004/05 R'000</b>	
			<b>Total</b>	
<i>Compensation of Employees</i>	<i>45 000</i>		<i>45 000</i>	<i>-</i>
<i>Buildings and other fixed Structures</i>	<i>42 541</i>		<i>42 541</i>	<i>-</i>
<b>Listed by programme level</b>	<b>87 541</b>		<b>87 541</b>	<b>-</b>
<i>Programme 3: Immigration</i>			<i>45 000</i>	
<i>Programme 4: Auxiliary and Associated Services</i>			<i>42 541</i>	
			<i>87 541</i>	



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DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2005

Confirmed balances with other departments	Annex 7	—	6 926
		—	6 926

19. Employee benefits

Leave entitlement	121 342	4 390
Thirteenth cheque	19 567	34 992
Performance awards	45	3 074
	140 954	42 456

20 Senior management personnel

*The aggregate compensation of the senior management of the department and the number of individuals determined on a full time equivalent basis receiving compensation within this category, showing separately major classes of key management personnel and including a description of each class for the current period and the comparative period. Detail on each type of compensation should also be disclosed.*

• The Minister, Deputy Ministers, Director-General	2 485	1 944
• Deputy Director Generals (5)	2 045	642
• Chief Financial Officer (1)	526	461
• Chief Directors (11)	3 609	2 761
	8 665	5 808

**DEPARTMENT OF HOME AFFAIRS**  
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**ANNEXURE 1 C**  
**STATEMENT OF TRANSFERS TO MUNICIPALITIES ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**  
**for the year ended 31 March 2005**

	GRANT ALLOCATION				TRANSFER		SPENT		2003/04	
	Division of Revenue Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	Available funds Transferred %	Amount received by municipality R'000	Amount spent by municipality R'000		% of available funds spent by municipality %
NAME OF MUNICIPALITY	15			15	–	0,0				
Alred NZO Dist Mun	–			–	5	–				
Amajuba Dist Mun	149			149	17	11,4				
Amatole Dist Mun	30			30	43	143,3				
Bojanapala Platium Dist Mun	68			68	31	45,6				
Bophirima Dist Mun	–			–	88	–				
Cacadu Distr Mun	65			65	80	123,1				
Cape Metropol Council	4			4	16	400,0				
Cape Winelands Dist Mun	411			411	95	23,1				
Capricon Dist Mun	–			–	1	–				
Central Dist Mun	6			6	–	0,0				
Central Karoo Dist Mun	–			–	46	–				
Chris Hani Dist Mun	48			48	45	93,8				
East Free State Dist Council	–			–	2	–				
Eastvaal Dist Mun	13			13	10	76,9				
Eden Dist Mun	121			121	96	79,3				
Ehlanzeni Dist Mun	44			44	85	193,2				
Ethekwini Municipal	14			14	19	135,7				
Frances Baard Dist Mun	–			–	15	–				
Gert Sibande Dist Mun	–			–	103	–				
Greater East Rand Metro	105			105	144	137,1				
Greater JHB Metropol Council	–			–	3	–				
Ilembe Dist Mun	4			4	28	700,0				
Indlovu Reg Council	4			4	3	75,0				
Karoo Dist Mun	25			25	1	4,0				
Kei Dist Council	–			–	6	–				
Kgalagadi Dist Mun	18			18	14	77,8				
Lejweleputswa Dist Mun	–			–	15	–				
Lower-Orange Dis Council	–			–	20	–				
Mopani Dist Council										

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**  
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NAME OF MUNICIPALITY	GRANT ALLOCATION			TRANSFER		SPENT		2003/04		Division of Revenue Act R'000
	Division of Revenue Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	Available funds Transferred %	Amount received by municipality R'000	Amount spent by municipality R'000	% of available funds spent by municipality %	
Motho Dist Mun	42			42	48	114,3				
Mun Lic: Mun Bela Bela	3			3	-	0,0				
Namakwa Dist Mun	29			29	7	24,1				
Nelson Mandela Metro	51			51	6	11,8				
Nkangala Dist Council	36			36	38	105,6				
Northern Free State Dist	6			6	7	116,7				
Overberg Dist Mun	18			18	4	22,2				
Sedibeng Dist Mun	-			-	22	-				
Southern Dist Council	45			45	56	124,4				
Tswane Metropolitan Mun	958			958	734	76,6				
Ugu Dist Mun	17			17	15	88,2				
Umgungundlovu Dist Mun	-			-	17	-				
Umkhayakude Dist Mun	-			-	1	-				
Umzinyathi Dist Mun	3			3	5	166,7				
Uthukela Reg Council	30			30	2	6,7				
Unthungulu Dist Mun	13			13	20	153,8				
Vehicle Lic: Mun City Tswane	30			30	23	76,7				
Vhembe	-			-	42	-				
Waterberg Dist Mun	-			-	20	-				
West Coast Dist Mun	-			-	5	-				
West Rand Dist Mun	49			49	32	65,3				
Zululand Dist Mun	21			21	18	85,7				
	2 495			2 495	2 153		-	-		-

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2005

ANNEXURE 1D  
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

AGENCY/ACCOUNT	TRANSFER ALLOCATION					TRANSFER		2003/04
	Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds Transferred %	Appropriation Act R'000	
Consultative Committee for Performing Artists	1			1	—	0,0	—	
Film and Publication Board	6 680			6 680	6 680	100,0	5 200	
Government Printing Works	179			179	178	99,4	25 000	
Independent Electoral Commission	526 902			526 902	526 902	100,0	640 960	
	533 762			533 762	533 760		671 160	

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ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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ANNEXURE 1D  
STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

	TRANSFER ALLOCATION					TRANSFER		2003/04
	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	
NON-PROFIT ORGANISATIONS								
Transfers								
Empl Social Benefit-Cash	1 409		3 959	5 368	5 307	98,9	—	
Claims against the State	—		—	—	357	—	—	
Gifts and donations	—		—	—	101	—	209	
Total	1 409		3 959	5 368	5 765		209	

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**  
*for the year ended 31 March 2005*

**ANNEXURE 2**  
**STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2005 – LOCAL**

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2004	Guarantees issued during the year	Guarantees released during the year	Guarantees released during the year	Closing balance 31 March 2005	Realised losses i.r.o. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Motor vehicles</b>								
Stannic		1 170	840	520	190	–	1 170	
		1 170	840	520	190	–	1 170	–
<b>Housing</b>								
ABSA Bank		3 725	3 387	612	274		3 725	
African/Unique Bank		84	84	–	–		84	
Boe Bank		1 143	1 108	259	224		1 143	
FNB		1 424	824	693	93		1 424	
Free State Development		18	18	–	–		18	
Green Start H/L		31	31	–	–		31	
Hlano Fin Services		18	18	–	–		18	
Ithala		34	15	19	–		34	
Meeg Bank		114	19	95	–		114	
NP Develop Corp		155	73	82	–		155	
NEDCOR		3 278	2 785	636	143		3 278	
NHFC		44	–	44	–		44	
Old Mutual Bank		312	338	73	99		312	
Peoples Bank		635	541	365	271		635	

**DEPARTMENT OF HOME AFFAIRS**  
**VOTE 4**  
**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**  
*for the year ended 31 March 2005*

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2004	Guarantees issued during the year	Guarantees released during the year	Guarantees released during the year	Closing balance 31 March 2005	Realised losses i.r.o. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
<i>Saambou Bank</i>		1 237	1 314	252	329		1 237	
<i>Standard Bank</i>		1 806	1 613	356	163		1 806	
<i>TNBS Mutual Bank</i>		33	33	–	–		33	
<i>Uni Bank</i>		15	15	–	–		15	
<i>VBS Mutual Bank</i>		146	127	19	–		146	
		14 252	12 343	3 505	1 596		14 252	–
		15 422	13 183	4 025	1 786		15 422	–



DEPARTMENT OF HOME AFFAIRS  
VOTE 4

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2005

ANNEXURE 3  
PHYSICAL ASSET MOVEMENT SCHEDULE AS AT 31 MARCH 2005

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	26 345	20 094	—	—	—	46 439
<i>Other structures (Infrastructure assets)</i>						
<i>Capital work in progress</i>	26 345	20 094	—	—	—	46 439
<b>MACHINERY AND EQUIPMENT</b>	71 444	182 368				253 812
<i>Computer equipment</i>	62 460	103 231	—	—	—	165 691
<i>Furniture and office equipment</i>	5 422	11 646	—	—	—	17 068
<i>Other machinery and equipment</i>	—	1 079	—	—	—	1 079
<i>Transport assets</i>	3 562	66 412	—	—	—	69 974
	97 789	202 462	—	—	—	300 251

PHYSICAL ASSET MOVEMENT SCHEDULE AS AT 31 MARCH 2004

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	—	26 345	—	—	—	26 345
<i>Other structures (Infrastructure assets)</i>						
<i>Capital work in progress</i>	—	26 345	—	—	—	26 345
<b>MACHINERY AND EQUIPMENT</b>	—	71 444	—	—	—	71 444
<i>Computer equipment</i>	—	62 460	—	—	—	62 460
<i>Furniture and office equipment</i>	—	5 422	—	—	—	5 422
<i>Transport assets</i>	—	3 562	—	—	—	3 562
	—	97 789	—	—	—	97 789



**DEPARTMENT OF HOME AFFAIRS  
VOTE 4**

**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2005**

**ANNEXURE 4**

**SOFTWARE AND OTHER INTANGIBLE ASSETS MOVEMENT SCHEDULE AS AT 31 March 2005**

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers out R'000	Closing balance R'000
Patents, Copyrights, brand names & trademarks						
Computer software						
Capitalised development costs	–	23 847	–	–	–	23 847
		23 847	–	–	–	23 847

**ANNEXURE 5**

**INTER-GOVERNMENT RECEIVABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2005 R'000	31/03/2004 R'000	31/03/2005 R'000	31/03/2004 R'000
<b>Departments</b>				
<i>Claims Recoverable National Dept</i>	860	5 928	–	–
<i>Claims Recoverable Salaries</i>	486	579	–	–
<i>Health</i>	–	10	–	–
<i>Communication</i>	–	49	–	–
<i>Gauteng</i>	10	6	–	–
<i>Northern Cape</i>	9	9	–	–
<i>Free State</i>	40	40	–	–
	<b>1 405</b>	<b>6 621</b>	–	–
<b>Other government entities</b>				
<i>Government Printer</i>	–	858	–	–
<i>Telkom Control Account</i>	–	–	–	–
<i>Receipt Control</i>	–	329	–	–
	–	1 187	–	–
<b>TOTAL</b>	<b>1 405</b>	<b>7 808</b>	–	–



DEPARTMENT OF HOME AFFAIRS  
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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS**  
*for the year ended 31 March 2005*

**ANNEXURE 6**  
**INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding	
	31/03/2005 R'000	31/03/2004 R'000	31/03/2005 R'000	31/03/2004 R'000

**Department**

*Amounts not included  
in Statement of financial position*

**Current**

*Foreign Affairs*

Total	—	6 926	—	—
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*Amounts included in Statement of  
financial position*

**Current**

*Foreign Affairs*

Total	—	6 926
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# **Annual Financial Statements**

Government Printing Works

*Annual Financial Statements - Government Printing Works*

ANNUAL FINANCIAL STATEMENTS

**GOVERNMENT PRINTING WORKS**

for the year ended 31 March 2005

Management Report and Approval

Report of the Auditor-General

Balance Sheet

Income Statement

Cash Flow Statement

Statement of Changes in Equity

Statement of Accounting Policies and Related Matters

Notes to the Annual Financial Statements

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
FOR THE YEAR ENDED 31 MARCH 2005**

## **STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITY**

The Accounting Officer is responsible for the maintenance of adequate accounting records and the preparation and integrity of the financial statements and related information. The auditors are responsible to report on the fair presentation of the financial statements. The financial statements have been prepared in accordance with generally accepted accounting practice and in the manner required by Section 40 (1)(b) of the PFMA.

The Accounting Officer is also responsible for Government Printing Works' system of internal financial control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements and to adequately safeguard, verify and maintain accountability of assets, and to prevent and detect misstatement and loss. Nothing has come to the attention of the Accounting Officer to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review. The financial statements have been prepared on the going concern basis. Unless otherwise indicated, the financial statements are prepared on the basis used in previous year and it is the intention of the Government Printing Works to move closer towards conforming to the generally accepted accounting practice.

### **1. BACKGROUND**

#### **1.1 SERVICES RENDERED BY THE GOVERNMENT PRINTING WORKS**

The Government Printing Works is tasked with the rendering of printing and related services to Government Departments, Provincial Institutions and Local Authorities. This entails the following:

##### **1.1.1 Services**

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

##### **1.1.2 Tariff policy**

###### **1.1.2.1 Printing**

- Job costing is done by application of the direct costing method, which allows for all material, equipment, labour and other expenditure incurred to render a particular service, to be recovered from customers.

###### **1.1.2.2 Stationery and government publications**

- Calculation is based on actual cost, i.e. cost of purchases plus operating cost.

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
FOR THE YEAR ENDED 31 MARCH 2005**

## **2. ADMINISTRATIVE MATTERS**

As in the past, retaining of skilled personnel continues to be a challenge for Government Printing Works. The unfavourable remuneration packages the GPW offers compared to the private printing industry remains as the primary reason it cannot attract and retain skilled and competent employees.

### **2.1 Critical management positions**

- Employment of a Chief Executive Officer

After almost six years of operating without a substantive head, Mr. Tom Moyane has been appointed as the Chief Executive Officer of the Government Printing Works with effect from 1<sup>st</sup> April 2005.

Mr. Moyane joins the Government Printing Works with vast experience in both the private sector and public service administration. Amongst his mandate is the total transformation of the Government Printing Works in preparation for its transition from its present mode to the envisaged State Enterprise.

- Capacity Constraints

The dichotomy of the Government Printing Works running on strictly business principles and yet operating within the ambit of the public service has been one of the factors inhibiting its efficiency and effectiveness. This has amongst others manifested in its inability to attract qualified personnel or retain those it has trained because it pays a third of what the printing industry pays to its core employees such as experienced Artisans. Furthermore, despite the magnitude of its turnover each year, it has never had the services of a Cost Accountant as a result of remunerative factors. At the lower level in financial management, a revolving door syndrome has resulted in the situation where several key components have vacancies that must be filled, frequently.

