

Vote 4

Home Affairs

Budget summary

R million	2010/11				2011/12	2012/13
	Total to be appropriated	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	1 470.9	1 371.8	1.3	97.8	1 468.8	1 483.3
Services to Citizens	1 446.0	1 401.2	3.3	41.5	1 386.2	1 429.3
Immigration Services	1 219.7	1 219.4	0.3	–	1 238.5	1 275.8
Transfers to Agencies	1 583.0	–	1 583.0	–	910.1	956.4
Total expenditure estimates	5 719.6	3 992.4	1 587.8	139.3	5 003.5	5 144.8

Executive authority Minister of Home Affairs

Accounting officer Director-General of Home Affairs

Website address www.dha.gov.za

The Estimates of National Expenditure booklets for individual votes are available on www.treasury.gov.za. They provide more comprehensive coverage of vote specific information, particularly about goods and services, transfers, public entities and lower level institutional information.

Aim

The aim of the Department of Home Affairs is to efficiently determine and safeguard identity and status, and regulate migration to ensure security, promote development and fulfil its international obligations.

Programme purposes

Programme 1: Administration

Purpose: Overall management of the department and centralised support services.

Programme 2: Services to Citizens

Purpose: Secure, efficient and accessible services and documents for citizens and lawful residents.

Programme 3: Immigration Services

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

Programme 4: Transfers to Agencies

Purpose: Financial support to the Film and Publication Board, the Government Printing Works and the Electoral Commission.

Strategic overview: 2006/07 – 2012/13

The Department of Home Affairs fulfils its civic function by acting as the custodian of citizenship and identity. The department also regulates immigration, which is critical for development and security. It enforces the

Immigration Act (2002) and determines the status of asylum seekers and refugees in accordance with its international obligations and the Bill of Rights.

The department has identified three key strategic priorities over the MTEF period: to affirm, record and secure the identity of all citizens and other individuals who live in South Africa; to facilitate and regulate immigration in the interest of national security and development; and to ensure that department officials respond to the needs of all citizens by delivering an accessible, honest, caring and efficient service.

Key priorities

Inclusive citizenship

In line with its strategic priority relating to citizenship, the department will launch national campaigns to register the births of all citizens and issue identity documents to all citizens 16 years or older. The national birth registration and ID campaigns will strengthen inclusive citizenship and nation building. Going forward, this must be supported by ensuring that all citizens have access to excellent levels of service, which will require ongoing investment in training, information systems and infrastructure.

Immigration policy

To effectively implement its immigration policy, the department will continue to improve the security of business processes and systems, as well as improve the permitting system for temporary and permanent residence permits, and section 22 asylum permits. The department has also identified specific immigration policy issues to be addressed through stakeholder engagement, including: clarifying the distinction between asylum seekers and economic migrants; documenting all people living in South Africa; and a responsive and secure permitting system that minimises risks while enabling the immigration of persons who can help grow the economy.

Service delivery

In May 2007, against the backdrop of many years of consistent poor performance, the Department of Home Affairs implemented the turnaround strategy to transform the department into an efficient, service oriented organisation. From the outset, the strategy was designed around what citizens want and need. Significant achievements such as the reduced turnaround time for key documents are underpinned by better control over many operational areas, including the use of management information.

In 2008/09, the department developed a draft macro policy framework to define the department's role and align the department with government priorities. This work informed the formulation of the department's strategic goals. In November 2008, the Minister of Home Affairs approved the discussion of the framework with other departments before presenting it to Cabinet.

The department has identified the following key priorities to ensure that the turnaround strategy is sustainable and builds on what has already been achieved: leadership, management and governance, skilled staff with the right values, integrated business processes and systems, facilitative infrastructure, and a favourable working environment.

In phase 1, in the second half of 2007, the turnaround strategy focused on defining new processes to improve service delivery and realise benefits in the short term. The agenda for phase 1 was: vision and design; contracts and security; planning and reporting; finance and risk; track and trace; identity document process; governance and operations; permits and refugees; IT; employee relationship; and strategic initiative governance.

The main focus of phase 2 was on implementing the new model for the department, designed in phase 1. The aim was to implement the new model without disrupting services and in way that is sustainable beyond 2009. Phase 2 consisted of 5 functional work streams (civic services, immigration services, support services, finance, and IT) and 55 projects.

Measures against corruption

The department will implement strategies to prevent, detect and take action against corruption and crime. Sound financial management, better information systems and better use of technology will also be prioritised over the medium term.

Amending legislation

The department intends developing a policy that distinguishes between asylum seekers and economic migrants. The majority of illegal foreigners from the South African Development Community (SADC), in particular Zimbabwean nationals, are not asylum seekers but looking for work. At present, economic migrants use the asylum seekers process and consequently many applications are rejected. To implement the policy on economic migrants requires amending the Immigration Act (2002).

The department is doing research to establish at what age the fingerprints of children can be taken. Taking children's fingerprints before they are eligible for an identity document will ensure that only South African citizens are on the national population register, and will eliminate the need for authentication and speed up the identity document application process. The Identification Act (1997) would have to be amended to do this.

Completing the turnaround strategy for building the new Department of Home Affairs

The Department of Home Affairs is a healthier and more efficient organisation than it was in June 2007 when the turnaround strategy was implemented.

Core projects implemented to improve service delivery and customer experience

Civic services

- Rolling out late registration involves registering citizens who are 15 years and older and not on the national population register. 82 000 registrations were done in 2008 and 2009. The target is to register an estimated 700 000 by the end of 2011.
- As a result of the new passport system and machine, the average turnaround time for issuing passports was reduced from 41 days in 2008 to 19 days in 2009, with some passports issued in less than 10 days.
- Redesigning the registration process for births, marriages and deaths (including certificate decentralisation), was completed by the end of 2009 and security features were added on abridged certificates. Now birth registrations are finalised in 8 days in 82 per cent of cases.
- The contact centre was bolstered to answer calls in less than a minute. More than 1 million contacts were handled in 2009 and more than 96 per cent of calls were answered within 20 seconds. The number of agents for the back office or second line queries was increased from 22 to 39 by the end of 2009.
- Model offices for each different office type were designed, using the centre of excellence principle. Designs were completed for six office types by the end of 2009, as well as the human resource model and resource plan.
- The department's footprint (including in the Thusong service centres) has been extended by establishing 68 new service points since August 2007.
- The reach and effectiveness of mobile units has been improved, including ensuring that they reach remote locations. 73 per cent use of mobile units had been achieved by the end of 2009.
- The online verification system to verify the identity of clients on application had been implemented at 226 offices by the end of 2009.
- The average turnaround time for re-issuing an identity document is now 30 days, from 56 days in 2008, and for first issue it is 90 days, from 127 days in 2008.

Immigration services

- Meeting immigration needs for the 2010 FIFA World Cup includes complying with the FIFA guarantees and introducing permanent changes to immigration structures, standard operating procedures, and the technological platform used to perform day-to-day immigration functions. Many of the 2010 FIFA World Cup projects were tested and implemented during the FIFA 2009 Confederations Cup. The remaining projects will be completed by the end of April 2010.
- One day processing of asylum seekers' applications at refugee status determination offices across the country has been sustained since October 2009, and all six offices are functioning optimally.
- The large account unit was set up to facilitate the processing of corporate permits and reduce the turnaround times for temporary and permanent residence permits. 52 large account units have been established since July 2007. A track and trace system for permit applications has also been implemented and the adjudication of temporary residence permits has been centralised to a single hub.
- Transforming the Inspectorate requires identifying standardised inspection processes and training all inspectorate staff. A case management system was designed and implemented in 2009, and a standardised reporting tool and new governance model were introduced.
- The operating costs of the Lindela facility have been reduced by reducing the occupancy rate and amortising the improvements that the department has made to the facility. The department has successfully negotiated with a service provider the provision of medical screening and primary health care facilities as well as registration facilities for the deportees' property without additional cost to the department.
- Transforming port control involves adhering to the 1.5 – 2 minute processing time per traveller at OR Tambo, Cape Town and Durban international airports. An operations improvement programme was piloted at OR Tambo International Airport (South Africa's main port of entry, with the highest volumes) and will now be rolled out to other key air, land and maritime ports of entry. This is a key project for ensuring improved standards of service delivery before the 2010 FIFA World Cup.

Service delivery improvement projects were also successfully implemented in support services, finance and IT.

Conclusion

While there are still many challenges for the Department of Home Affairs, valuable lessons have been learnt since June 2007, and transformation efforts over the past two years have resulted in significant gains and concrete improvements. The complete benefits of the new Department of Home Affairs will be seen in years to come. For now, the department has been set on the road to recovery.

Savings and cost effective service delivery

Before the turnaround strategy started, the department had recognised that operational efficiency requires modern, integrated information systems and communication networks, especially at service delivery points. Although the turnaround strategy reduced the time to issue enabling documents, this did not translate into significant cost savings. However, the department has identified efficiency savings in non-service delivery areas amounting to R85.2 million in 2010/11, R84.2 million in 2011/12 and R64.4 million in 2012/13. These savings are on advertising, catering and entertainment, travel and subsistence, and facilities and venues.

In addition, the department started implementing the Who Am I Online project in 2008/09 as part of its long term strategy to eliminate waste, reduce the cost of providing services to the public, and be generally more efficient and effective. The project aims to switch from a manual paper based system to a paperless environment where all transactions are processed online and in real time. This will reduce future costs for paper forms, courier services and the maintenance of outdated or obsolete systems, which will be replaced. These cost reductions have not yet been quantified.

Selected performance indicators

Table 4.1 Home Affairs

Indicator	Programme	Past			Current	Projections		
		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Number of new birth, death and marriage registrations per year	Services to Citizens	2 136 887	2 058 126	2 144 575	2 251 803	2 364 393	2 482 613	2 606 743
Number of days taken to issue all passports and travel documents	Services to Citizens	50	41	10	10	10	5	5
Number of passports and travel documents issued per year	Services to Citizens	1 006 701	1 081 771	1 189 948	1 308 942	1 439 837	1 583 820	1 663 011
Number of days to issue an identity document (first issue)	Services to Citizens	–	127	60	90	40	40	40
Number of days to issue an identity document (second issue)	Services to Citizens	–	98	56	30	30	30	30
Number of identity documents issued per year	Services to Citizens	1 986 000	1 986 000	3 972 000	1 986 000	1 986 000	2 085 000	2 189 565
Number of days to issue section 22 asylum permits	Immigration Services	6	5	1	1	1	1	1
Number of months to issue refugee status determinations	Immigration Services	–	12	6	6	6	6	6
Number of days to issue refugee identity documents	Immigration Services	–	180	90	90	90	45	45
Total number of permanent and temporary residence permits issued	Immigration Services	43 595	117 436	84 979	40 100	80 000	85 000	90 000
Total number of arrivals and departures cleared	Immigration Services	26 028 987	27 509 891	27 547 297	28 984 996	57 969 992	30 500 000	31 200 000
Clearance time (minutes) for entry and exit of travellers	Immigration Services	–	1.5-2	1.5-2	1.5-2	1.5-2	To be discontinued.	–
Number of illegal foreigners deported per year	Immigration Services	266 067	245 294	312 142	200 000	224 000	257 000	295 600
Number of months to issue permanent residence permits	Immigration Services	24	24	12	6	6	6	6
Number of weeks to issue temporary residence permits: work, business, and corporate	Immigration Services	8	8	6	4	4	3	3
Number of weeks to issue temporary residence permits: study, treaty, exchange, and retired persons	Immigration Services	6	6	4	1	1	1	1
Number of days to issue temporary residence permits: visitors, medical, and asylum transit	Immigration Services	1	1	1	1	1	1	1
Number of days to issue temporary residence permits: intra-company transfer	Immigration Services	6	6	4	10	10	10	10

Expenditure estimates

Table 4.2 Home Affairs

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09	2009/10		2010/11	2011/12	2012/13
R million								
1. Administration	643.8	890.2	1 352.8	1 314.9	1 314.9	1 470.9	1 468.8	1 483.3
2. Services to Citizens	968.3	930.1	1 151.3	1 381.4	1 277.0	1 446.0	1 386.2	1 429.3
3. Immigration Services	571.7	806.9	952.2	1 255.6	1 255.6	1 219.7	1 238.5	1 275.8
4. Transfers to Agencies	363.1	614.7	1 210.3	1 311.9	1 311.9	1 583.0	910.1	956.4
Total	2 546.9	3 241.7	4 666.6	5 263.8	5 159.4	5 719.6	5 003.5	5 144.8
Change to 2009 Budget estimate				213.2	108.8	138.8	(3.5)	23.0

Table 4.2 Home Affairs (continued)

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09	2009/10		2010/11	2011/12	2012/13
R million								
Economic classification								
Current payments	1 771.2	2 368.9	3 139.3	3 713.9	3 713.9	3 992.4	3 976.4	4 071.2
Compensation of employees	844.7	1 087.0	1 296.0	1 659.1	1 659.1	1 896.2	2 134.8	2 243.7
Goods and services	926.6	1 282.0	1 843.2	2 054.8	2 054.8	2 096.2	1 841.7	1 827.5
<i>of which:</i>								
Computer services	191.5	127.2	247.5	291.1	291.1	265.2	272.9	265.5
Contractors	20.0	101.1	96.0	233.9	233.9	237.5	146.5	146.5
Lease payments	0.2	93.7	165.5	316.3	316.3	497.3	335.8	334.3
Travel and subsistence	242.4	257.6	235.2	188.5	188.5	177.7	168.1	162.6
Transfers and subsidies	368.2	625.8	1 221.8	1 316.5	1 316.5	1 587.8	915.3	961.9
Provinces and municipalities	1.0	0.5	0.6	–	–	–	–	–
Departmental agencies and accounts	363.1	614.7	1 210.3	1 311.9	1 311.9	1 583.0	910.1	956.4
Payments for capital assets	397.4	220.3	305.0	233.4	129.0	139.3	111.8	111.8
Buildings and other fixed structures	45.9	–	–	–	–	–	–	–
Machinery and equipment	233.1	178.7	164.2	94.0	94.0	139.3	111.8	111.8
Software and other intangible assets	118.4	41.6	140.7	139.4	35.0	–	–	–
Payments for financial assets	10.0	26.7	0.5	–	–	–	–	–
Total	2 546.9	3 241.7	4 666.6	5 263.8	5 159.4	5 719.6	5 003.5	5 144.8

Expenditure trends

Expenditure increased from R2.5 billion in 2006/07 to R5.3 billion in 2009/10, at an average annual rate of 27.4 per cent, mainly as a result of additional allocations made for: capacity building, an increase in the number of Department of Home Affairs offices, the refurbishment of existing offices, the department's repair and maintenance programme, the Who Am I Online project, design and planning for the 2010 FIFA World Cup, the transformation of port control, the new passport system, and the Electoral Commission. In particular, the 27.3 per cent increase in expenditure in 2007/08 was due to service delivery improvement initiatives such as a track and trace system, the contact centre, and a queue management system. The 44 per cent increase in expenditure in 2008/09 related to transfers to the Electoral Commission to prepare for the 2009 elections, as well as increased allocations to the Film and Publication Board to expand its monitoring, research and compliance capabilities, and to the Government Printing Works for a new production facility.