### **2.2 Corporatisation of the Government Printing Works**

In pursuance of Cabinet decision that the Government Printing Works be transformed into a State Owned Enterprise, a Ministerial Advisory Committee (MAC) was established in 2004 to undertake the procedural steps to advise the Minister of Home Affairs amongst others, on the process going forward regarding the Corporatisation process. The MAC is busy compiling a draft report for Deputy Minister of Home Affairs on the appropriate model for a transformed GPW, with a view to establish a viable and vibrant state owned enterprise

## **3. PRODUCTION MATTERS**

### **3.1 Machinery and equipment**

The Government Printing Works' in-plant printing facilities provide for the three main printing disciplines being Origination, Printing and Finishing operations to fully support the product needs of Government. Although these facilities include sophisticated machinery and equipment, there are various items of production equipment, which are either in dilapidated conditions or are no longer economically viable to maintain. The Government Printing Works will embark on an equipment replacement programme during the coming financial period to ensure that it remains in a position to respond timeously to its mandate.

### **3.2 Staff matters**

Various positions remain vacant in the group Technical staff as efforts to source qualified Artisans were not successful. As such, the Government Printing Works continued to experience capacity problems due to lack of skilled personnel in this regard.

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
FOR THE YEAR ENDED 31 MARCH 2005**

**3.3 Security infrastructure**

The security measures at the Government Printing Works are inadequate, during the 2005/2006 financial periods, it will embark on investigating possible measures on whether to install and upgrade the existing security or wait for the imminent move to an appropriate new printing facilities, in the near future.

**4. FINANCIAL MANAGEMENT**

Continuous progress is being made in respect to improvement on financial management and reporting of the Government Printing Works.

- 4.1 For the financial year ended 31 March 2004, the Auditor-General has expressed no opinion (Disclaimer of audit opinion) regarding the financial management of the Government Printing Works. This management report aims to provide a status update on the progress made to date regarding those issues that were raised and measures being taken to address any outstanding concerns.

**4.2 MATTERS THAT GAVE RISE TO THE “DISCLAIMER”**

**4.2.1 Program Change Control**

**Brief summary on the GPW Information Systems Component:**

For the past five (5) years, the Information Systems (IS) of Government Printing Works has been handicapped to function optimally because of not having had qualified information systems personnel in its employ. The personnel in the IS component were employed, some with the fundamental formal high school education and trained on the job. This has over the years created problems as such an extent that the information systems function was on the verge of collapse leading to the Department of Home Affairs being asked to intervene during December 2003. Through the Department, two qualified IS personnel were contracted to perform the following duties or function in brief:

- Firstly to stabilize the information systems environment by reducing downtime incidents.
- Perform LAN administration and IT Technician including a comprehensive evaluation of all the existing Information Systems measures and procedures and to institute appropriate corrective measure(s) where lapses have been identified including the implementation thereof.
- Data backups on server ensuring that data integrity is not compromised, provide advice and communicate with management on policy issues and way forward on IT related matters and,
- Transfer skills to the staff within the information systems component of the institution.

**Latest status:** Subsequent the audit report and the appointments of skilled information systems personnel, a number assignments were initiated and successfully completed and implemented where necessary. These achievements includes:

- Stabilizing the networks, the GPW has over the past twelve (12) months experienced downtime incidents of less than as opposed to previous years when the system was mostly down.
- The GPW regional offices, for the first time since they were established have controlled access to GPW main networks and systems (such as e-mails and access to the accounting system).
- Internet access by GPW staff is controlled and management is informed about exceptions reports to take appropriate steps.
- An Information Systems Strategic Plan Document has been developed.
- The functions and systems access by Tetra Cape staff have been limited and streamlined for controls and supervision by GPW Information Systems division on Information Technology related matters and by the Head of Finance on financial matters.

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
FOR THE YEAR ENDED 31 MARCH 2005**

4.2.1.1 Concern 1: Lack of procedures for change control

As of May 1 2004, procedures and controls were implemented to ensure that new programs being developed and changes to existing programs would be formally authorised, tested and approved by the officials at the appropriate management level. Each change to the program is documented and tested on the test database and only once approved by the head of division would the changes be implemented into the live database or environment. The change control policy has been developed and implemented since the 1<sup>st</sup> of August 2004. For any program changes on the system, management has to be informed in writing and should sign off on the document change that ensures that management is aware of changes on the system. The GPW is of the opinion that it has taken reasonable steps to correct and prevent unauthorised changes to the system.

4.2.1.2 Concern 2: Lack of Segregation of duties

**Latest status:** As indicated above, Tetra Cape CC (company that supports our production and accounting system) is now only responsible for software developments and testing on a separate environment. The GPW Information Systems (IS) division manages the transfer of approved programs into our production environment in conjunction with end-users and divisional managers requesting the change. The reasons for lack of segregation of duties in the past at GPW were because it had inadequate Information Systems unit/division to support the business requirements of the GPW.

The GPW receives support from the Department of Home Affairs IS division and it consults with the DEPUTY DIRECTOR-GENERAL: INFORMATION SYSTEMS from time to time for advice. Most of the significant issues that were raised by the Auditor-General have been addressed during the 2004/2005 financial year.

**Financial loss:** The GPW management is not aware of any financial loss resulting from program change control.

4.2.2 Management of debtors

**Brief summary:** Before the inception of the Public Finance Management Act, the Paymaster General would pay on behalf of Government Departments for any services rendered by GPW. Consequently, the GPW had no major problems about recovering amounts due by Departments. But after the re-organisation of Government since 1994, the GPW did not move with times to adapt to those prevailing changes by repositioning itself to deal with possible non-payments by Departments. The debtor's book of GPW started accumulating until the outstanding debtors' balance was significantly high and difficult to manage and collect. It has taken the GPW time to establish and implement effective and efficient steps for debt collection because it was not a norm in Government to have such a unit since the Paymaster General was responsible for payments on behalf of Departments.

4.2.2.1 Concern 1: Lack of effective and efficient steps to collect outstanding debts

**Latest status:** In pursuit of attending to this problem, the Government Printing Works embarked on a general exercise to revise procedures to improve the effectiveness of the Debt Collections functions. Within the debtors' management component, certain areas have been identified which needed urgent attention, as they are essential in order to implement effective and efficient collection procedures. Two role players were identified, as vitally important in addressing the inefficiencies within the Collection component of the GPW. These two areas are the Sections: Debtors, which is responsible for invoicing, capturing of orders, allocation of monies received, clearing of suspense accounts, processing and issuing of statements/invoices and reconciliation and Debt Collections, which is responsible for collections of outstanding amounts from Departments.

In the past, one component had to manage over 3000 accounts including reconciliation, which was not attended to, in a manner prescribed and known in financial management due to the limited number and lack of skilled officials attending to the task and which had attendant dangers due to the absence of segregation of duties.

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
FOR THE YEAR ENDED 31 MARCH 2005**

Since the management of debtors was split into two components as indicated above, the management, procedures and the collection patterns have improved significantly to such an extent that the GPW, for the past two financial years ended 31 March 2004 and 2005 respectively closed the periods with favourable bank balances as opposed to the bank overdraft position of over R100 million four (4) years previously as indicated below.

As at 31 March	2005	2004	2003	2002	2001	2000
	R'000	R'000	R'000	R'000	R'000	R'000
Trade and other receivables	88,764	125,395	114,348	197,737	181,401	126,462
Cash and cash equivalents	79,235	52,828	(25,309)	(140,809)	(155,257)	(128,230)

To further demonstrate the progress and achievements made to date, in the audited financial statements for the year ended 31 March 2004, Trade and other receivables as disclosed in note 7 amounted to R137 million. During the past twelve (12) months to 31 March 2005, the GPW has collected R86 million of the R137 million, which is 62.7%. The R51 million outstanding which is still difficult to collect is **old** and recent invoices (which are 90 days and older) from State organs or institutions, which the GPW continues to engage with them to recover the money.

**Challenges:** The GPW has and it will continue to pursue alternative strategies and improve its process to ensure compliance on financial management as required by the Public Finance Management Act of 1999. However, it would like to bring to your attention challenges it faces in achieving full compliance. According to the Treasury Regulations issued in terms of the Public Finance Management Act of 1999 as amended, paragraph 8 Expenditure Management 8.2.3, “ **Unless determined otherwise in a contract or other agreement, all payments due to creditors must be settled within 30 days from receipt of an invoice**”. On the strength of the foregoing, it must be noted that for GPW to successfully turnaround its debtors' management challenges. Departments that are non-complying should, on the very same token called to account.

#### 4.2.2.2 Concern 2: Lack of skilled and competent staff.

Brief summary: The table shown below summarises the staff statistics within the Debtor's management section from 1<sup>ST</sup> April 2004 to 31 March 2005:

Staff Levels	Initial staff compliments	Permanent	Contracted staff	Resignations	Internal transfers	Total current staff	Proposed staff composition
Manager	-	-	1	-	-	1	1
Supervisor	-	-	-	-	-	-	1
Debt collectors	3	2	8	(2)	(1)	10	14
<b>Total</b>	<b>3</b>	<b>2</b>	<b>9</b>	<b>(2)</b>	<b>(1)</b>	<b>11</b>	<b>16</b>

**Latest status:** To address the challenges of adequate staffing, a Debt Collection Manager with vast experience in debt collection in the private sector has been appointed on contract to manage the Debt Collection Section and to ensure the re-skilling of current staff within the component.

Subsequent to the appointment of the Debt Collection Manager, the GPW evaluated the Debt Collection Section, its composition and functions and came to the conclusion that, taking cognisance of the magnitude of debt, viewed against the number and caliber of officers who are executing the task, no appreciable headway will be made unless the component is drastically augmented with personnel well versed in debt collection. It has since appointed two permanent and eight (8) additional staff on contract of which two has since resigned, to assist on the recovery of the outstanding amounts and to do a skills transfer during their contract period. The GPW will in the new financial year be able to absorb the contracted staff into permanent positions.

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
FOR THE YEAR ENDED 31 MARCH 2005**

4.2.2.3 Concern 3: Insufficient review of the debtor's book by management.

**Latest status:** The insufficient review of the debtors' book was due to the fact that a number of key senior positions within the finance division were vacant for over four (4) years. However, over the past year, the position of the Assistant Government Printer, the incumbent who is the head of finance as well as the Assistance Director Finance have been filled. Therefore, since April 1, 2004, the review and the management of debtors' book is closely monitored the Head of Finance. The manager of debtors' management component reconciles the book to the age analysis and the Head of Finance reviews it and any significant or unusual movements or reconciling items are properly investigated and timely cleared.

4.2.2.4 Concern 4: Not charging interest on overdue accounts

**Latest status:** The GPW was not charging interest on overdue accounts by Department until the Auditor-General raised a concern to this effect. Subsequently, it has started charging interest on overdue accounts. As from 1<sup>st</sup> of April 2004, interest is charged on invoices issued and not paid within 30 days. At 31 March 2005, interest charged amounted to R2 million. However, there are several challenges it faces emanating from charging the interest. The challenges are two fold and are as follows:

4.2.2.4.1 Internal challenges

- The accounting system of the GPW is not geared up to deal with the complex calculations required to accurate calculate the interest due by the client.
- The unallocated amounts received from Departments without remittance advices create a huge problem because the client has paid but GPW is unable to allocate the money. Therefore interest would be calculated on incorrect amounts, which creates huge administrative problems for finance than helping the situation.

4.2.2.4.2 Attitudes from Departments

- Departments are refusing to pay interest charged, when statements are sent out, customers would call to get invoice amount from the statements excluding interest and they would only pay that figure without paying the interest.

4.2.2.4.3 Proposal regarding charging of interest

- The Government Printing Works proposes that the interest matter be reopened with National Treasury and the Office of the Auditor-General because it believes that the interest charged is not achieving its intended objective and instead it will create a lot of concerns also from the auditors in terms of the completeness and validity of interest owed to and charged by GPW.

4.2.2.5 Concern 5: Unallocated receipts from Departments.

**Brief summary:** Once the GPW renders services to Departments, it issues the invoice at the end of the month and on the invoice the invoice number will be clearly stated. What it means is that when Departments settle their accounts, Departments must provide the GPW with their remittance advice indicating which invoice is being paid or settled.

As soon as the money is reflected on the GPW bank account, the remittance advice from that particular Department is then used to allocate the money received to the correct invoice on our age analysis. Without the remittance advice from Departments, allocation of receipts cannot be done.

**Latest status:** The unallocated receipts at the end of February 2005 amounted to R10.4 million. But, because the 31 March is the financial year-end of Government, most Departments rush payments through during the last few days and do not supply remittance advices to enable GPW to properly allocate monies deposited in its accounts. Invariably, as at 31 March, the closing balance that will be reflected on GPW suspense account will be huge as a result of several receipts within a short period. However, that is not to say allocation of receipts is not a challenge.

**GOVERNMENT PRINTING WORKS  
MANAGEMENT REPORT  
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The GPW is engaging various Departments, which are still not cooperating in respect of sending remittance advices to comply with the request. It believes that addressing this challenge is a process that requires all interested parties to work together. For the past 12 months, the GPW has been aggressive in terms of collecting its outstanding debts and the allocation of money received from Departments. When the GPW receives transfers in its bank accounts without the necessary details, the money is transferred into the suspense account until such time that the money can be correctly allocated. The GPW is of the opinion that the allocation of amounts received has significantly improved and the situation is manageable. However, it would also have liked to clear its suspense account to zero on a monthly basis but it has challenges in terms of its capacity and requires collaborations from Departments to submit remittance advices to expedite the process.

Therefore, to address the latter, the GPW will in the new financial year appoint three new staff within its debtor's section to focus on receipts allocation and liaising with Departments to timely supply remittance advices.