Over the medium term, expenditure is expected to decline from R5.3 billion in 2009/10 to R5.1 billion in 2012/13 at an average annual rate of 0.8 per cent, due to a downwards adjustment to the allocation for the Electoral Commission in non-election years.

The department receives an additional allocation of R150 million in 2010/11 for the Electoral Commission to prepare for the 2011 local government elections. The department also receives R192.1 million over the medium term for salary adjustments. The entities also receive the following salary adjustments over the medium term: Electoral Commission, R30.4 million; Film and Publication Board, R3.5 million; and the Government Printing Works, R16.1 million.

Infrastructure spending

In 2008/09, the department implemented the Who Am I Online project. The total cost is estimated at R2.2 billion over 5 years. R390.4 million has been spent since 2008/09, and the following amounts have been allocated over the MTEF period: R394.3 million, R299.3 million and R298.6 million. Although only partial funding has been allocated for the project, National Treasury has approved the business case for the total lifecycle cost of R2.2 billion beyond the MTEF period.

Who Am I Online

In 2008 the department started with the implementation of the Who Am I Online project, an integrated IT system which will enable the department to process transactions for issuing identity documents, birth, death and marriage certificates, passports, visa permits, section 22 asylum permits, refugee identity documents, citizenship certificates and permanent and temporary residence permits. The system allows transactional processing and simultaneously supports information about photographs, fingerprints, signatures and voice recordings, demographic information, and scanned supporting documents.

Objectives and measures

- Replace outdated and obsolete legacy systems and improve overall system security.
- Improve agility through the use of workflow and by compliance with service oriented architecture.
- Improve integrity by enforcing business rules.
- Introduce the general live capture concept, with highly configurable counters housing integrated client service consoles backed by fault tolerant controllers for offline processing at any office to address queuing and other aspects of the customer experience.
- Revitalise all enabling documents (including passports, identity documents, certificates, permits and warrants).
- Review and realign all legislation administered by the department to enable the new technological solutions.

Achievements

- Preparation for the testing environment at the ID factory was completed.

Steps for 2010/11

- Operationalise the production environment and related connectivity.
- Expedite the office readiness assessments at selected ports of entry.
- Address the expectations of various stakeholders.

While tangible evidence of developments and investments may be lacking at present, the significant progress that has been made will be seen as soon as the production environment is operationalised.

Departmental receipts

Revenue is mainly generated from fees charged for issuing passports and other official documents. A 20.8 per cent increase in revenue is expected in 2009/10, due to the projected increase in the demand for identity documents before the national, provincial and local government elections, and increases in the demand for travel documents related to the 2010 FIFA World Cup.

Table 4.3 Departmental receipts

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Medium-term receipts estimate		
	2006/07	2007/08	2008/09	2009/10		2010/11	2011/12	2012/13
Departmental receipts	468 239	421 123	355 673	429 489	429 489	455 256	482 575	506 704
Sales of goods and services produced by department	445 765	369 460	304 891	415 126	415 126	440 031	466 436	489 758
Sales of scrap, waste, arms and other used current goods	2	12	13	–	–	–	–	–
Fines, penalties and forfeits	18 035	28 788	17 094	14 164	14 164	15 014	15 915	16 711
Interest, dividends and rent on land	154	1 783	608	199	199	211	224	235
Sales of capital assets	1	–	–	–	–	–	–	–
Transactions in financial assets and liabilities	4 282	21 080	33 067	–	–	–	–	–
Total	468 239	421 123	355 673	429 489	429 489	455 256	482 575	506 704

Programme 1: Administration

Expenditure estimates

Table 4.4 Administration

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
R million							
Minister ¹	0.8	1.0	1.6	1.7	1.8	1.9	2.0
Deputy Minister ¹	0.7	0.7	1.3	1.4	1.5	1.6	1.7
Management	67.7	77.4	100.1	107.7	115.1	122.5	123.8
Strategic Support	45.1	198.5	414.6	177.9	112.6	119.8	122.4
Corporate Services	395.1	438.8	636.9	816.4	997.6	903.0	906.9
Human Resources	90.7	94.9	113.7	105.7	105.0	106.0	107.9
Financial Services	75.1	99.9	107.4	121.5	126.4	129.0	131.6
Government Motor Transport	17.7	3.4	21.5	22.0	23.3	24.7	24.7
Information Services	146.0	224.4	225.1	183.9	221.4	230.1	230.0
Transversal IT Projects	65.6	16.3	169.2	383.4	521.5	416.6	416.0
Office Accommodation	134.4	173.8	198.2	209.7	242.3	319.9	326.5
Total	1 038.9	1 329.0	1 989.7	2 131.4	2 468.6	2 375.1	2 393.5
Change to 2009 Budget estimate				117.3	(8.5)	(17.1)	(12.8)

1. From 2008/09, the current payments relating to the total remuneration package of political office bearers are shown, before this, only salary and car allowance are included. Administrative and other subprogramme expenditure may in addition include payments for capital assets as well as transfers and subsidies.

Economic classification

Current payments	504.4	831.6	1 224.1	1 261.6	1 371.8	1 375.6	1 390.0
Compensation of employees	140.7	160.0	180.6	229.2	290.0	308.8	324.6
Goods and services	363.7	671.6	1 043.5	1 032.4	1 081.8	1 066.8	1 065.4
of which:							
Computer services	78.7	95.0	170.5	154.2	141.3	173.5	172.2
Contractors	17.5	32.7	29.3	105.6	26.5	33.3	33.2
Lease payments	0.2	93.7	164.1	315.1	495.7	334.5	333.0
Travel and subsistence	61.3	49.3	65.3	67.6	62.0	77.5	77.0
Transfers and subsidies	1.2	2.7	2.2	1.3	1.3	1.4	1.5
Provinces and municipalities	0.5	0.5	0.6	–	–	–	–
Households	0.7	2.3	1.6	1.3	1.3	1.4	1.5
Payments for capital assets	138.1	29.1	126.0	52.0	97.8	91.7	91.7
Buildings and other fixed structures	45.9	–	–	–	–	–	–
Machinery and equipment	83.3	22.3	63.0	52.0	97.8	91.7	91.7
Software and other intangible assets	8.8	6.8	63.0	–	–	–	–
Payments for financial assets	0.0	26.7	0.5	–	–	–	–
Total	643.8	890.2	1 352.8	1 314.9	1 470.9	1 468.8	1 483.3

Expenditure trends

Expenditure increased from R643.8 million in 2006/07 to R1.3 billion in 2009/10, at an average annual rate of 26.9 per cent, for the refurbishment of the department's offices and information systems. The significant increases of 38.3 per cent in 2007/08 and 52 per cent in 2008/09 were mainly for the repair and maintenance of offices and expanded capacity in support services. The decrease of 2.8 per cent in 2009/10 was due to the reallocation of funds for the turnaround strategy to the *Services to Citizens* and *Immigration Services* programmes. The significant increases of 28.2 per cent between 2008/09 and 2009/10 in expenditure for the subprogramme *Corporate Services* was because the allocations for Who Am I Online were moved from the *Immigration Services* programme to this programme. The increases of 45.1 per cent between 2007/08 and 2008/09 were due to the amounts allocated for the Who Am I Online project.

Over the MTEF period, spending is estimated to increase at an average annual rate of 4.1 per cent to reach R1.5 billion in 2012/13, mainly to provide for increased capacity in support services. The spending focus over the MTEF period will be on the implementation of the Who Am I Online project.

Programme 2: Services to Citizens

- *Management.*
- *Status Services* regulates all matters relating to the national population register. These include: maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship. Funding is mainly used to cover the costs of issuing identity documents to first time applicants.
- *Identification* oversees issues relating to identity, such as fingerprints, photographs and identity documents. Once personal details are recorded in the national population register, identity documents are issued. The subprogramme is responsible for storing fingerprints in the central database of the automated fingerprint identification system and for its overall administration. Funding is mainly used for salaries and other personnel related costs.
- *Hanis* includes projects designed to develop, establish and maintain national identity systems. The subprogramme is responsible for the overall maintenance of existing systems and for ensuring that they are rehabilitated when the technology becomes obsolete. Funding is mainly used for monthly maintenance costs.
- *Civic Channel Management* is a multichannel service for resolving customer queries. Funding is used to employ 102 front office agents and 22 back office agents. The number of agents will be increased in line with the high demand for the services provided by the customer service centre.
- *Provincial Civic Services* provides for civic services in the provinces and the necessary support functions. Provincial offices are responsible for collecting applications for and processing enabling documents. Funding is mainly used for salaries and other personnel related costs.

Objectives and measures

- Improve the accuracy and reliability of the national population register by discontinuing the late registration of births process by the end of 2012.
- Improve specified services and products to eligible citizens and residents by reducing the time taken to issue valid documents:
 - unabridged birth, marriage and death certificates: from 60 days in 2009/10 to 5 days in 2012/13
 - passports and travel documents: from 10 days in 2009/10 to 5 days in 2012/13
 - first issue of an identity document: from 45 days in 2009/10 to 40 days in 2012/13.
- Maintain service delivery levels by maintaining the turnaround time for the second issue of an identity document at 30 days from 2009/10 to 2012/13.

Service delivery focus

The department has reduced the turnaround time for re-issuing identity documents to 30 days through operations management, process reviews and an identity document track and trace system. However, the turnaround time for first issues has increased to 90 days (compared to the target of 60 days), because first issues require birth records, permanent residence or naturalisation to be verified, which takes up to 2 months, and implementing the biometric access control management system resulted in slower mass data inputs. The average turnaround time for passports is 19 days. The target of 10 days could not be achieved due to difficulties with the new passport system.

Online fingerprint verification had been introduced at 226 offices by the end of September 2009. This technology enables front office personnel to verify the identity of clients on application, reducing the need to forward applications to the central identity document production facility in Tshwane. Temporary identity certificates can be issued on the spot. In 2008/09, the department opened 45 new service points (20 permanent service points, 7 district offices and 18 Thusong service centres). An audit of the number of offices in the department is currently under way, which will determine how many more offices will be opened.

The contact centre handled 1 163 832 contacts (calls, faxes, and emails) in 2008/09. The abandonment rate was less than 1 per cent, and 96.25 per cent of calls were answered within 20 seconds. Currently, 110 trained call agents handle close to 135 000 contacts a month. From April to November 2009, 1 074 528 contacts were handled, and 96.08 per cent of calls were answered within 20 seconds. This means that more than 1 million queries a year can now be taken out of the department's offices and resolved through the call centre. The department has also increased staff at the office for second line queries from 22 to 39.

The slow turnaround time for unabridged birth, marriage and death certificates (approximately 60 days) is due to outdated record management systems.

Expenditure estimates

Table 4.5 Services to Citizens

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
R million							
Management	4.0	5.0	27.4	29.3	74.8	26.4	26.9
Status Services	67.0	84.2	97.3	192.9	205.7	114.4	116.0
Population Register	26.3	32.2	37.6	45.4	52.3	55.7	57.8
Travel Document and Citizenship	40.7	47.5	55.5	48.5	50.2	47.3	46.9
EDMS	–	–	–	3.3	3.2	3.3	3.3
National Population Register	–	–	–	13.3	9.1	8.2	8.0
Passport System	–	4.5	4.2	82.4	90.8	–	–
Identification	94.5	99.0	112.9	118.4	127.0	135.2	140.0
Identification	39.6	42.1	46.2	50.1	53.5	57.2	59.9
Identity Documents	55.0	56.8	66.7	68.3	73.5	78.1	80.1
Hanis	276.9	221.7	214.7	227.9	107.4	103.7	103.8
Hanis Identification Infrastructure	118.0	71.6	57.2	60.1	66.7	74.4	74.5
Hanis DRS	112.6	24.2	27.4	25.7	40.7	29.3	29.4
Hanis Techno Refresh	–	118.6	130.1	37.7	–	–	–
Back Record Conversion	46.3	–	–	–	–	–	–
Smart ID Card	–	7.3	–	104.4	–	–	–
Civc Channel Management	99.0	28.1	48.1	128.0	194.1	214.6	218.7
Customer Service Centre	2.6	7.4	34.9	105.8	102.0	108.6	108.5
Footprint Development and Hospitals	–	–	–	0.8	5.4	5.7	6.0
Mobile Units (Maintenance)	96.4	20.6	13.2	20.6	64.6	16.1	15.8
Mobile Units Optimisation	–	–	–	0.8	22.1	84.2	88.4
Provincial Civic Services	426.7	492.2	650.9	684.8	737.1	791.8	823.8
Kwazulu-Natal	49.2	57.3	77.3	90.9	102.5	109.3	113.8
Mpumalanga	33.4	39.1	50.4	35.6	52.2	61.0	63.4
Free State	30.1	36.1	45.8	51.9	54.3	57.9	60.2
Northern Cape	15.1	21.1	28.4	32.1	36.7	39.2	40.7
North West	45.9	52.5	67.4	73.2	75.8	81.0	84.3
Eastern Cape	63.6	73.7	93.6	94.0	96.8	103.3	107.2
Western Cape	38.8	44.1	61.6	71.4	74.8	79.8	83.1
Gauteng	95.0	110.8	148.6	149.9	156.2	166.8	173.6
Limpopo	55.6	57.6	77.7	85.7	87.8	93.7	97.6
Total	968.3	930.1	1 151.3	1 381.4	1 446.0	1 386.2	1 429.3
Change to 2009 Budget estimate				22.7	(8.4)	2.4	13.2

Table 4.5 Services to Citizens (continued)

R million	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Economic classification							
Current payments	712.6	777.8	1 010.2	1 233.9	1 401.2	1 382.7	1 425.7
Compensation of employees	411.3	475.4	622.6	744.3	845.4	962.4	1 011.5
Goods and services	301.3	302.4	387.6	489.6	555.8	420.3	414.2
of which:							
Computer services	112.8	32.1	34.0	40.1	41.2	36.4	35.5
Contractors	2.1	67.8	66.0	127.8	210.4	112.7	112.9
Lease payments	–	0.0	0.0	0.8	0.8	0.6	0.6
Travel and subsistence	59.1	63.3	80.3	52.0	53.4	42.9	41.6
Transfers and subsidies	2.4	4.8	7.3	3.1	3.3	3.5	3.6
Provinces and municipalities	0.3	–	–	–	–	–	–
Households	2.1	4.8	7.3	3.1	3.3	3.5	3.6
Payments for capital assets	252.5	147.4	133.8	144.4	41.5	–	–
Machinery and equipment	143.0	141.7	59.0	40.0	41.5	–	–
Software and other intangible assets	109.6	5.7	74.8	104.4	–	–	–
Payments for financial assets	0.8	–	–	–	–	–	–
Total	968.3	930.1	1 151.3	1 381.4	1 446.0	1 386.2	1 429.3

Expenditure trends

Expenditure increased from R968.3 million in 2006/07 to R1.4 billion in 2009/10 at an average annual rate of 12.6 per cent, mainly to provide for compensation of employees. Over the medium term, spending is estimated to increase marginally, at an average annual rate of 1.1 per cent.