**4.2.3 Stock valuation**

**Brief summary:** The GPW is using the Printing Estimation and Costing Application System (PECAS), which also supports the financial module. This system does not support all requirements of GPW due to the uniqueness of business the GPW does as opposed to the general printing industry. The system does not accommodate the price adjustments required by method of valuating stock that the GPW is using. Therefore, the computation was manually done outside the system and proper records to that effect were not always kept and documented.

**Latest status:** The computation of price adjustments is still manually done outside the system but the GPW has maintained proper accounting records for audit trail. The GPW is busy looking at moving from the current method of valuing its stock to **Standard Costing**. The replacement of the current system is also under consideration since their contract expires end of October 2005.

**4.2.4 Management of creditors**

**Latest status:** The GPW acknowledges that management of creditors from its Contract Printing unit was very poor. The GPW has since assigned the unit to new managers and controls and payment procedures have been strengthened. The Government Printing Works would appreciate if the Office of the Auditor-General can re-visit the unit again and report any gaps or poor financial management.

**4.2.5 Internal audit**

**Latest status:** The Government Printing Works with the assistance of the Department has managed to create within its establishment an internal audit component that will focus on internal audit matters that relate to GPW. In line with the strategy used by the Department, the focus was to recruit and fill the core capacity, conduct a risk assessment, use the results of the risk assessment to direct the effort of the component. Depending on the risks identified, the component intends co-sourcing its activities with a view to review as many activities as possible while at the same time also transferring any identified shortage of skills from internal resources. Two posts at Assistant Director level were filled during November/December 2004. It is anticipated that this component will be fully functional from April 1, 2005.

**4.2.6 Risk management**

A risk management strategy and a fraud prevention plan have been developed and are in the process of being implemented. The implementation will be in phases and will be fully implemented by end June 2005.

**GOVERNMENT PRINTING WORKS  
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**4.2.7 Supply chain management framework**

Latest status: Severe capacity problems at key positions of the GPW have made it impossible for the institution to fully comply with the Regulations at year-end, consequently it continued to make use of existing procurement processes through the State Tender Board. Going forward, officials would be appointed to deal with supply chain management within GPW considering the concerns raised by the National Treasury for the implementation of the supply chain management. To this effect, senior and middle management personnel have been trained on supply chain management and further training is envisaged in the near future. The implementation of the supply chain management would be completed no later than end of December 2005.

**4.3 Corporate governance**

The Government Printing Works being a Trading Entity within the Department of Home Affairs subscribes to corporate governance principles.

**4.4 Audit Committee**

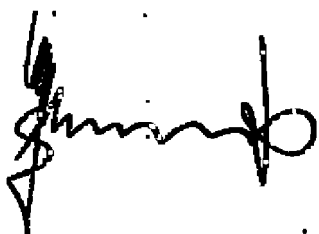
As a Chief Directorate of Home Affairs, Government Printing Works is part of the audit committee that reviews and evaluates the appropriateness and adequacy of the systems of internal financial and operational control and accounting policies of the Department of Home Affairs. The Acting Government Printer, Deputy Government Printer (Operations) and Assistant Government Printer attend the audit committee meetings.

**4.5 Executive Committee**

This committee consists of officials on Assistant Directors level upwards, who are managers at all the operational areas in the Government Printing Works. The Executive Committee makes recommendations to the Acting Government Printer on the overall operational and strategic direction of Government Printing Works.

**APPROVAL**

The Accounting Officer has approved the annual financial statements set out in page 151 to 163



**S.D. QUIST  
ACTING GOVERNMENT PRINTER  
DATE: 27 JULY 2005**

# REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF THE GOVERNMENT PRINTING WORKS FOR THE YEAR ENDED 31 MARCH 2005

## 1. AUDIT ASSIGNMENT

The financial statements as set out on pages 151 to 163 for the year ended 31 March 2005, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

## 2. NATURE AND SCOPE

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

The audit was completed in accordance with Auditor-General Directive No.1 of 2005.

I believe that the audit provides a reasonable basis for my opinion.

### 3. QUALIFICATION

#### 3.1 Management of debtors

In my previous report included in the annual report of the Department of Home Affairs [RP175/2004] issued on 31 July 2004, I reported on the lack of effective and efficient steps to collect money due to the Government Printing Works (GPW) timeously, compounded by a lack of skilled and competent staff, as well as insufficient management reviews which resulted in the poor management of debtors. During the year under review the debtors balance amounted to R132 million (2004: R125 million). Corrective measures implemented by management were ineffective and insufficient and the poor management of debtors continued. The following are examples:

- Payments from debtors amounting to R42,4 million (2004: R44,5 million) were not allocated to debtors at year-end. In addition, no evidence could be found that monthly reports relating to these uncleared suspense accounts were submitted to the accounting officer as required by Treasury Regulation 17.1.2;
- Credit balances of R11 645 470 were included in trade debtors resulting in the understatement of trade debtors and trade creditors by the same amount;
- Unreconciled differences between the VAT control account and the last VAT 201 return amounted to R11 830 968, which could be as a result of non-compliance with the VAT act;
- Management could not reliably determine the ageing of debtors and debtors included in the debtors age analysis was R512 293 more than the debtors control account. As management could not reliably determine the ageing of debtors, it is unsure whether interest charged to debtors was accurate;
- A formal policy for the provision for doubtful debt did not exist. Furthermore, not all debtors over 120 days were provided for, resulting in a possible overstatement of debtors;
- Material differences between the opening balances used for some of the debtor reconciliations and the closing balances of the reconciliations for the previous month were identified;
- Segregation of duties between receiving cash from customers and compiling the cashbook did not exist.

#### 3.2 Valuation of stock

Various weaknesses in the control over stock resulted in the following errors:

- Stock counts could not be relied upon, as material weaknesses in the controls over stock counts existed;
- A difference of R2 277 283 between the general ledger and the trial balance for stock surplus was identified;
- The cost of finished goods and work in progress could not be recalculated due to job cards not being completed properly;
- Journal entries were used to account for costs that arose when issues were made to production. These journal entries had no supporting documents attached to them;

Not all the documentation requested was received by the auditors.

### 3.3 Management of creditors

Various weaknesses in the control over creditors resulted in the following errors:

- Differences of R536 426 between the creditors reconciliation report and the trial balance were identified;
- Debit balances amounting to R585 464 were included in trade creditors, resulting in an understatement of trade creditors and trade debtors;
- An amount of R441 813 for Government Garage expenses was not raised. This resulted in an understatement of Government Garage expenses as well as creditors;
- Individual creditor reconciliations were not performed and reviewed for all creditors.

### 3.4 Revenue

A debit sales account of R511 146 was created when an amount was incorrectly allocated to a system error account. Furthermore, approval of the current fee structure by the National Treasury as required by Treasury Regulation 7.3.1. was not available for audit purposes.

### 3.5 Service bonus provisions

Adequate documentation supporting the service bonus provisions amounting to R2 991 000 was not available for audit purposes.

### 3.6 Land and buildings

Documentation supporting ownership of land and buildings amounting R781 000 as reflected in the financial statements could not be provided to audit. A revaluation of land and buildings was not performed to ensure that they were fairly reflected at market value. Furthermore, the entity changed the estimated useful life for computer equipment from eight years to three years and for office furniture from eight years to six years. The method adopted to account for this change was not disclosed.

## 4. DISCLAIMER OF AUDIT OPINION

Because of the significance of the matters referred to in paragraph 3 above, I do not express an opinion on the financial statements.

## EMPHASIS OF MATTER

available for audit purposes and the expenditure budget for 2005/06 was not approved before the beginning of the new financial year. Furthermore, not all monthly reports and cash flow projections were prepared for the year under review as required by Treasury Regulation 19.8 and reports that were submitted did not include variances and explanations for variances between actual and budgeted amounts.

and develop a risk management strategy, including a fraud prevention plan. This is to be used to direct internal audit effort and priority and to determine the skills required of managers and staff to improve controls and to manage these risks. The entity did not have an approved risk assessment, risk management strategy or fraud prevention plan.

on 31 July 2004, that due to capacity problems, the internal auditor did not execute all the internal audit projects as planned and that no reliance could be placed on the work of internal audit. This situation did not improve during the current year. No significant internal audit work was performed during the year under review and consequently no reliance was placed on internal audit once again.

effective and efficient supply chain management system in his or her institution for the acquisition of goods and services and the disposal and letting of state assets, including the disposal of goods no longer required.

I reported that the entity had not implemented the regulations regarding the framework for supply chain management. At the time of compiling this report the framework required by Treasury Regulation 16A had still not been implemented.

*Annual Financial Statements - Government Printing Works: Auditor General's Report*  
**GOVERNMENT PRINTING WORKS TRADING ACCOUNT**  
FOR THE YEAR ENDED 31 MARCH 2005

by section 38(1)(a)(iv) of the Public Finance Management Act, 1999 (Act No.1 of 1999) (PFMA).

entrusted or delegated to the accounting officer in terms of the PFMA to an official in the department or trading entity.

could be obtained of written delegations by the accounting officer to the government printer.

to the Auditor-General within two months after the end of the financial year. The financial statements submitted to the Auditor-General on 1 June 2005 were withdrawn and resubmitted on 28 July 2005, mainly due to material audit findings. Furthermore, the financial statements were not signed by the accounting officer and were therefore not officially submitted.

approved policies and procedures for various business processes did not exist.

attention of the accounting officer to indicate any material breakdown in the functioning of the internal financial control system. This is not consistent with my knowledge of the auditee as reflected in this audit report.



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**GOVERNMENT PRINTING WORKS**  
**BALANCE SHEET AS AT 31 MARCH 2005**

	Notes	2005 R '000	2004 R '000
<b>ASSETS</b>			
<b>Non-current assets</b>		<b>43 270</b>	<b>48 739</b>
Property, plant and equipment	7	43 270	48 739
<b>CURRENT ASSETS</b>			
Inventories	8	119 282	109 934
Trade and other receivables	9	131 786	125 395
Cash and cash equivalents	10	79 235	52 828
<b>Total assets</b>		<b>373 573</b>	<b>336 896</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Funds</b>		<b>250 001</b>	<b>247 031</b>
Capital fund	11	189 879	189 879
Machinery and Equipment fund	12	60 122	57 152
<b>Current liabilities</b>		<b>123 572</b>	<b>89 865</b>
Trade and other payables	13	82 262	82 235
Funds distributable to National Treasury	14	31 765	-
Provisions	15	9 545	7 630
<b>Total equity and liabilities</b>		<b>373 573</b>	<b>336 896</b>

# GOVERNMENT PRINTING WORKS

## INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2005

	Notes	2005 R '000	2004 R '000
<b>Revenue</b>	18	<b>469 743</b>	<b>498 108</b>
Regular sales		368 868	338 276
Contract printing		100 875	159 832
<b>Cost of sales</b>		<b>290 771</b>	<b>309 033</b>
Gross surplus		178 972	189 075
Other income	6	2 498	4 875
<b>Operating surplus</b>		<b>181 470</b>	<b>193 950</b>
<b>Expenditure</b>	19	<b>149 705</b>	<b>136 070</b>
Net surplus/(deficit) for the year before distributions		31 765	57 880
Transfer to machinery and equipment fund		-	(57 874)
Funds distributable to National Revenue Fund		(31 765)	-
<b>Transfers to National Revenue Fund</b>		<b>0</b>	<b>6</b>

**GOVERNMENT PRINTING WORKS**

**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2005**

	<b>Capital fund</b>	<b>Machinery &amp; Equipment fund</b>	<b>Retained earnings</b>	<b>Total</b>
Balance at beginning of year 1 April 2004	189 879	57 152	-	247 031
Net surplus for the year	-	-	31 765	31 765
Adjustment for replacement value	-	3 010	-	3 010
Transfers from income statement	-	-	(31 765)	(31 765)
Restatement of prior year error on Accumulated depreciation	-	(40)	-	(40)
<b>Balance at end of year 31 March 2005</b>	<b>189 879</b>	<b>60 122</b>	<b>0</b>	<b>250 001</b>

	<b>Capital fund</b>	<b>Machinery &amp; Equipment fund</b>	<b>Retained Income</b>	<b>Total</b>
Balance at beginning of year 1 April 2003	134 074	27 669	-	161 743
Net surplus for the year	-	-	57 880	57 880
Transfer from Home Affairs	-	25 000	-	25 000
Direct transfers	21 083	(18 669)	-	2 414
Transfers from income statement	34 722	23 152	(57 874)	-
Transfers to National Revenue Fund	-	-	(6)	(6)
<b>Balance at end of year 31 March 2004</b>	<b>189 879</b>	<b>57 152</b>	<b>-</b>	<b>247 031</b>

## GOVERNMENT PRINTING WORKS

### CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2005

	Notes	2005 R '000	2004 R '000
<b>Cash flow from operating activities</b>			
Cash generated from operations	16	46 422	66 935
Cash generated from working capital movements	17	(15 712)	12 833
Net cash generated by operating activities		<b>30 710</b>	<b>79 768</b>
<b>Cash flow from investing activities</b>			
- Acquisition of machinery and equipment		(4 481)	(26 692)
- Proceeds from disposal of property, plant and equipment		-	61
Net cash used in investing activities		<b>(4 481)</b>	<b>(26 631)</b>
<b>Cash flow for financing activities</b>			
Transfer from Home Affairs		178	25 000
Net cash received to finance activities		<b>178</b>	<b>25 000</b>
Net increase in cash and cash equivalents		26 407	78 137
Cash and cash equivalents at beginning of year		52 828	(25 309)
Cash and cash equivalents at end of year		<b>79 235</b>	<b>52 828</b>

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

## ACCOUNTING POLICIES

The following accounting policies, which have been adopted by Government Printing Works, are consistent with previous year. The financial statements have been prepared in accordance with the Generally Accepted Accounting Practice except indicated as such.

### CHANGE IN ACCOUNTING POLICIES

Change in accounting estimates

- Property, plant and equipment

The depreciation method applied to property, plant and equipment was reviewed and there was significant change in the pattern of economic benefits from those affected assets. In the past, property, plant and equipment were depreciated on the straight –line method over eight (8) years regardless of the true useful life of property, plant and equipment. The depreciation charge for the current year has been adjusted accordingly. The property, plant and equipment affected by this change in estimates are 3.1 below.