Expenditure in the *Provincial Civic Services* subprogramme accounts for a significant portion of overall spending at frontline offices. Spending is expected to increase steadily at an average annual rate of 6.4 per cent, from R684.8 million in 2009/10 to R823.8 million in 2012/13. The large initial capital investment required to start the call centre is reflected in expenditure in the *Civic Channel Management* subprogramme for 2006/07, and explains the significant decline of 71.7 per cent in expenditure in 2007/08. The 166.1 per cent increase in expenditure on the programme in 2009/10 and over the medium term is mainly for increasing the number of call centre agents. The increases of 10.8 per cent in expenditure for compensation of employees over the medium term is due to the 225 additional personnel planned to be recruited in this programme.

Programme 3: Immigration Services

- *Management*.
- *Admissions* controls visas, the admission of travellers at ports of entry, the processing of applications for permanent and temporary residence permits, as well as work, study and other temporary permits. Funding is mainly used for salaries and other personnel related costs.
- *Immigration Control* deals with immigration matters in foreign countries, detects, detains and deports illegal immigrants in terms of the Immigration Act (2002), and provides policy directives on immigration matters. The subprogramme is responsible for: developing the strategy for deporting illegal immigrants; the operational management of services at the Lindela holding facility, which includes accommodation, catering, security and medical services for offenders; and liaising with embassies on the deportation of illegal immigrants. Funding is mainly used for salaries, operational costs for the holding facility, and transportation costs for deportees.
- *Provincial Immigration Control* provides for the delivery of immigration services in the provinces and the necessary support functions. Funding is distributed based on the number of employees at each province.
- *Refugee Affairs* considers and processes refugee asylum cases in line with the Refugees Act (1998). The subprogramme is responsible for processing and issuing section 22 asylum permits, referring appeals to the standing committee on refugee affairs for adjudication, and handing over unsuccessful applicants to

immigration control for deportation. There are five refugee reception offices: Pretoria (Marabastad), Johannesburg (Crown Mines), Durban, Cape Town and Port Elizabeth. Funding is mainly used for salaries and office equipment.

- *Foreign Missions* delivers core immigration functions in foreign countries. The subprogramme also acts as a portal for communication and information, communicates policies and procedures determined by civic services, and manages enquiries from foreign offices. Funding is mainly used for salaries in foreign missions and office and other equipment.

Objectives and measures

- Improve immigration control and services by reducing the time taken to issue valid documents:
 - refugee identity documents: from 3 months in 2009/10 to 45 days by the end of 2012/13
 - temporary residence permits (work, business, corporate): from 4 weeks in 2009/10 to 3 weeks in 2012/13.
- Maintain the standard of immigration control and services over the MTEF period:
 - section 22 asylum permits: same day
 - refugee status determination: 6 months
 - permanent residence permits: 6 months
 - temporary residence permits (study, treaty, exchange, retired persons): 1 week
 - temporary residence permits (visitors, medical, asylum transit): 1 day
 - temporary residence permits (intra-company transfer): 10 days
 - clearance time for movement of South African and foreign travellers through land and air border posts: 1.5-2 minutes per traveller by increasing the number of immigration officers from 1 433 in 2009/10 to 1 986 by 2012/13 at ports of entry.
- Expand service delivery to large corporate accounts by growing the number of accounts serviced from 70 in 2009/10 to 100 in 2011/12.

Service delivery focus

Since the inception of the large account unit in July 2007, the servicing of corporate clients has grown very quickly. At the end of 2008/09, there were 53 corporate clients in the unit. The target for additional clients will increase from 10 to 20 in 2010/11.

Targeted turnaround times for applications for temporary residence permits and permanent residence permits have been met through better management, and the backlog has been eliminated. Asylum seekers at refugee status determination offices nationally have been processed within a day since October 2009. All 6 of these offices are functioning at optimal service levels. The new law enforcement strategy provides a foundation for implementing a uniform and standardised policy on dealing with illegal immigrants.

The advanced passenger profiling target of 1.5-2 minutes per traveller is being adhered to at OR Tambo International Airport, and Cape Town and Durban international airports. Proposals to change current operational practices at OR Tambo, the largest port of entry, were approved in March 2009 and include a new shift roster system and other operational management changes. Similar systems are being implemented at Cape Town and Durban. The department's 2010 project team is improving operations at key air, land and maritime ports by revising the roster system, implementing revised management models and improving the customer experience, to comply with FIFA guarantees.

Expenditure estimates

Table 4.6 Immigration Services

Subprogramme	Audited outcome			Adjusted	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
R million							
Management	41.1	38.9	72.6	62.8	84.6	84.3	85.6
Admissions	27.6	20.6	23.0	233.1	144.2	33.0	34.1
Permits	12.8	9.3	12.8	15.4	18.1	19.3	20.1
Port Control	12.6	9.0	4.2	5.0	4.9	7.3	7.5
National Border Priorities	2.3	2.2	1.8	1.7	1.8	1.9	1.9
2010 Project Manager (Plan)	–	0.1	4.2	210.9	119.4	4.5	4.4
Immigration Control	168.6	196.8	216.8	223.3	210.3	224.0	221.4
Law Enforcement	3.1	6.3	6.4	7.9	13.6	14.5	15.1
Deportation	9.7	5.7	16.1	16.1	16.6	17.6	17.6
Lindela Holding Facility	155.8	184.7	194.2	199.3	180.1	191.9	188.8
Provincial Immigration Control	255.2	329.2	424.5	471.3	513.5	588.1	613.7
Kwazulu-Natal	25.0	30.7	36.9	47.0	53.4	61.9	64.5
Mpumalanga	30.3	41.2	49.9	47.5	56.9	77.4	80.9
Free State	25.0	33.2	40.6	45.1	47.9	59.8	62.5
Northern Cape	12.4	16.8	18.7	23.2	26.1	30.5	31.7
North West	30.0	37.6	47.8	53.1	56.3	60.4	63.0
Eastern Cape	27.4	32.1	38.1	41.4	43.5	47.2	49.0
Western Cape	20.7	27.3	38.8	46.8	50.8	55.5	58.0
Gauteng	52.5	72.6	107.5	113.4	122.2	132.4	138.3
Limpopo	31.8	37.7	46.2	53.7	56.4	63.1	65.8
Refugee Affairs	47.0	89.3	134.2	111.4	101.3	133.1	137.0
Refugee Affairs Services	4.6	5.9	20.9	30.7	14.6	15.5	15.8
National Immigration Information System	–	42.0	54.6	10.2	11.2	36.9	37.0
Refugee Backlog Project	26.4	25.0	1.6	–	–	–	–
Refugee Reception Offices	9.0	10.2	49.6	61.1	65.6	70.1	73.5
Boards and Committees	7.0	6.2	7.5	9.4	9.9	10.5	10.7
Foreign Missions	32.2	132.2	81.2	153.8	165.7	176.0	184.1
Total	571.7	806.9	952.2	1 255.6	1 219.7	1 238.5	1 275.8
Change to 2009 Budget estimate				60.5	(10.5)	(5.1)	5.0

Economic classification

Current payments	554.2	759.5	905.0	1 218.4	1 219.4	1 218.1	1 255.5
Compensation of employees	292.6	451.5	492.9	685.6	760.8	863.5	907.6
Goods and services	261.5	308.0	412.1	532.8	458.6	354.6	347.9
of which:							
Computer services	0.0	0.1	42.9	96.8	82.6	62.9	57.8
Contractors	0.4	0.6	0.7	0.4	0.6	0.5	0.4
Lease payments	–	0.0	1.4	0.4	0.8	0.7	0.6
Travel and subsistence	122.1	145.0	89.6	68.9	62.4	47.7	44.0
Transfers and subsidies	1.5	3.6	2.0	0.3	0.3	0.3	0.3
Provinces and municipalities	0.2	–	–	–	–	–	–
Households	1.3	3.6	2.0	0.3	0.3	0.3	0.3
Payments for capital assets	6.8	43.8	45.1	37.0	–	20.1	20.1
Machinery and equipment	6.8	14.8	42.2	2.0	–	20.1	20.1
Software and other intangible assets	–	29.0	2.9	35.0	–	–	–
Payments for financial assets	9.2	–	0.0	–	–	–	–
Total	571.7	806.9	952.2	1 255.6	1 219.7	1 238.5	1 275.8

Expenditure trends

Expenditure increased from R571.7 million in 2006/07 to R1.3 billion in 2009/10 at an average annual rate of 30 per cent, mainly for higher costs for detaining and deporting illegal immigrants, for implementing the advanced passenger profiling system, and for employing additional immigration officers ahead of the 2010 FIFA World Cup. The shift in 2008/09 of the *Foreign Missions* subprogramme from the *Administration*

programme to this programme also accounts for increased spending in this programme. The significant increase in expenditure of 310.4 per cent between 2006/07 and 2007/08 in the *Foreign Missions* subprogramme was for the payment of outstanding claims for services provided by the Department of International Relations and Cooperation to foreign missions.

Over the MTEF period, expenditure is estimated to increase marginally, at an average annual rate of 0.5 per cent, rising to R1.2 billion in 2010/11 and R1.3 billion in 2012/13. The increase provides for 2010 FIFA World Cup preparations, organisational implementation, and the expansion of provincial services by increasing the number of district offices. Expenditure in the *Provincial Immigration Control* subprogramme is for personnel related costs, which account for 43.7 per cent of the overall spending for the programme. The spending focus over the MTEF period will be on recruiting an estimated 100 additional immigration officers.

Programme 4: Transfers to Agencies

Through its three subprogrammes, this programme makes transfers to the Film and Publication Board, the Government Printing Works and the Electoral Commission.

Expenditure estimates

Table 4.7 Transfers to Agencies

Subprogramme	Audited outcome			Adjusted appropriation 2009/10	Medium-term expenditure estimate		
	2006/07	2007/08	2008/09		2010/11	2011/12	2012/13
R million							
Film and Publication Board	12.9	19.2	33.5	39.8	55.2	61.9	64.8
Government Printing Works	0.2	110.2	137.4	334.8	97.2	129.0	135.7
Electoral Commission	350.0	485.3	1 039.4	937.2	1 430.5	719.2	755.9
Total	363.1	614.7	1 210.3	1 311.9	1 583.0	910.1	956.4
Change to 2009 Budget estimate				12.7	166.1	16.4	17.5

Economic classification

Transfers and subsidies	363.1	614.7	1 210.3	1 311.9	1 583.0	910.1	956.4
Departmental agencies and accounts	363.1	614.7	1 210.3	1 311.9	1 583.0	910.1	956.4
Total	363.1	614.7	1 210.3	1 311.9	1 583.0	910.1	956.4

Details of selected transfers and subsidies

Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Film and Publication Board	12.9	19.2	33.5	39.8	55.2	61.9	64.8
Government Printing Works	0.2	110.2	137.4	334.8	97.2	129.0	135.7
Electoral Commission	350.0	485.3	1 039.4	937.2	1 430.5	719.2	755.9

Expenditure trends

Most of the expenditure in this programme relates to the transfers made to the Electoral Commission. The large increase in the allocation to the commission between 2008/09 and 2010/11 is driven by the elections cycle. The increases of 38.6 per cent in 2007/08 and 114.2 per cent in 2008/09 provided for preparations for the 2009 national elections.

The increase of 143.6 per cent in 2009/10 provided the Government Printing Works with the necessary funds to procure a new passport system. The R460 million machine is able to print 3 000 passports per hour.

The Film and Publication Board also receives transfer payments from the department. The increase of 74.5 per cent between 2007/08 and 2008/09 was mainly for implementing the IT system, conducting research, and establishing the anti-child pornography hotline.

Public entities and other agencies

Government Printing Works

Strategic overview: 2006/07 – 2012/13

The Government Printing Works provides security printing services to the South African government and SADC governments. The Government Printing Works was initially established as a trading account in the Department of Home Affairs, but in September 2008 its conversion to a government component in terms of the Public Service Act (2007) was approved, and in June 2009 its new status was formalised. The conversion was to allow the entity to start operating on sound business principles, setting it on the path to full profitability in the next three years. The chief executive was appointed as accounting officer with effect from April 2008.

The Government Printing Works aims to position itself as the security printer of choice in Africa. Its three key strategic thrusts over the medium term are:

Technological upgrade: The Government Printing Works has not fully recapitalised its machinery and equipment for many years, but advances in printing technology have made it necessary. An asset replacement programme has been developed and involves replacing all the old technology over the MTEF period. While new passport printing equipment has been implemented, at a cost of R460 million, the remaining aspects of the recapitalising programme depend on securing enough funding, from different sources including from the fiscus.

A new production facility: A high security environment is critical to the Government Printing Works. Currently accommodated in two separate buildings, the entity aims to acquire more secure and suitable accommodation over the medium term.

An effective marketing and business strategy: The Government Printing Works needs an aggressive marketing and business operations improvement strategy for it to become competitive and more cost effective.

Savings and cost effective service delivery

The implementation of the new passport system in August 2008 has contributed significantly to savings and effective service delivery, as the maintenance costs for the new machine will be much lower.

Another driver of cost saving will be the implementation of the enterprise resource planning system, which replaces the obsolete and outdated production and financial systems towards the end of 2009/10. In the 2009 Budget, the following savings were identified, mainly from subsistence and travel: R939 000 in 2010/11 and R1.2 million in 2011/12.

Selected performance indicators

Table 4.8 Government Printing Works

Indicator	Programme/Activity	Past			Current 2009/10	Projections		
		2006/07	2007/08	2008/09		2010/11	2011/12	2012/13
Number of editions of government and provincial gazettes published per year	Production and publications	2 300	2 064	2 520	2 772	2 857	2 943	3 090
Number of new passports printed	Production and publications	1 041 478	1 140 978	1 298 394	750 000	787 500	826 875	868 218
Number of new identity documents printed	Production and publications	2 080 114	2 345 146	2 579 660	2 708 643	2 844 075	2 986 278	3 135 591
Number of birth new certificates*	Production and publications	7.5 million	–	–	–	–	–	–
Number of new marriage certificates*	Production and publications	4 515	–	–	–	–	–	–
Number of days to recover outstanding debt	Financial management	260	230	125	110	90	60	60

* From 2008/09, this indicator will not be reported by the Government Printing Works but by the Department of Home Affairs. This decision was a result of the department's turnaround strategy.