- Provision for doubtful debts

In the past, the provision of doubtful debts was calculated on the debtors balance which was 120 days and older at 25%. This method did not provide the best estimates and it was therefore changed to specific provision, meaning that the doubtful debts provision would be based on specific debtors to reflect the best estimate. The current year's provision has been adjusted accordingly.

The Government Printing Works has departed from the following two statements of Generally Accepted Accounting Practice from:

#### 1. Accounting for Property, Plant and Equipment, AC 123

At year-end, assets on the assets register without a book value but are still in use are revalued according to their historical cost by realizing their annual depreciation against income and increasing their replacement value through the machinery and equipment fund. The departure from the accounting statement is consistent with previous year and has no material financial impact on Government Printing Work's financial results, positions and cash flows for the year ended March 31, 2005.

#### 2. Accounting for Inventory, AC 108

Inventory presented in the financial statements does not conform to the statements of General Accepted Accounting Practice, which statement requires inventories to measured at Lower of cost and net realizable value. Inventories held by Government Printing Works at year-end are measured at weighted average cost. The treatment is consistent with previous year. Whereas the departure from generally accepted accounting may have material financial implications, it is not practicable to estimate the value of such departure reliably.

#### 3. Basis of preparation

The annual financial statements are prepared on the historical cost basis. The following are the principal accounting policies used by the management, which are consistent with those of the previous year.

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

#### 3.1 Property, plant and equipment

Land and buildings, which are shown as an asset in the balance sheet, are registered in the name of the State. Land and buildings are shown at cost and are not depreciated.

Plant and equipment are shown at historical cost less accumulated depreciation. Included in the cost are expenditures incurred to put the plant and equipment into operation. Depreciation is calculated on the straight-line method to write off the cost of each asset over its estimated useful life as follows:

	<i>Depreciable portion</i>	<i>Estimated useful life</i>
Plant and equipment	100%	8 years
Computer equipment	100%	3 years
Office furniture	100%	6 years

When the carrying value of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount. In determining the recoverable amount of assets, expected cash flows are discounted to their present values. Gains and losses on disposal of fixed assets are determined by reference to their carrying amount and are taken into account in determining operating surplus. All new property, plant and equipment are included at cost. Cost includes all costs directly attributable to bringing the assets to working condition for their intended use and costs of direct labour and materials.

#### 3.2 Inventories

Inventories are stated at weighted average cost. Obsolete and slow moving stock is written off from time to time. Cost is determined on the following basis:

- Work in progress, comprising incomplete projects, is shown at cost of printing.
- Raw material stock is shown at average cost.
- Stock of finished goods on hand is shown at average cost.
- Stock of Government Gazettes is shown at average cost.
- Consumable stock is shown at average cost.

Existing stock levels on material and finished goods are being revaluated with the difference between the existing cost price and the new cost price on receipt of new stock.

#### 3.3 Trade receivables

Trade receivables are carried at anticipated realisable value. An estimate is made for doubtful receivables based on a review of all outstanding amounts at year-end. These amounts are not recognised as debtors. Bad debts are written off during the year in which they are identified.

#### 3.4 Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprises of cash in hand and deposits held at call with banks.

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

#### 3.5 Provisions

Provisions are recognized when the Government Printing Works has a present legal or constructive obligation as a result of past events. It is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

Employee entitlements to annual leave and long service leave is recognized when they accrue to employees. A provision is made for the estimated liability for annual leave, service bonuses and capped leave as a result of services rendered by employees up to the balance sheet date.

#### 3.6 Revenue recognition

Sales are recognized on an accrual basis, net of Value Added Tax.

#### 3.7 Retirement benefit cost

- **Pension fund**

Government Printing Works contributions to the government pension fund scheme in respect of services in a particular period are recognized as an expense in that period. These benefits are funded by both the employer and employee contributions. No provision is made for retirement benefits in the financial statements of Government Printing Works.

- **Medical benefits**

The Government Printing Works provides medical benefits for its employees through defined benefit plans. These benefits are funded by employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for medical benefits in the financial statements of the Government Printing Works.

Retirement medical benefits for retired members are expensed when the payment is made to the fund.

- **Termination benefits**

Termination benefits are recognised and expensed only when payment is made.

#### 3.8 Restatement of prior year error

The error relates to prior years accounting treatment of fixed assets whereby the yearly depreciation charged was expensed to the income statement and credited to the machinery and equipment fund, which in turn was used as accumulated depreciation account. The error has no effect on the presentation of the annual financial statements.

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

	2005 R '000	2004 R '000
<b>4. Net surplus for the year</b>		
The following items have been charged / credited in arriving at net surplus:		
Depreciation on plant and equipment	9 950	5 546
Auditors' remuneration		
Audit fees - current year	880	1 031
Fees relating to non-employees		
Consultant fees	34 547	32 264

# GOVERNMENT PRINTING WORKS

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

	2005 R '000	2004 R '000
--	----------------	----------------

### 5. Staff cost

Salaries and wages	41 903	41 108
Housing subsidies	859	1 521
	<b>42 762</b>	<b>42 629</b>

### 6. Other income

Interest received	2 320	-
Administration fees	178	-
Levies recovered	-	4 877
Profit/(loss) from sale of assets	-	(2)
	<b>2 498</b>	<b>4 875</b>

### 7. Property, plant and equipment

Nature of assets	COSTS				DEPRECIATION				Book Value
	Opening	Additions	Disposal	Closing	Opening	Current	Disposal	Closing	
Plant and Equipment	75 350	1 848	-	77 198	35 099	7 758	-	42 857	<b>34 341</b>
Computer equipment	11 531	1 839	-	13 370	6 234	1 661	-	7 895	<b>5 475</b>
Office furniture	6 767	794	-	7 561	4 357	531	-	4 888	<b>2 673</b>
Land and Building	781	-	-	781	-	-	-	-	<b>781</b>
	<b>94 429</b>	<b>4 481</b>	<b>0</b>	<b>98 910</b>	<b>45 690</b>	<b>9 950</b>	<b>0</b>	<b>55 640</b>	<b>43 270</b>

#### As at 31 March 2004

Land and building  
Plant and equipment

#### Total

Cost	Accumulated depreciation	Book value end of year
781	-	781
93 648	(45 690)	47 958
<b>94 429</b>	<b>(45 690)</b>	<b>48 739</b>

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

	2005 R '000	2004 R '000
<b>8. Inventories</b>		
Raw material	23 220	23 527
Finished goods at average cost	65 562	62 019
Work in progress at cost	25 946	20 770
Government Gazettes at average cost	4 554	1 364
Security materials	—	2 254
	<b>119 282</b>	<b>109 934</b>

Inventories are valued consistent to previous years as stated on note 3.2

### 9. Trade and other receivables

Comparitive figures have been adjusted to correct the treatment of provision for doubtful debts to be in line with the statements of general accepted accounting practice.

Trade receivables	162 202	136 887
Provision for doubtful debts	50 831	32 314
	<hr/> 111 371	<hr/> 104 573
Other receivables	20 415	20 822
	<hr/> <b>131 786</b>	<hr/> <b>125 395</b>

### 10. Cash and cash equivalents

Paymaster General	47 684	(9 985)
Petty cash	10	6
Bank balance at ABSA Bank (Deposit account)	31 541	62 807
	<hr/> <b>79 235</b>	<hr/> <b>52 828</b>

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

	2005 R '000	2004 R '000
--	----------------	----------------

#### 11. Capital fund

The accounting treatment of the capital fund has been consistent with prior years but does not conform to the statements of Generally Accepted Accounting Practice. The departure from the Generally Accepted Accounting Practice does not have any financial implications but disclosure on the annual financial statements.

Balance 1 April 2004	189 879	134 074
Transfer from income statement	-	34 722
Transfers from (to) machinery and equipment fund	-	21 083
<b>Balance 31 March 2005</b>	<b>189 879</b>	<b>189 879</b>

#### 12. Machinery and Equipment fund

The accounting treatment of the machinery and equipment fund does not conform to the statements of Generally Accepted Accounting Practice. The departure from the Generally Accepted Accounting Practice does not have any financial implications but disclosure on the annual financial statements.

Balance 1 April 2004	57 152	27 669
Transfer for capital expenditure	-	23 152
Adjustment for replacement value	3 010	-
Transfer to capital fund	-	(18 669)
Transfer from Home Affairs	-	25 000
Restatement of prior year error	(40)	
	<b>60 122</b>	<b>57 152</b>

#### 13. Trade and other payables

Trade payables	71 176	59 751
Other payables	11 086	22 484
	<b>82 262</b>	<b>82 235</b>

#### 14. Funds Distributable to National Revenue Fund

This fund has been created to reflect surplus funds generated during the year and approval has been requested from National Treasury to allow Government Printing Works to transfer the funds to machinery and equipment fund.

Transfer from income statement	31 765	-
	<b>31 765</b>	<b>-</b>

#### 15. Provisions

Provision for leave pay	6 554	6 057
Provision for service bonus	2 991	1 573
	<b>9 545</b>	<b>7 630</b>

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

#### 16. Cash flows from operating activities

Operating surplus	31 765	57 880
Adjusted for:		
Transfer to machinery and equipment fund	(15 684)	2 408
Restatement of prior year error	(40)	-
Depreciation	9 950	5 546
(Profit)/loss on sale of assets	-	2
Provisions	20 431	1 099
	<b>46 422</b>	<b>66 935</b>

#### 17. Net changes in working capital

Increase in inventory	(9 348)	(2 787)
(Increase)/decrease in trade and other receivables	(6 391)	(10 809)
Increase/(decrease) in trade and other payable	27	26 429
	<b>(15 712)</b>	<b>12 833</b>

#### 18. Revenue

Revenue represent net invoiced sales to customers, but excludes Value-Added Taxation.

Regular sales	361 192	338 276
Contract printing	100 875	159 832
Cash sales	7 676	-
	<b>469 743</b>	<b>498 108</b>

#### 19. Operating expenditure

Audit	880	1 031
Depreciation	9 950	5 546
Personnel expenditure	42 762	42 629
Professional and special services	34 547	32 264
Provisions	20 431	1 099
Other operating expenditure	41 135	53 501
	<b>149 705</b>	<b>136 070</b>

## GOVERNMENT PRINTING WORKS

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

#### 20. Contingent liabilities

These contingent liabilities represent guarantees to various financial institutions for housing loans to personnel. In the event the liability realises, then Government Printing Works will be liable to pay out and then institute a claim against personnel. Although the exposure appears reasonable, there is no limit to these contingent liabilities because they are purely dependent on employees exercising the benefit.

Guarantees to various financial institution for housing loans	1 161	1 253
	<u>1 161</u>	<u>1 253</u>

#### 21. Commitments

Capital expenditure contracted	-	-
	<u>-</u>	<u>-</u>

#### 22. Related party transactions

The Government Printing Works does not have related party transactions.

#### 23. Risk management

##### CREDIT RISK MANAGEMENT

Government Printing Works only sells to government departments, state organs and the general public. It does not apply the credit management policies applied in a normal trading environment.

##### FAIR VALUES

The carrying values of the financial assets and financial liability as reported in the balance sheet are approximately their fair values.

# GOVERNMENT PRINTING WORKS

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

### DETAIL INCOME STATEMENT NOT FORMING PART OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

		2005 R'000	2004 R'000
<b>Revenue</b>		<b>469 743</b>	<b>498 108</b>
	Regular sales	368 868	338 276
	Contract Printing	100 875	159 832
<b>Cost of sales</b>		<b>290 771</b>	<b>309 033</b>
<b>Gross surplus</b>		<b>178 972</b>	<b>189 075</b>
<b>Other income</b>		<b>2 498</b>	<b>4 875</b>
	Interest received	2 320	
	Administration fees	178	
	Levies recovered		4 877
	Profit from sales of assets	-	(2)
<b>Operating surplus/(deficit)</b>		<b>181 470</b>	<b>193 950</b>
<b>Expenditure</b>		<b>149 705</b>	<b>136 070</b>
	Administration expenses	12 647	13 865
	Audit fees	880	1 031
	Consumables	16 279	34 676
	Depreciation	9 950	5 546
	Adjustment for replacement value	3 010	2 408
	Levies recovered	9 199	-
	Personnel expenditure	42 762	42 629
	Professional and special services	34 547	32 264
	Provision for leave	497	964
	Provision for bad debts	18 516	2 552
	Service bonus accrual	1 418	135
<b>Surplus/(deficit) for the year before capitalisation</b>		<b>31 765</b>	<b>57 880</b>



# Human Resource Management

Department of Home Affairs



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## HUMAN RESOURCE MANAGEMENT: DEPARTMENT OF HOME AFFAIRS

### 1. SERVICE DELIVERY

The following tables reflect the components of the Service Delivery Improvement Plan as well as progress made in the implementation thereof.

Table 1.1 – Main Service for Service Delivery Improvement and Standards

Main Services	Actual Customers	Potential Customers who may be integrated	Standard Of Services	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 Statement of Standards.	Due to the departmental re-engineering process in terms of the Turnaround Strategy, standards are in process of review and were therefore not measured

Table 1.2 – Consultation Arrangements for Customers

Type of arrangement	Actual Customer	Potential Customer	Actual Achievements
Suggestion boxes at all offices and floorwalkers in public serving areas	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	<ul style="list-style-type: none"><li>– Floorwalkers improved the flow of public in offices</li><li>– Public suggestion boxes were utilised to improve service delivery</li></ul>
Internet: DHA Website			<ul style="list-style-type: none"><li>• Worldwide access ensured. Approximately 49,842 site visits occurred during the reporting period</li></ul>
Client Service Centre			<ul style="list-style-type: none"><li>• The Client Service Centre operational. A 24 hour Centre envisaged and work is in progress regarding the establishment</li></ul>
Campaigns & surveys: Client is always right campaign			<ul style="list-style-type: none"><li>• SAMP report was submitted</li><li>• UNISA conducted an opinion survey</li></ul>

**Table 1.3 – Service Delivery Access Strategy**

Access Strategy	Actual Achievements
Deployment of service points and mobile units in rural areas	Tender procedures were followed to obtain a service provider for Mobile Units Mobile Units to be deployed as from May 2005
New departmental structure makes provision for additional offices	CSIR project was initiated to improve access to DHA services

**Table 1.4 – Service Information Tool**

Type of Information Tool	Actual Achievements
Proper information at counters, enquiry counters and floor walkers	Improved flow of public through departmental offices Information available on requirements and procedures in the publication "Know your Home Affairs Service"

**Table 1.5 – Complaints Mechanism**

Complaints Mechanism	Actual Achievements
Toll-free line, suggestion boxes, and internet website	Fair

## 2. EXPENDITURE

The Department budgets in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the Programmes or salary bands within the Department.

The new Staff Establishment has been approved but will only come into effect in the new financial year.

**Table 2.1 – Personnel Costs by Programme**

Programme	Total Expenditure R'000	Personnel Expenditure R'000	Training Expenditure R'000	Professional and Special Services R'000	Personnel Cost as a Percent of Total Expenditure	Average Personnel Cost per Employee R'
Administration	565 779	142 204	17 052	88 105	25	130 943
Services to citizens	557 937	334 457	-	59 653	60	106 109
Migration	290 214	172 111	-	54 941	59	103 246
Auxiliary and associated services	575 262	-	-	-	-	-
Thefts and losses	41	-	-	-	-	-
<b>Total</b>	<b>1 989 233</b>	<b>648 772</b>	<b>17 052</b>	<b>202 699</b>	<b>33</b>	<b>109 868</b>

**Table 2.2 – Personnel Costs by Salary Bands**

Salary Bands	Personnel Expenditure R'000	Percentage of Total Personnel Cost	Average Personnel Cost per Employee R'
Lower skilled (Levels 1-2)	59 349	9	48 134
Skilled (Levels 3-5)	194 844	29.6	68 874
Highly skilled production (Levels 6-8)	321 756	48.9	124 374
Highly skilled supervision (Levels 9-12)	43 422	6.6	194 717
Senior management (Levels 13-16)	23 255	3.5	430 648
<b>Total</b>	<b>642 626</b>	<b>97.6</b>	<b>92 785</b>

**Table 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Aid by Programme**

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount	Salaries as a % of Personnel Cost	Amount	Overtime as a % of Personnel Cost	Amount	HOA as a % of Personnel Cost	Amount	Medical Assistance as a % of Personnel Cost
	R'000		R'000		R'000		R'000	
Administration	92 832	65.3	5 756	4.0	1 438	1.0	7 612	5.4
Services to citizens	231 633	69.3	8 288	2.5	4 545	1.4	21 886	6.5
Migration	115 086	66.9	5 470	3.2	1 702	1.0	10 336	6.0
Auxiliary and associated services	-	-	-	-	-	-	-	-
Thefts and losses	-	-	-	-	-	-	-	-
<b>Total</b>	<b>439 551</b>	<b>67.8</b>	<b>19 514</b>	<b>3.0</b>	<b>7 685</b>	<b>1.2</b>	<b>39 834</b>	<b>6.1</b>

**Table 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Aid by Salary Band**

Salary Band	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount	Salaries as a % of Personnel Cost	Amount	Overtime as a % of Personnel Cost	Amount	HOA as a % of Personnel Cost	Amount	Medical Assistance as a % of Personnel Cost
	R'000		R'000		R'000		R'000	
Lower skilled (Levels 1-2)	36 281	60.2	1099	1.8	383	0.6	3412	5.7
Skilled (Levels 3-5)	134421	68	7973	4	2276	1.2	14799	7.5
Highly skilled production (Levels 6-8)	223832	68.1	9661	2.9	4686	1.4	19591	6
Highly skilled supervision (Levels 9-12)	29548	64.7	783	1.7	412	0.9	1646	3.6
Senior Management (Levels 13-16)	14079	54.7	0	0	-1	0	659	2.6
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>438161</b>	<b>66.6</b>	<b>19516</b>	<b>3</b>	<b>7756</b>	<b>1.2</b>	<b>40107</b>	<b>6.1</b>

### 3. EMPLOYMENT AND VACANCIES

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and if there are any staff that are additional to the establishment. This information is presented in terms of three key variables:- programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). Departments have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the Department. The vacancy rate reflects the percentage of posts that are not filled.

**Table: 3.1 – Employment and Vacancies by Programme, 31 March 2005**

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administration	1 333	1 186	11	0
Services to citizens	8 685	5265	39.3	0
Migration	338	188	44.3	0
Auxiliary and associated services	13	2	84.6	0
<b>Total</b>	<b>10369</b>	<b>6 641</b>	<b>36</b>	<b>0</b>

**Table: 3.2 – Employment and Vacancies by Salary Bands, 31 March 2005**

Salary band	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Lower skilled (Levels 1-2)	962	636	34	0
Skilled (Levels 3-5)	4767	3 190	33	0
Highly skilled production (Levels 6-8)	3868	2 548	34.1	0
Highly skilled supervision (Levels 9-12)	676	211	68.7	0
Senior Management (Levels 13-16)	96	56	42	0
<b>TOTAL</b>	<b>10 369</b>	<b>6641</b>	<b>36</b>	<b>0</b>

**Table: 3.3 – Employment and Vacancies by Critical Occupation, 31 March 2005**

Critical Occupation	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Computer programmers, Permanent	1	0	100	0
Computer system designers and analysts, Permanent	0	0	0	0
Information technology related, Permanent	117	38	67.5	0
Regulatory inspectors, Permanent	2 776	1030	62.9	0
<b>TOTAL</b>	<b>2 894</b>	<b>1068</b>	<b>63</b>	<b>0</b>

The information in each case reflects the situation as at 31 March 2005. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

#### 4. JOB EVALUATION

The Public Service Regulations, 2001 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally.

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002. The following table (Table 4.1) summarises the number of jobs that were evaluated during the year under review.

The table also provides statistics on the number of posts that were upgraded or downgraded.

**Table 4.1 - Job Evaluation**

Salary Band	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated	Posts Upgraded		Posts Downgraded	
				Number	% of Posts Evaluated	Number	% of Posts Evaluated
Lower skilled (Levels 1-2)	962	0	0	0	0	0	0
Skilled (Levels 3-5)	4767	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	3868	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	676	0	0	0	0	0	0
Senior Management Service Band A	63	0	0	0	0	0	0
Senior Management Service Band B	27	0	0	0	0	0	0
Senior Management Service Band C	5	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>Total</b>	<b>10 369</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Note: The following tables have a nil return**

**Table 4.2 – Profile of Employees whose Positions were Upgraded due to their Posts being Upgraded**

Beneficiaries	African	Asian	Coloured	White	Total
Total of employees whose salary positions were upgraded due to their posts being upgraded					None

**Table 4.3 – Employees whose Salary Level Exceeded the Grade Determined by Job Evaluation, 1 April 2004 to 31 March 2005 (in terms of PSR 1.V.C.3)**

Occupation	Number of Employees	Job evaluation Level	Remuneration Level	Reason for Deviation
Total number of employees whose salaries exceeded the grades determined by job evaluation in 2003/04				None

## 5. EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the Department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2).

**Table 5.1 – Annual Turnover Rates by Salary Band for the period 1 April 2004 to 31 March 2005**

Salary Band	Employment at Beginning of Period	Appointment and Transfers into the Department	Termination and Transfers out of the Department	Turnover Rate
Lower skilled (Levels 1-2)	603	520	69	11.5
Skilled (Levels 3-5)	2 344	591	178	7.5
Highly skilled production (Levels 6-8)	2 695	18	97	3.5
Highly skilled supervision (Levels 9-12)	164	19	10	3.7
Senior Management Service Band A	30	2	0	6
Senior Management Service Band B	6	5	4	66.6
Senior Management Service Band C	2	1	2	100
Senior Management Service Band D	1	1	1	100.0
<b>Total</b>	<b>5845</b>	<b>1157</b>	<b>361</b>	<b>3.6</b>

**Table 5.2 – Annual Turnover Rates by Critical Occupation for the period 1 April 2004 to March 2005**

Occupation	Employment at Beginning of Period	Appointments and Transfers into the Department	Terminations and Transfers out of the Department	Turnover Rate
Computer programmers,	7	0	0	0
Computer system designers and analysts,	5	0	0	0
Information technology related,	26	10	2	7.7
Regulatory inspectors,	966	99	27	2.7
<b>Total</b>	<b>1004</b>	<b>109</b>	<b>29</b>	<b>3</b>

**Table 5.3 – Reasons why Staff are Leaving the Department.**

Termination Type	Number	Percentage of Total Employment
Death. Permanent	49	0.96
Resignation. Permanent	98	0.13
Resignation. Temporary	43	0.02
Dismissal-operational changes. Permanent	21	0.29
Discharged due to ill health. Permanent	26	0.44
Retirement. Permanent	38	0.30
<b>Total</b>	<b>275</b>	<b>3.1</b>

Total number of employees who left as a % of the total employment	<b>3.1</b>
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**Table 5.4 – Promotions by Critical Occupation**

Occupation	Employees at Beginning of Period	Promotions to Another Salary Level	Salary Level Promotions as a % of Employment	Progressions to Another Notch within a Salary Level	Notch Progressions as a % of Employees by Occupation
Computer programmers,	7	0	0	7	77.8
Computer system designers and Permanent	0	0	0	0	0
Information technology Permanent	31	14	0	4	14.3
Regulatory inspectors,	966	58	0.9	817	85.3
<b>Total</b>	<b>1004</b>	<b>72</b>	<b>0.9</b>	<b>828</b>	<b>82.8</b>

**Table 5.5 – Promotions by Salary Band**

Salary Band	Employees as at 1 April 2004	Promotions to Another Salary Level	Salary Band Promotions as a % of Employees by Salary Level	Progressions to Another Notch within a Salary Level	Notch Progressions as a % of Employees by Salary Level
Lower skilled (Levels 1-2)	603	0	0	467	77.4
Skilled (Levels 3-5)	2 344	63	2.6	1909	81.4
Highly skilled production (Levels 6-8)	2 695	174	6.4	1944	72.1
Highly skilled supervision (Levels 9-12)	164	43	26.2	89	54.2
Senior Management (Levels 13-16)	39	16	41	2	5.1
<b>Total</b>	<b>5845</b>	<b>296</b>	<b>5</b>	<b>4411</b>	<b>75.4</b>

## 6. EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

**Table 6.1 – Total Number of Employees (including Employees with Disabilities) in each of the following Occupational Categories as on 31 March 2005**

Occupational Categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	22	3	0	5	10	0	0	1	41
Professionals	810	75	21	206	590	44	12	132	1890
Technicians and associate professionals	0	0	0	0	0	0	0	1	1
Clerks	1209	90	22	99	1648	221	30	707	4026
Service and sales workers	159	12	0	4	38	3	0	0	216
Craft and related trades workers	1	0	0	0	4	0	0	0	5
Plant and machine operators and assemblers	27	1	0	0	3	0	0	0	31
Elementary occupations	130	13	0	2	260	15	0	5	425
Other	2	0	0	0	4	0	0	0	6
<b>Total</b>	<b>2360</b>	<b>194</b>	<b>43</b>	<b>316</b>	<b>2557</b>	<b>283</b>	<b>42</b>	<b>846</b>	<b>6641</b>
Employees with disabilities	14	0	0	8	5	2	0	7	36

**Table 6.2 – Total Number of Employees (including Employees with disabilities) per Occupational Bands as on 31 March 2005**

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	1	0	0	3	0	0	0	6
Senior Management	21	2	2	7	12	1	0	2	47
Professionally qualified and experienced specialists and mid-management	96	3	4	47	58	3	2	27	240
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	800	41	25	189	856	76	17	609	2613
Semi-skilled and discretionary decision making	1046	107	9	67	1113	156	20	199	2 717
Unskilled and defined decision making	395	40	3	6	515	47	3	9	1018
<b>Total</b>	<b>2 360</b>	<b>194</b>	<b>43</b>	<b>316</b>	<b>2 557</b>	<b>283</b>	<b>42</b>	<b>846</b>	<b>6641</b>

**Table 6.3 – Recruitment for the Period 1 April 2004 to 31 March 2005**

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	1	0	0	0	0	0	0	2
Senior Management	4	1	0	0	2	0	0	0	7
Professionally qualified and experienced specialists and mid-management	9	0	0	2	7	1	0	0	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	9	0	0	1	8	0	0	0	18
Semi-skilled and discretionary decision making	181	15	1	7	207	7	3	2	423
Unskilled and defined decision making	208	14	5	4	251	33	3	6	524
<b>Total</b>	<b>412</b>	<b>31</b>	<b>6</b>	<b>14</b>	<b>475</b>	<b>41</b>	<b>6</b>	<b>8</b>	<b>993</b>

**Table 6.4 – Promotions for the Period 1 April 2004 to 31 March 2005**

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	2	0	0	0	4
Senior Management	5	2	0	1	5	1	0	0	14
Professionally qualified and experienced specialists and mid-management	62	0	4	33	31	1	2	16	149
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	488	39	25	213	381	69	19	598	1832
Semi-skilled and discretionary decision making	764	84	8	82	797	134	19	210	2098
Unskilled and defined decision making	270	28	1	9	262	25	1	14	610
<b>Total</b>	<b>1 591</b>	<b>153</b>	<b>38</b>	<b>338</b>	<b>1 478</b>	<b>230</b>	<b>41</b>	<b>838</b>	<b>4707</b>

**Table 6.5 – Terminations for the Period 1 April 2004 to 31 March 2005**

Occupational Band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	2	0	0	0	0	3
Senior Management	1	1	0	2	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	3	0	0	3	4	0	1	1	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	40	4	0	12	12	1	0	30	99
Semi-skilled and discretionary decision making	24	7	0	8	19	2	1	16	77
Unskilled and defined decision making	37	3	2	4	26	3	0	5	80
<b>Total</b>	<b>106</b>	<b>15</b>	<b>2</b>	<b>31</b>	<b>61</b>	<b>6</b>	<b>2</b>	<b>52</b>	<b>275</b>

**Table 6.6 – Disciplinary Action for the Period 1 April 2004 to 31 March 2005**

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	31	4	2	4	23	3	1	3	71

**Table 6.7 – Skills Development for the Period 1 April 2004 to 31 March 2005**

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, Senior officials and managers	74	4	3	16	55	4	0	12	168
Professionals	411	18	3	42	386	13	5	57	935
Technicians and associate professionals					413				
Clerks	327	29	2	15	413	55	9	16	866
Elementary occupations	174	18	3	13	258	16	4	9	495
<b>Total</b>	<b>986</b>	<b>69</b>	<b>11</b>	<b>86</b>	<b>1112</b>	<b>88</b>	<b>18</b>	<b>94</b>	<b>2464</b>
Employees with disabilities									

## 7. PERFORMANCE REWARDS

To encourage good performance, the Department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (Table 7.1), salary bands (Table 7.2) and critical occupations (Table 7.3).