Service delivery focus

A proudly South African security paper product, compliant with International Aviation Organisation requirements, was developed by 2 South African paper mills in 2008. A specimen was endorsed by the

government security cluster and the product is now part of the new South African passport, launched in April 2009.

Expenditure estimates

Table 4.9 Government Printing Works: Programme information

R million	Audited outcome			Revised estimate	Medium-term estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Printing of provincial and government gazettes	482.2	409.3	503.9	646.1	744.0	812.3	846.8
Total expense	482.2	409.3	503.9	646.1	744.0	812.3	846.8

Table 4.10 Government Printing Works: Financial information

Statement of financial performance R million	Audited outcome			Revised estimate	Medium-term estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Revenue							
Non-tax revenue	482.5	321.9	364.9	296.7	704.3	779.6	861.9
Sale of goods and services other than capital assets	475.7	306.8	349.9	295.0	704.3	779.6	861.9
<i>of which:</i>							
<i>Admin fees</i>	–	0.2	0.2	–	–	–	–
<i>Printing and publications</i>	475.7	306.6	349.6	295.0	704.3	779.6	861.9
<i>Other non-tax revenue</i>	6.8	15.1	15.1	1.6	0.0	0.0	0.0
Transfers received	0.2	110.3	160.9	334.8	97.2	129.0	135.7
Total revenue	482.7	432.1	525.9	631.5	801.5	908.6	997.6
Expenses							
Current expense	482.2	409.3	503.9	646.1	744.0	812.3	846.8
Compensation of employees	69.2	41.2	42.0	44.9	65.1	89.4	94.0
Goods and services	401.0	361.3	435.7	528.0	580.2	578.9	572.4
Depreciation	12.0	6.8	26.2	73.2	98.6	144.0	180.4
Total expenses	482.2	409.3	503.9	646.1	744.0	812.3	846.8
Surplus / (Deficit)	0.4	22.9	21.9	(14.6)	57.6	96.3	150.8
Statement of financial position							
Carrying value of assets	25.5	53.0	348.7	380.9	513.3	542.6	512.2
<i>of which: Acquisition of assets</i>	1.8	34.3	322.0	105.3	231.1	173.3	150.0
Inventory	96.0	104.7	126.4	200.5	177.1	123.3	125.3
Receivables and prepayments	139.2	129.8	141.0	162.0	212.3	210.6	218.8
Cash and cash equivalents	167.0	276.8	103.3	233.4	185.2	286.6	486.6
Total assets	427.7	564.3	719.3	976.8	1 087.9	1 163.1	1 342.9
Capital and reserves	342.5	361.1	383.0	383.0	383.0	383.0	383.0
Trade and other payables	83.3	91.3	108.5	513.3	625.2	629.2	667.4
Provisions	1.9	1.9	4.1	95.1	36.8	11.7	2.4
Liabilities not classified elsewhere	–	110.0	223.7	(14.6)	42.9	139.2	290.0
Total equity and liabilities	427.7	564.3	719.3	976.8	1 087.9	1 163.1	1 342.9

Expenditure trends

The Government Printing Works generates revenue mainly from printing identity documents, forms, examination papers and passports. Revenue from this source is expected to increase over the MTEF period, from R289.7 million to R861.7 million, at an average annual rate of 42.4 per cent. The significant increase is due to a bigger product portfolio and an increase in profit margins, both of which are a result of the asset replacement programme.

The Department of Home Affairs transfers funds to the Government Printing Works only to service bank charges. However, additional transfers of R110 million in 2007/08, R130 million in 2008/09 and R210 million in 2009/10 were for the new passport machine. Further transfers of R56.8 million in 2009/10 and R93.7 million in 2010/11 are for the new production facility.

Expenditure is expected to increase over the MTEF period from R646.1 million to R846.8 million, at an average annual rate of 9.4 per cent. Key cost drivers are raw material, personnel expenditure, depreciation, and stores and warehousing.

Over the MTEF period, spending will focus on accelerating the asset replacement programme. Recapitalisation started in 2007 with the new passport equipment. Further spending over the MTEF period will be channelled into converting the Government Printing Works to a government component.

Electoral Commission

Strategic overview: 2006/07 – 2012/13

The Electoral Commission is a chapter 9 constitutional institution reporting directly to Parliament. In line with its mandate, the commission manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period.

The Electoral Commission was established in terms of the Electoral Commission Act (1996), which sets out the composition, powers, functions and duties of the commission, as well as the establishment, composition, powers, functions and duties of the electoral court. The act has since been amended to remove the commission's responsibility for municipal demarcation, which is now in the mandate of the Municipal Demarcation Board. The amendments also changed the provisions for commissioners' term of office and the registration of parties.

The legislation required by the Constitution to manage national and provincial elections is found in the Electoral Act (1998). There have been a number of amendment acts, one of which limited South Africans living abroad from registering and voting in national and provincial elections. Some of these provisions were subsequently declared unconstitutional and the commission established facilities which allowed South Africans living abroad to vote in the 2009 national elections. The Local Government: Municipal Electoral Act (2000) regulates municipal elections, which allow for a hybrid of ward and proportional representation. There have been no amendments to this act.

The commission aims to continuously entrench itself as the focal point in the delivery of free and fair, cost effective elections. This is not only the core of its constitutional mandate, but also an important factor in its interaction with other chapter 9 and associated institutions and other election management bodies.

The Electoral Commission's operational strategy is determined by the elections cycles. This means that its focus is on democracy education in the years between main electoral events. The commission faces ongoing challenges for increasing voter registration so that more citizens will participate in elections. The portfolio committee on international relations and cooperation and the standing committee on public accounts have raised concerns with the commission that more intensive voter and democracy education programmes are needed. They also advised that these interventions must be ongoing and visible in non-election cycles. The commission has responded by introducing expanded and new voter and democracy education programmes.

The commission aims to improve the overall performance of presiding officers during the voting and counting process, as well as reduce the time taken to count ballots and to process results for the 2011 elections. It will include additional training days in the training strategy for the 2011 elections, and to prepare for the 2011 elections the commission will recruit and train a projected 196 000 election officials.

Savings and cost effective service delivery

The commission is currently implementing a number of cost saving measures to reduce expenditure and ensure proper budget management practices without compromising the integrity of electoral processes. These measures are not aimed at cutting the commission's budget, activities or expenditure in general, but at reprioritising expenditure to projects that need additional funding to prepare for the 2011 municipal elections.

Expenditure controls are being introduced for car rentals, travel and subsistence, accommodation, events, catering, telephone costs, promotional items, and the appointment of temporary staff. The e-procurement system has also been enhanced to ensure continued cost effective and transparent procurement processes.