**Table 7.1 – Performance Rewards by Race, Gender and Disability, 1 April 2004 to 31 March 2005**

	Beneficiary Profile	Cost
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	Number of Beneficiaries	Total Number of Employees in Group	% of Total within Group	Cost R'000	Average Cost per Beneficiary
African					
Male	857	2 360	36.3	736	9 684
Female	707	2 557	27.6	815	16 300
Indian					
Male	22	43	51.1	38	12 667
Female	16	42	38	70	17 500
Coloured					
Male	30	194	15.4	81	7 364
Female	63	283	22.2	96	12 000
White					
Male	146	316	46.2	637	11 175
Female	509	846	60.1	468	18 000
<b>Total</b>	<b>2350</b>	<b>6 641</b>	<b>35.3</b>	<b>2 941</b>	<b>12 509</b>

**Table 7.2 – Performance Rewards by Salary Bands for Personnel below Senior Management Service, 1 April 2004 to 31 March 2005**

Salary Band	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of Employees	% of total within Salary Level	Total Cost R'000	Average Cost per Employee	Total Cost as a % of the Total Personnel Expenditure
Lower skilled (Levels 1-2)	217	636	1.27	39	4 875	0
Skilled (Levels 3-5)	853	3 190	3.8	617	6 933	0.1
Highly skilled production (Levels 6-8)	1202	2 548	3.2	1 053	11 966	0.2
Highly skilled supervision (Levels 9-12)	100	211	11.8	548	27 400	0.1
<b>Total</b>	<b>2372</b>	<b>6 585</b>	<b>3.5</b>	<b>2257</b>	<b>11 010</b>	<b>0.3</b>

**Table 7.3 – Performance Rewards by Critical Occupations, 1 April 2004 to 31 March 2005**

Critical Occupation	Beneficiary Profile			Cost	
	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost R'000	Average Cost per Beneficiary
Regulatory inspectors	316	1068	1.5	168	12 000

**Table 7.4 – Performance Related Rewards (Cash Bonus) By Salary Band for Senior Management Service**

Salary Band	Beneficiary Profile			Cost R'000	Average Cost per Beneficiary
	Number of Beneficiaries	Total Employees	% of Total within Band		
Band A	0	27	0	0	0
Band B	0	20	0	0	0
Band C	0	6	0	0	0
Band D	0	1	0	0	0
<b>Total</b>	<b>30</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 8. FOREIGN WORKERS

No foreign workers were employed in the Department during the period 1 April 2004 to 31 March 2005.

## 9. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2004 TO 31 DECEMBER 2004

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

**Table 9.1 – Sick Leave, 1 January 2004 to 31 December 2004**

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
Lower skilled (Levels 1-2)	4196 5	81.6	418	8.8	10	336
Skilled (Levels 3-5)	23553 5	70	2 111	44.6	11	2 370
Highly skilled production (Levels 6-8)	22 301	77.6	2 034	43	11	3 883
Highly skilled supervision (Levels 9-12)	1028	74.9	142	3	7	448
Senior Management (Levels 13-16)	132	78.8	19	0.4	7	142
<b>Total</b>	<b>51211</b>	<b>74.5</b>	<b>4724</b>	<b>100</b>	<b>11</b>	<b>12848</b>

**Table 9.2 – Disability Leave (Temporary and Permanent), 1 January 2004 to 31 December 2004**

Salary Band	Total Days taken	% Days with Medical Certification	Number of Employees using Disability Leave	% of Total Employees using Disability Leave	Average Days per Employee	Estimated Cost R'000
Lower skilled (Levels 1-2)	659	84.7	15	7.3	44	94
Skilled (Levels 3-5)	1737	99.8	94	45.9	18	335
Highly skilled production (Levels 6-8)	3160	100	91	44.4	35	967
Highly skilled supervision (Levels 9-12)	73	100	3	1.5	24	38
Senior Management (Levels 13-16)	14	100	2	1	7	5
<b>Total</b>	<b>5629</b>	<b>98.2</b>	<b>203</b>	<b>100</b>	<b>28</b>	<b>1434</b>

Table 9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

**Table 9.3 – Annual Leave, 1 January 2004 to 31 December 2004**

Salary band	Total Days Taken	Average per Employee
Lower skilled (Levels 1-2)	12573.44	21
Skilled (Levels 3-5)	50278.12	20
Highly skilled production (Levels 6-8)	66044.16	25
Highly skilled supervision (Levels 9-12)	4373	20
Senior Management (Levels 13-16)	510	13
Other	109	7
<b>TOTAL</b>	<b>133887.72</b>	<b>22</b>

**Table 9.4 – Capped Leave, 1 January 2004 to 31 December 2004**

Salary Band	Total Days of capped Leave Taken	Average Number of Days Taken per Employee	Average Capped Leave per Employee as at 31 December 2002
Lower skilled (Levels 1-2)	425	8	55
Skilled (Levels 3-5)	1597	5	30
Highly skilled production (Levels 6-8)	3233	7	85
Highly skilled supervision (Levels 9-12)	152	7	87
Senior Management (Levels 13-16)	2	1	103
<b>Total</b>	<b>5 409</b>	<b>7</b>	<b>62</b>

The following table summarises payments made to employees as a result of leave that was not taken.

**Table 9.5 – Leave Payouts for the Period, 1 April 2004 to 31 March 2005\***

Reason	Total Amount R'000	Number of Employees	Average Payment per Employee
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	324	54	6000
Capped leave payouts on termination of service	899	208	4322
<b>TOTAL</b>	<b>1223</b>	<b>262</b>	<b>4668</b>

## 10. HIV / AIDS & HEALTH PROMOTION PROGRAMMES

**Table 10.1 – Steps Taken to Reduce the Risks of Occupational Exposure**

Units/Categories of Employees Identified to be at High Risk of Contracting HIV and Related Diseases (if any)	Key Steps Taken to Reduce the Risk
Officials at Ports of Entry	<ul style="list-style-type: none"> <li>• Training has been provided.</li> <li>• Condoms are being distributed, and gloves have been provided.</li> <li>• Induction course on the management of HIV and the services provided by the Employee Wellness presented to the immigration officers on training</li> <li>• A course on the management of HIV and infectious diseases for the Lindela officials to be ongoing, commencing July 2005.</li> </ul> <p>First Aid training to be provided to all immigration officers and immigration trainees and Lindela personnel in compliance to the Occupational Health and Safety Act.</p>

**Table 10.2 – Details of Health Promotions and HIV/AIDS Programmes**

Question	Yes	No	Details, if yes
Has the Department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	✓		Ms TC Khumalo, Director: Employee Wellness
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.	✓		Directorate: Employee Wellness with an overall budget of 2,498,000 for 2005/06
Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the programme.	✓		Support and Counselling Services, HIV and AIDS Workplace programme, Life skills training, Sports and Recreation programme
Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 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.	✓		Occupational Health and Safety and Employee Wellness Committee.
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.	✓		Draft policy on managing HIV/AIDS in the Workplace
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.	✓		HIV/AIDS Workplace policy as well as Employment Equity Act, Labour Relation's Act
Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.		✓	Plans are underway to launch a Voluntary Counselling and Testing programme
Has the Department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.		✓	Chief Directorate: HR monthly operational reports



## List of HIV/AIDS Committee Members

### AIDS : REGIONAL COORDINATORS

OFFICE	NAME	TEL	FAX	CELL	E-MAIL
Eastern Cape	Mr Enoch Masina	(039) 259 0967	(039) 259 0158	083 516 6143	
Free State	Ms Tersia Hanekom	(058) 223 1012	(058) 223 1012	082 497 0796	
Gauteng East	Ms Mark Nkwana	(012) 549 2482	(011) 390 1015		
Gauteng West	Ms Clara Potter	(011) 792 0192			
Kwazulu-Natal	Ms N P Mbhono	(035) 792 1588	(035) 792 2567	072 463 4640	rademanc@dbs1
Limpopo	Ms Mapule Tladi	(015) 290 4628	(051) 291 5104	072 218 1488	
Mpumalanga	Mr Rony Steyn	(013) 753 3100	(031) 753 3501	082 623 6879	
North West	Ms Mokgantsho Mangope	(018) 384 5444-8	(018) 384 5449	082 663 7104	
Eastern Cape	Mr Lebogang Modisane	(053) 839 5402	(053) 831 4836	073 454 6871	
Western Cape	Ms Elaine Booysen	(021) 465 1183	(021) 462 4970	083 770 1043	

### AIDS : HEAD OFFICE

Immigration	Mr Detebogo Legoabe	810 7573		082 630 0488	ditebogo.legoabe@
HRD	Mr Nischal Jaynarayan			082 335 6505	jainnisc@dbs1
HRM	Mr Ntethelelo Kumalo	810 7019		083 443 8983	ntethelelo.kumalo@
Info Management	Mr Peter Mngomezulu	810 6492		082 434 0963	
Marriages	Mr Urwich Mash	810 7373		072 198 0091	
Employee Wellness	Ms Agnes Manaka	810 7045	810 7303	082 883 9723	agnes.manaka@
Certificates	Ms Angie Moatshe	810 7579			
Counter Corruption	Ms Bridgette Morare	810 8924	810 7525	082 888 1266	bridgette@
Passport	Ms Enid Kekana	810 8675		082 215 5920	
Certificates	Ms Lebo Singo	810 7579		083 471 4475	singod@dbs1
Identification	Ms Lorraine Momela	810 7419	323 8383	084 957 0188	
Employee Wellness	Ms Lulama Jansen	810 8570		073 198 3202	lulama.jansen@
Immigration	Ms Makgomo Mafokwane	810 8635		083 679 1904	makgomo.mafokoane@
HRM	Ms Mary-Ann Broodryk	810 7293			maryann.broodryk@
Communications	Ms Matumelo Moloi	810 8477		082 809 8370	tumi.moloi@
Identification	Ms Suzan Matle	810 7406(9)	325 5083	072 123 3421	
GPW	Ms Sylvia Berense	334 4716		084 485 4487	
HRM	Ms Trudie Pullen	810 8327		072 136 7436	trudiep@
HRM	Ms Violet Nkaletse	810 7183		072 120 7426	violetn@
Info Management	Ms Yvonne Mashilo	810 8315		072 883 8400	



## 11. LABOUR RELATIONS

The following collective agreements were entered into with trade unions within the Department.

**Table 11.1 – Collective Agreements, 1 April 2004 to 31 March 2005**

Subject matter	Date
Shortlisting and Interviewing of SMS Officials	September 2005
Internship Policy	September 2005

The following table summarises the outcome of disciplinary hearings conducted within the Department for the year under review.

**Table 11.2 – Misconduct and Disciplinary Hearings Finalised, 1 April 2004 to 31 March 2005**

Outcomes of Disciplinary Hearings	Number	Percentage of Total
Final written warning	27	36.9
Suspension without pay	7	9.5
Demotion	3	4.4
Dismissal	33	45.2
Not guilty	2	2.7
Cases withdrawn	1	1.3
<b>Total</b>	<b>73</b>	<b>100</b>

**Table 11.3 – Types of Misconduct addressed at Disciplinary Hearings**

Type of Misconduct	Number	Percentage of Total
Assault	1	1.1
Disrespect and abusive behaviour	4	4.4
Aiding and abetting, and corruption	30	34
Theft	2	2.2
Fraud/False statement	16	18
Unauthorised absence/abscondment	5	5.5
Discrimination against fellow employees	1	1.1
Damage to/loss of state property	3	3.3
Unauthorised use of government vehicles	0	0
Dereliction of duty	0	0
Bribery	27	30.4
<b>Total</b>	<b>88</b>	<b>100</b>

**Table 11.4 – Grievances Lodged for the Period 1 April 2004 to 31 March 2005**

Number of Grievances Addressed	Number	Percentage of Total
<b>Conciliations</b>		
Unresolved	8	15.3
Resolved	12	23
Decided in Department's favour	10	19.2
Decided in Applicant's favour	2	3.8
<b>Arbitrations</b>		
Unresolved	2	3.8
Resolved	10	19.6
Decided in Department's favour	6	11.5
Decided in Applicant's favour	2	3.8
<b>Total</b>	<b>52</b>	<b>100</b>

**Table 11.5 – Disputes lodged with Councils for the Period 1 April 2004 to 31 March 2005**

Number of Disputes Addressed	Number	Percentage of Total
<b>Total</b>	<b>58</b>	<b>100</b>

**Table 11.6 – Strike Actions for the period 1 April 2004 to 31 March 2005**

Amount (R'000) recovered as a result of No Work No Pay	33599.12
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**Table 11.7 – Precautionary Suspensions for the Period 1 April 2004 to 31 March 2005**

Cost (R'000) of Suspensions	None
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## 12. SKILLS DEVELOPMENT

This section highlights the efforts of the Department with regard to skills development.

**Table 12.1 – Training Needs Identified, 1 April 2004 to 31 March 2005**

Occupational Categories	Gender	Number of Employees as at 1 April 2004	Training Needs Identified at Start of Reporting Period			
			Learnership	Skills Programmes and Other Short Courses	Other Forms of Training	Total
Legislators, senior officials and managers	Female	68	–	815	–	815
	Male	156	–	849	–	849
Clerks	Female	3438	–	1802	–	1802
	Male	2721	–	2101	–	2101
<b>Total</b>		<b>6383</b>	<b>–</b>	<b>5567</b>	<b>–</b>	<b>5567</b>

**Table 12.2 – Training Provided, 1 April 2004 to 31 March 2005**

Occupational Categories	Gender	Number of Employees as at 1 April 2003	Training Needs Identified at Start of Reporting Period			
			Learnership	Skills Programmes and Other Short Courses	Other Forms of Training	Total
Legislators, senior officials and managers	Female	68	0	71	0	71
	Male	156	0	97	0	97
Clerks	Female	3438	0	919	0	919
	Male	2721	0	1042	0	1042
<b>Total</b>		<b>6383</b>	<b>0</b>	<b>2129</b>	<b>0</b>	<b>2129</b>

### 12.3 Internship programme

The department has launched and successfully implemented the internship programme in June 2004, in response to Cabinet's decision that all government departments implement the internship programme in an effort to alleviate the high youth unemployment rate in the country. The Department had set out to recruit and place 350 unemployed graduates as a way of giving them an opportunity to have workplace experience and thus increasing their chances of getting permanent employment, and also to create a pool of possible recruits for the Department to enhance service delivery. Due to the high demand for interns, a total of 413 interns have been appointed and placed across all business units and Provincial offices within the Department. The breakdown of the interns appointed is outlined below:

**Table 12.3: Interns per component**

DIRECTORATE/PROVINCE	NUMBER OF INTERNS	GENDER	
		MALE	FEMALE
Internal Audit	4	1	3
Information Technology	23	9	14
Management Services	3	0	3
Human Resource Management	10	1	9
Human Resource Development	6	1	5
Provisioning Administration	10	3	7
Transformation	2	0	2
Foreign Missions Coordination	2	0	2
Refugee Affairs	4	3	1
Refugee Affairs ROs (Gauteng)	35	21	14



## HUMAN RESOURCES - Home Affairs

Refugee Affairs RO (DBN, PE,CT )	26	15	11
Refugee Appeal Board	3	1	2
NIB:Inspectorate	15	7	8
Strategic Executive Support Services	3	1	2
Office of the Deputy Minister	2	0	2
Office of the Minister	3	2	1
Limpopo	47	15	32
North West	16	8	8
Mpumalanga	17	6	11
Northern Cape	20	11	9
Eastern Cape	12	2	10
Western Cape	32	22	10
Free State	61	32	29
KwaZulu-Natal	36	17	19
Gauteng East	5	1	4
Gauteng West	10	4	6
Films and Publications Board	6	3	3
<b>TOTAL</b>	<b>413</b>	<b>181</b>	<b>232</b>

As part of developing and enhancing the skills of the interns, the Department in partnership with Umsombovu Youth Fund has arranged that the interns receive life skills training by SAMDI. The training covers the following areas:

Public Affairs in Context (Constitutional Framework, Cooperative Government, Managing the Department, Public Management)  
Problem Analysis and Decision Making  
Self-Management  
Customer Care  
Supervisory Management  
Original Communication Effectiveness  
Quality Assurance

### 12.4 Mentorship Training

Mentors have been nominated for purposes of mentoring and coaching the interns. Twenty mentors from Head Office have attended mentorship training. The training is to be rolled out to the provinces in the next financial year.



### 12.5 Adult Basic Education (ABET)

A total of 334 learners registered for ABET during the year, and of these 218 wrote exams and a total of 150 have passed the exams. The total amount spent on ABET is R4 123 081.00.

### 12.6 Bursaries

A total of 303 bursaries have been awarded bringing to 1053 the total number of bursary holders. The total amount spent on bursaries is R1 396 129.00.

### 12.7 Training Strategy And Training

The Human Resource Development Operational Plan has continued to form the basis for training during the reporting period. The Directorate has intensified their training interventions beyond the scope indicated by the Operational Plan. The training intervention is tabled below and includes the provinces.

**Table 12.7 Training interventions**

NO	TRAINING INTERVENTIONS
1.	Public Finance Management Act Training
2.	Project Management
3.	Emerging Management Development Training
4.	Advanced Computer Training
5.	Basic Computer Skills Training
6.	Induction Training
7.	Advanced Computer Skills Training
8.	Civic Services Training
9.	Immigration Training
10.	Performance Management & Development Training



## 13 INJURY ON DUTY

The following table provides basic information on injury on duty.

**Table 13.1 – Injury on Duty, 1 April 2004 to 31 March 2005**

Nature of Injury on Duty	Number	% of Total
Required basic medical attention only	52	98.11
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
<b>Total</b>	<b>52</b>	<b>100.0</b>

## 14 UTILISATION CONSULTANTS

**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
Infrastructure designers, Business analysts, Network supporters, Lan administrators, Web development	21	244	2 960 073
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
1	21	244	2 960 073



# Human Resource Management

Government Printing Works



*HUMAN RESOURCES: Government Printing Works*

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## HUMAN RESOURCE MANAGEMENT: GOVERNMENT PRINTING WORKS

### 1. SERVICE DELIVERY

All departments are required to develop a Service Delivery Improvement (SDI) Plan. The following tables reflect the components of the SDI plan as well as progress made in the implementation of the plans.

The information as required (Tables 1.1 to 1.5) is reflected in the Department of Home Affairs Information.

### 2. EXPENDITURE

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 2.1) and by salary level (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of the salary bands within the Government Printing Works.

**Table 2.1 – Personnel costs by Programme**

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as percent of Total Expenditure	Average Personnel Cost per Employee (R)	Employment
Government Printing Works	345,037	60,126	433	8,636	17.4	100.210	600
<b>Total</b>	<b>345,037</b>	<b>60,126</b>	<b>433</b>	<b>8,636</b>	<b>17.4</b>	<b>100210</b>	<b>600</b>

Most of the training is provided by the Department of Home Affairs and funded by the Department. Information only reflects expenditure paid by the Government Printing Works.

**Table 2.2 - Personnel costs by Salary band**

Salary Bands	Personnel Expenditure (R'000)	Percentage of Total Personnel Cost	Average Personnel Cost per Employee (R)
Lower skilled (Levels 1-2)	10254	17.06	65372
Skilled (Levels 3-5)	23909	39.76	86316
Highly skilled production (Levels 6-8)	22536	37.48	151143
Highly skilled supervision (Levels 9-12)	2559	4.26	233719
Senior management (Levels 13-16)	868	1.44	423
<b>Total</b>	<b>60126</b>	<b>100</b>	<b>100210</b>

The following tables provide a summary by Programme (Table 2.3) and salary band (Table 2.4) of expenditure incurred as a result of overtime, allowances and benefits.

**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
Government Printing Works	36405	60.5	8459	14.1	856	1.4	4042	6.7
<b>Total</b>	<b>36405</b>	<b>60.5</b>	<b>8459</b>	<b>14.1</b>	<b>856</b>	<b>1.4</b>	<b>4042</b>	<b>6.7</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
Lower skilled (Levels 1-2)	6792	11.3	2060	3.5	133	0.2	723	1.2
Skilled (Levels 3-5)	13299	22.1	3197	5.3	395	0.7	1878	3.1
Highly skilled production (Levels 6-8)	13406	22.3	2712	4.5	295	0.4	1250	2.1
Highly skilled supervision (Levels 9-12)	2372	3.9	490	0.8	33	0.1	141	0.2
Senior management (Levels 13-16)	536	0.9	0	0	0	0	50	0.1
<b>TOTAL</b>	<b>36405</b>	<b>60.5</b>	<b>8459</b>	<b>14.1</b>	<b>856</b>	<b>1.4</b>	<b>4042</b>	<b>6.7</b>



### 3. EMPLOYMENT AND VACANCIES

The table in this section summarise the position with regard to employment and vacancies. The first table (Table 3.1) provides the approved establishment as at 31 March 2005 and provides an estimate of the size of the establishment over the MTEF period.

The following tables summarise the number of posts of the establishment, the number of employees, the vacancy rate and whether there are any staff that are additional to the establishment.

**Table 3.1 - Employment and Vacancies by Programme, 31 March 2005**

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Government Printing Works	976	600	38.5	0
<b>Total</b>	<b>976</b>	<b>600</b>	<b>38.5</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)	485	305	37.1	0
Skilled (Levels 3-5)	263	146	44.5	0
Highly skilled production (Levels 6-8)	200	131	34.5	0
Highly skilled supervision (Levels 9-12)	25	16	36	0
Senior management (Levels 13-16)	3	2	33.3	0
<b>Total</b>	<b>976</b>	<b>600</b>	<b>38.5</b>	<b>0</b>

**Table 3.3 - Employment and Vacancies by Critical Occupation, 31 March 2005**

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administrative related, Permanent	4	3	25	0
Binding and related workers, Permanent	25	13	48	0
Bookbinding and related machine operators, Permanent	16	11	31.3	0
Cashiers tellers and related clerks, Permanent	1	1	0	0
Cleaners in offices workshops hospitals etc., Permanent	83	75	9.5	0
Client inform clerks (switchb recept inform clerks), Permanent	4	3	25	0
Compositors typesetters & related printing workers, Permanent	64	29	54.7	0



## HUMAN RESOURCES: Government Printing Works

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Finance and economics related, Permanent	6	4	33.3	0
Financial and related professionals, Permanent	4	1	75	0
Financial clerks and credit controllers, Permanent	32	29	9.4	0
Human resources & organisat developm & relate prof, Permanent	2	2	0	0
Human resources clerks, Permanent	5	4	20	0
Human resources related, Permanent	1	1	0	0
Information technology related, Permanent	1	1	0	0
Library mail and related clerks, Permanent	9	8	11.1	0
Light vehicle drivers, Permanent	5	3	40	0
Logistical support personnel, Permanent	13	9	30.8	0
Material-recording and transport clerks, Permanent	90	73	18.9	0
Messengers porters and deliverers, Permanent	7	5	28.6	0
Other administrat & related clerks and organisers, Permanent	21	15	28.6	0
Other administrative policy and related officers, Permanent	3	2	33.3	0
Other printing trade workers	14	6	57.1	0
Photographic lithographic and related workers, Permanent	75	23	69.3	0
Printing and related machine operators, Permanent	389	224	42.4	0
Printing management and supervisory personnel, Permanent	58	31	46.6	0
Printing planners and production controllers, Permanent	15	9	40	0
Secretaries & other keyboard operating clerks, Permanent	6	2	66.7	0
Security guards, Permanent	8	0	100	0
Security officers, Permanent	12	11	8.3	0
Senior managers, Permanent	3	2	33.3	0
<b>Total</b>	<b>976</b>	<b>600</b>	<b>38.5</b>	<b>0</b>

## 4 JOB EVALUATION

The following table (Table 4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides the statistics on the number of posts that were upgraded or downgraded.

**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)	485	0	0	0	0	0	0
Skilled (Levels 3-5)	263	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	200	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	25	4	16	0	0	0	0
Senior Management (Salary levels 13 –14)	2	0	0	0	0	0	0
Professionals	1	0	0	0	0	0	0
<b>Total</b>	<b>976</b>	<b>4</b>	<b>0.4</b>	<b>0</b>	<b>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
Total number of employees whose salary positions were upgraded due to their positions being upgraded.					None

**Table 4.3 - Employees whose salary level exceed the grade determined by Job Evaluation [i.t.o PSR 1.V.C.3]**

Total number of Employees whose salaries exceeded the upgrades determined by job evaluation in 2004/2005	None
--	------

**Table 4.4 - Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR 1.V.C.3]**

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	0	0	0	0	0
Employees with a Disability	0	0	0	0	0



## 5 EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year.

Table 5.1 summarises appointments, promotions and service terminations by race, gender and disability. In addition, the table provides an indication of the impact of these changes on the employment of the Department.

**Table 5.1 - Annual Turnover Rates by Salary Band**

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Lower skilled (Levels 1-2)	157	24	7	4.5
Skilled (Levels 3-5)	277	9	17	6.1
Highly skilled production (Levels 6-8)	149	1	8	5.4
Highly skilled supervision (Levels 9-12)	11	2	0	0
Senior Management Service (Salary levels 13 – 14)	2	0	0	0
Professionals	0	0	0	0
<b>Total</b>	<b>596</b>	<b>36</b>	<b>32</b>	<b>5.4</b>

**Table 5.2 - Annual Turnover Rates by Critical Occupation**

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Administrative related, Permanent	2	0	0	0
Binding and related workers, Permanent	18	0	0	0
Bookbinding and related machine operators, Permanent	5	0	0	0
Cleaners in offices workshops hospitals etc., Permanent	59	16	2	3.4
Client inform clerks(switchb recept inform clerks), Permanent	4	0	0	0
Compositors typesetters & related printing workers, Permanent	35	0	3	8.6
Finance and economics related, Permanent	2	2	0	0
Financial and related professionals, Permanent	2	1	1	50
Financial clerks and credit controllers, Permanent	26	4	4	15.4
Human resources & organisat developm & relate prof, Permanent	2	0	0	0
Human resources clerks, Permanent	5	0	1	20
Human resources related, Permanent	1	0	0	0
Library mail and related clerks, Permanent	8	0	0	0
Logistical support personnel, Permanent	5	0	0	0



## HUMAN RESOURCES: Government Printing Works

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Material-recording and transport clerks, Permanent	73	5	4	5.5
Messengers porters and deliverers, Permanent	4	0	0	0
Motor vehicle drivers, Permanent	4	0	0	0
Other administrat & related clerks and organisers, Permanent	15	0	1	6.7
Other administrative policy and related officers, Permanent	4	0	0	0
Other occupations, Permanent	1	0	0	0
Other printing trade workers, Permanent	7	0	1	14.3
Photographic lithographic and related workers, Permanent	19	0	1	5.3
Printing and related machine operators, Permanent	235	8	13	5.5
Printing management and supervisory personnel, Permanent	32	0	0	0
Printing planners and production controllers, Permanent	11	0	1	9.1
Secretaries & other keyboard operating clerks, Permanent	2	0	0	0
Security officers, Permanent	13	0	0	0
Senior managers, Permanent	2	0	0	0
<b>Total</b>	<b>596</b>	<b>36</b>	<b>32</b>	<b>5.4</b>

Table 5.3 – Reasons why staff are leaving the department

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment
Death, Permanent	5	15.6	0.8
Resignation, Permanent	17	53.1	2.9
Discharged due to ill health, Permanent	5	15.6	0.8
Transfers, Permanent	2	6.3	0.3
Retirement, Permanent	3	9.4	0.5
<b>Total</b>	<b>32</b>	<b>100.0</b>	<b>5.4</b>

Resignations as % of Employment

5.4

Table 5.4 - Promotions by Critical Occupation

Occupation	Employment at Beginning of Period	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
Administrative related	2	0	0	2	100
Binding and related workers	18	1	5.6	13	72.2
Bookbinding and related machine operators	5	2	40	3	60
Cleaners in offices workshops hospitals etc.	59	0	0	44	74.6
Client inform clerks (switchboard receipt inform clerks)	4	0	0	3	75
Compositors typesetters & related printing workers	35	0	0	14	40
Finance and economics related	2	1	50	1	50
Financial and related professionals	2	1	50	1	50
Financial clerks and credit controllers	26	0	0	24	92.3
Human resources & organisational development & related professional	2	0	0	2	100
Human resources clerks	5	0	0	4	80
Human resources related	1	0	0	1	100
Library mail and related clerks	8	0	0	7	87.5
Logistical support personnel	5	0	0	5	100
Material-recording and transport clerks	73	0	0	59	80.8
Messengers porters and deliverers	4	0	0	0	0
Motor vehicle drivers	4	0	0	3	75
Other administrative & related clerks and organisers	15	0	0	12	80
Other administrative policy and related officers	4	0	0	3	75
Other printing trade workers	8	0	0	3	37.5
Photographic lithographic and related workers	19	1	5.3	11	57.9
Printing and related machine operators	235	0	0	106	45.1
Printing management and supervisory personnel	32	0	0	22	68.8
Printing planners and production controllers	11	2	18.2	6	54.5
Secretaries & other keyboard operating clerks	2	0	0	2	100
Security officers	13	0	0	5	38.5
Senior managers	2	0	0	0	0
<b>Total</b>	<b>596</b>	<b>8</b>	<b>1.3</b>	<b>356</b>	<b>59.7</b>



**Table 5.5 - Promotions by Salary Band**

Salary Band	Employment at Beginning of Period	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)	157	2	1.3	140	89.2
Skilled (Levels 3-5)	277	0	0	118	42.6
Highly skilled production (Levels 6-8)	149	5	3.4	91	61.1
Highly skilled supervision (Levels 9-12)	11	1	9.1	7	63.6
Senior management (Levels 13-16)	2	0	0	0	0
<b>Total</b>	<b>596</b>	<b>8</b>	<b>1.3</b>	<b>356</b>	<b>59.7</b>

## 6 EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

**Table 6.1 – Total Number of Employees (including Employees with Disabilities) per Occupational Category (SASCO)**

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	1	0	0	1	1	0	0	0	0	0	2
Professionals	8	0	0	8	6	2	0	0	2	4	20
Clerks	31	2	1	34	9	47	6	3	56	35	134
Service and sales workers	7	1	0	8	2	2	0	0	2	1	13
Craft and related trades workers	27	0	0	27	61	12	0	0	12	16	116
Plant and machine operators and assemblers	49	6	0	55	64	28	11	1	40	79	238
Elementary occupations	35	5	1	41	16	17	2	0	19	1	77
<b>Total</b>	<b>158</b>	<b>14</b>	<b>2</b>	<b>174</b>	<b>159</b>	<b>108</b>	<b>19</b>	<b>4</b>	<b>131</b>	<b>136</b>	<b>600</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	3	0	0	3	7	1	0	0	1	5	16

**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
Senior Management	1	0	0	1	1	0	0	0	0	0	2
Professionally qualified and experienced specialists	7	0	0	7	6	1	0	0	1	2	16
Skilled technical and academically qualified workers,	31	0	0	31	57	18	0	1	19	30	137
Semi-skilled and discretionary decision making	35	2	1	38	26	42	4	2	50	32	146
Unskilled and defined decision making	84	12	1	97	69	45	15	1	61	72	299
<b>Total</b>	<b>158</b>	<b>14</b>	<b>2</b>	<b>174</b>	<b>159</b>	<b>108</b>	<b>19</b>	<b>4</b>	<b>131</b>	<b>136</b>	<b>600</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 ,
Professionally qualified and experienced specialists	1	0	0	1	0	1	0	1	1	0	3
Semi-skilled and discretionary decision making,	1	0	0	1	0	8	0	0	8	0	9
Unskilled and defined decision making	9	5	0	14	2	7	1	0	8	0	24
<b>Total</b>	<b>11</b>	<b>5</b>	<b>0</b>	<b>16</b>	<b>2</b>	<b>16</b>	<b>1</b>	<b>1</b>	<b>18</b>	<b>0</b>	<b>36</b>

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
Professionally qualified and experienced specialists	1	0	0	1	0	1	0	0	1	1	3
Skilled technical and academically qualified workers,	2	0	0	2	1	1	1	0	2	0	5
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>8</b>

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
Skilled technical and academically qualified workers	2	0	0	2	3	0	0	1	1	3	9
Semi-skilled and discretionary decision making	0	0	0	0	5	4	0	0	4	5	14
Unskilled and defined decision making	3	0	0	3	2	1	1	0	2	2	9
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>32</b>

**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
Skilled technical and academically qualified workers	2	0	0	2	3	0	0	1	1	3	9
Semi-skilled and discretionary decision making	0	0	0	0	5	4	0	0	4	5	14
Unskilled and defined decision making	3	0	0	3	2	1	1	0	2	2	9
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>32</b>

**Table 6.6 - Disciplinary Action**

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
<b>Total</b>	<b>43</b>	<b>2</b>	<b>1</b>	<b>46</b>	<b>26</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>83</b>

**Table 6.7 - Skills Development**

This information is included in the Department of Home Affairs report.

## 7. PERFORMANCE

To encourage good performance, the department has granted the following performance rewards during the year review. The information is presented in terms of race, gender and disability (Table 7.2), critical occupations (Table 7.3) and salary bands for SMS (Table 7.4).

**Table 7.1 - Performance Rewards by Race, Gender and Disability**

	Number of Beneficiaries	Total Employment	Percentage of Total Employe	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	28	108	25.9	115	4,108
African, Male	42	158	26.6	157	3,737
Asian, Female	3	4	75	14	4,544
Asian, Male	0	2	0	0	0
Coloured, Female	4	19	21.1	11	2,853
Coloured, Male	3	14	21.4	8	2,653
Total Blacks, Female	35	131	26.7	140	4,002
Total Blacks, Male	45	174	25.9	165	3,664
White Female	39	136	28.7	168	4,317
White Male	38	159	23.9	200	5,268
<b>Total</b>	<b>157</b>	<b>600</b>	<b>26.2</b>	<b>674</b>	<b>4,290</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'000)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	44	170	25.9	124	2,818
Skilled (Levels 3-5)	69	272	25.4	248	3,594
Highly skilled production (Levels 6-8)	42	140	30	269	6,405
Highly skilled supervision (Levels 9-12)	0	16	0	0	0
<b>Total</b>	<b>155</b>	<b>598</b>	<b>25.9</b>	<b>641</b>	<b>4135</b>



**Table 7.3 - Performance Rewards by Critical Occupation, 1 April 2004 till 31 March 2005**

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Administrative related	0	2	0	0	0
Binding and related workers	5	18	27.8	19	3,800
Bookbinding and related machine operators	2	7	28.6	7	3,500
Cleaners in offices workshopsh ospitals etc.	14	72	19.4	39	2,786
Client inform clerks (switch receipt inform clerks)	1	4	25	3	3,000
Compositors typesetters & related printing workers	9	32	28.1	48	5,333
Finance and economics related	0	4	0	0	0
Financial and related professionals	0	2	0	0	0
Financial clerks and credit controllers	5	31	16.1	27	5,400
Human resources & organisat developm & relate prof	0	2	0	0	0
Human resources clerks	3	4	75	12	4,000
Human resources related	0	1	0	0	0
Library mail and related clerks	3	8	37.5	18	6,000

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Photographic lithographic and related workers	8	18	44.4	39	4,875
Printing and related machine operators	55	227	24.2	167	3,036
Printing management and supervisory personnel	7	33	21.2	58	8,286
Printing planners and production controllers	2	9	22.2	17	8,500
Secretaries & other keyboard operating clerks	1	2	50	4	4,000
Security officers	5	13	38.5	18	3,600
Senior managers	2	2	100	32	16,000
<b>Total</b>	<b>157</b>	<b>600</b>	<b>26.2</b>	<b>673</b>	<b>4287</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'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 8. FOREIGN WORKERS

The tables below summarized the employment of foreign nationals in the Department in terms of salary bands and major occupations. The table also summarized changes in the total number of foreign workers in each salary band and by each major occupation.

**Table 8.1 - Foreign Workers by Salary Band**

Major Occupation	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total Change in Employment
Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>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	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total Change in Employment
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 9. LEAVE UTILIZATION FOR THE PERIOD 1 JANUARY 2004 TO 31 DECEMBER 2004

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

**Table 9.1 - Sick Leave, 1 January 2004 till 31 December 2004**

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)	2795.5	89.3	194	33.1	14	398	586	2495
Skilled (Levels 3-5)	3721.5	87.5	252	43	15	699	586	3255
Highly skilled production (Levels 6-8)	1856	87.5	130	22.2	14	645	586	1624
Highly skilled supervision (Levels 9-12)	23	52.2	8	1.4	3	15	586	12
Senior management (Levels 13-16)	8	0	2	0.3	4	13	586	0
<b>Total</b>	<b>8404</b>	<b>87.9</b>	<b>586</b>	<b>100</b>	<b>14</b>	<b>1770</b>	<b>586</b>	<b>7386</b>

**Table 9.2 - Disability Leave (Temporary and Permanent)**

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
Lower skilled (Levels 1-2)	151	100	12	25	13	21	151	48
Skilled (Levels 3-5)	711	100	23	47.9	31	130	711	48
Highly skilled production (Levels 6-8)	324	100	13	27.1	25	105	324	48
<b>TOTAL</b>	<b>1186</b>	<b>100</b>	<b>48</b>	<b>100</b>	<b>25</b>	<b>256</b>	<b>1186</b>	<b>48</b>

**Table 9.3 - Annual Leave**

Salary Band	Total Days Taken	Average Employee	per Employment
Lower skilled (Levels 1-2)	4660.68	21	224
Skilled (Levels 3-5)	5789.24	21	280
Highly skilled production (Levels 6-8)	3555.16	24	148
Highly skilled supervision (Levels 9-12)	237	16	15
Senior management (Levels 13-16)	52	26	2
<b>Total</b>	<b>14294.08</b>	<b>21</b>	<b>669</b>

**Table E 9.4 - Capped Leave**

Salary Band	Total days of capped leave taken	Average number of days taken per employee
Lower skilled (Levels 1-2)	198	5
Skilled (Levels 3-5)	205	4
Highly skilled production (Levels 6-8)	202	6
Senior management (Levels 13-16)	2	2
<b>Total</b>	<b>607</b>	<b>5</b>

**Table 9.5 - Leave Pay-outs**

Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee (R)
Leave payout for 2004/05 due to non-utilisation of leave for the previous cycle	16	3	5333
Capped leave payouts on termination of service for 2004/05	83	20	4150
Current leave payout on termination of service for 2004/05	28	8	3500
<b>Total</b>	<b>127</b>	<b>31</b>	<b>4097</b>



## 10. HIV/AIDS & HEALTH PROMOTION PROGRAMS

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	
XXX	XXX	
XXX	XXX	

Table 10.2 - Details of Health Promotion and HIV/AIDS Programmes [tick Yes/No and provide required information]

Question	Yes	No	Details, if yes
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As a Chief Directorate of the Department of Home Affairs this responsibility is vested at the Department.

## 11. LABOUR RELATIONS

Table 11.1 - Collective Agreements

As a Chief Directorate of the Department of Home Affairs the responsibility is vested at the Department.

Table 11.2 – Misconduct and Disciplinary Hearings Finalised

Outcomes of disciplinary hearings	Number	Percentage of Total
Corrective counseling		
Final written warning		
Suspended without pay		
Dismissal	1	100
<b>Total</b>	<b>1</b>	<b>100</b>

**Table 11.3 - Types of Misconduct Addressed and Disciplinary Hearings**

Type of misconduct	Number	% of total
Unauthorised absenteeism	0	0
Assault & Disrespective conduct	1	100
<b>Total</b>	<b>1</b>	<b>100</b>

**Table 11.4 - Grievances Lodged**

Number of grievances addressed	Number	% of total
Resolved	4	66.7
Not resolved	2	33.3
<b>Total</b>	<b>6</b>	

**Table 11.5 - Disputes Lodged**

Number of disputes addressed	Number	% of total
Upheld	0	0
Dismissed	0	0
<b>Total</b>	<b>0</b>	

**Table 11.6 - Strike Actions**

<b>Strike Actions</b>	—
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

**Table 11.7 - Precautionary Suspensions**

<b>Precautionary Suspensions</b>	—
Number of people suspended	2
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	10



HUMAN RESOURCE: Government Printing Works

## 12. SKILLS DEVELOPMENT

**Table 12.1 - Training Needs identified**

This information is included in the Department of Home Affairs report.

**Table 12.2 - Training Provided**

This information is included in the Department of Home Affairs report.

## 13. INJURY ON DUTY

The following table provides basic information on injury on duty.

**Table 13.1 - Injury on Duty**

Nature of injury on duty	Number	% of total
Required basic medical attention only	34	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
<b>Total</b>	<b>34</b>	<b>100</b>

## 14. UTILIZATION OF CONSULTANTS

Government Printing Works had no special projects. Tables 14.1 14.4 are therefore not applicable to this Department