Selected performance indicators

Table 4.11 Electoral Commission

Indicator	Programme/Activity	Past			Current	Projected		
		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Number of liaisons with other Chapter 9 institutions per year	Strategic objective 1: Position the commission as a global leader in electoral democracy	2	1	2	5	5	10	10
Number of liaisons with elections management bodies per year	Strategic objective 1: Position the commission as a global leader in electoral democracy	13	16	15	15	15	15	10
Number of elections observed per year	Strategic objective 1: Position the commission as a global leader in electoral democracy	4	4	4	4	4	10	10
Number of registered voters in elections per year	Strategic objective 3: Maintain systems and procedures which will ensure an accurate and up-to-date national voters' roll	20 627 654	20 291 743	22 000 00	23 181 997	23 599 273	22 999 273	22 399 73
Percentage of registered voters who cast their vote (baseline: 89% in 1999)	Strategic objective 5: Deliver well run elections which produce credible results	–	–	N/A	1	–	N/A	N/A
Number of voter education interventions per year	Strategic objective 6: Educate and inform civil society to optimise citizen participation in democracy and electoral processes	231 118	–	254 000	246 170	253 555	261 161	268 996
Number of research projects on electoral systems per year	Strategic objective 5: Deliver well run elections which produce credible results	2	–	3	2	3	4	4
Number of party liaison interventions per year	Strategic objective 4: Implement and promote effective electoral processes that will facilitate the participation of political parties and candidates in the management and delivery of free and fair elections	988	449	1 482	1 234	2 517	1 234	1 234
Number of voting stations per year	Strategic objective 3: Maintain systems and procedures which will ensure an accurate and up-to-date national voters' roll	18 873	18 873	20 000	20 000	20 500	20 500	N/A
Number of schools as voting stations	Strategic objective 3: Maintain systems and procedures which will ensure an accurate and up-to-date national voters' roll	11 688	–	11 868	N/A	12 048	N/A	N/A
Number of meetings with provincial infrastructure task teams per year	Strategic objective 3: Maintain systems and procedures which will ensure an accurate and up-to-date national voters' roll	6	–	6	2	40	20	20
Number of election officials trained per year	Strategic objective 7: Develop and maintain effective business processes (for legal services, human resources management, support services, financial management, and ICT services)	176 000	386	68 149	133 127	196 000	2 800	2 800
Number of training and development interventions per year	Strategic objective 7: Develop and maintain effective business processes (for legal services, human resources management, support services, financial management, and ICT services)	107	98	391	330	440	550	450
Percentage of materials and equipment distributed accurately to voting stations	Strategic objective 5: Deliver well run elections which produce credible results	1	1	1	1	1	1	1

Table 4.11 Electoral Commission (continued)

Indicator	Programme / Activity	Past			Current	Projected		
		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Total number of local delivery structures in place and appropriately equipped for all electoral events	Strategic objective 5: Deliver well run elections which produce credible results	237	237	237	237	237	237	237
Availability of ICT Services	Strategic objective 7: Develop and maintain effective business processes (for legal services, human resources management, support services, financial management, and ICT services)	1	1	1	1	1	1	1

Service delivery focus

The Electoral Commission embarked on 2 targeted registration projects before the 2009 national and provincial elections to ensure that voters whose place of residence had changed could re-register in the correct voting district. The commission also opened all its 19 726 voting stations for 2 main registration drives in November 2008 and February 2009. On certification of the voters' roll for 2009, 23 181 997 voters were registered, exceeding the commission's target by more than a million.

The number of voting districts has increased since the 1999 elections to improve access to voting stations and decrease queuing time. The 19 726 districts for the 2009 elections represent a 35 per cent increase from 1999, and a 16 per cent increase from 2004. The commission expects to have 20 500 districts for the 2011 municipal elections, given the anticipated increase in the number of wards.

The 2009 elections registered a 77.3 per cent voter turnout, which is a significant improvement on 2004. Only 1.3 per cent of ballots were registered as spoilt, indicating the high level of voter education.

The results of the 2009 elections were announced on 25 April 2009, well within the legislated 7 days.

Expenditure estimates

Table 4.12 Electoral Commission: Programme information

R million	Audited outcome			Revised estimate	Medium-term estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Commission Services - Strat Object 1	139.3	8.9	2.3	8.5	5.9	5.7	6.0
Electoral Matters: Delim; Voters Roll; Voting Station Inf. - Strat Object 3	1.0	1.1	32.9	31.6	54.5	5.2	5.5
Electoral Matters: Party Liaison and Candidate Nomination - Strat Object 4	0.6	1.8	1.2	7.8	4.7	1.8	1.9
Electoral Matters: Logistics; Infrastructure; Voting; Counting - Strat Object 5	52.0	53.8	205.1	344.5	638.4	53.6	66.3
Outreach: Communications; Civic Education; Research; Knowledge Man - Strat Object 6	10.3	16.5	161.7	86.1	203.6	62.0	65.2
Other programmes	254.8	298.1	532.3	479.6	546.5	611.9	632.1
Total expense	458.0	380.1	935.4	958.2	1 453.5	740.2	776.9

Table 4.13 Electoral Commission: Financial information

Statement of financial performance R million	Audited outcome			Revised estimate	Medium-term estimate		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Revenue							
Non-tax revenue	18.0	26.8	30.1	21.0	23.0	21.0	21.0
<i>Other non-tax revenue</i>	18.0	26.8	30.1	21.0	23.0	21.0	21.0
Transfers received	477.4	486.9	1 039.4	937.2	1 430.5	719.2	755.9
Total revenue	495.4	513.6	1 069.5	958.2	1 453.5	740.2	776.9
Expenses							
Current expense	457.3	379.8	933.8	956.9	1 451.3	738.6	775.2
Compensation of employees	139.4	159.0	276.8	286.6	457.7	333.6	353.9
Goods and services	296.2	202.5	622.2	627.6	947.7	359.0	377.0
Depreciation	21.6	18.3	34.8	42.8	45.9	46.0	44.4
Transfers and subsidies	0.7	0.4	1.6	1.3	2.2	1.6	1.7
Total expenses	458.0	380.1	935.4	958.2	1 453.5	740.2	776.9
Surplus / (Deficit)	37.5	133.5	134.1	-	-	-	-
Statement of financial position							
Carrying value of assets	67.6	102.5	294.7	279.2	273.6	239.9	208.4
<i>of which: Acquisition of assets</i>	11.8	52.6	229.5	27.2	40.3	12.3	12.9
Inventory	0.8	1.3	54.8	31.5	61.5	51.5	41.5
Receivables and prepayments	17.0	12.4	10.8	10.0	10.0	10.0	10.0
Cash and cash equivalents	174.4	290.6	237.3	230.4	252.5	279.6	307.7
Assets not classified elsewhere	-	-	1.1	-	-	-	-
Total assets	259.7	406.8	598.8	551.1	597.6	581.0	567.6
Accumulated surplus/deficit	196.7	331.2	465.3	445.9	445.9	445.9	445.9
Trade and other payables	48.5	63.4	132.7	102.5	147.0	132.4	121.1
Provisions	2.9	0.3	0.8	2.7	4.7	2.7	0.7
Managed funds	11.6	11.3	-	-	-	-	-
Liabilities not classified elsewhere	-	0.6	0.0	-	-	-	-
Total equity and liabilities	259.7	406.8	598.8	551.1	597.6	581.0	567.6

Expenditure trends

The Electoral Commission is funded mainly by a transfer from the Department of Home Affairs, but also generates some non-tax revenue from various sources, including sponsorships, political party registration fees and interest received. The 30.2 per cent decrease in non-tax revenue between 2008/09 and 2009/10 was because before an election year there is an increase in the number of political parties registering to participate in the election. After that, revenue stays constant until the next election cycle.

Expenditure is mainly influenced by the elections cycle, peaking during preparations for an election and then decreasing to fund regular activities in non-election cycles. Expenditure grew significantly at an average annual rate of 32.7 per cent, from R458 million in 2006/07 to R1.1 billion in 2009/10, to cater for national and provincial elections in 2009. Over the medium term, expenditure is expected to decrease to R776.9 million in 2012/13, at an average annual rate of 10.1 per cent, due to the start of a non-election cycle. The commission receives an additional allocation of R150 million in 2010/11 for preparations for the 2011 local government elections. This will be its spending focus over the medium term.

Additional tables

Table 4.A Summary of expenditure trends and estimates per programme and economic classification

Programme	Appropriation		Audited outcome	Appropriation			Revised estimate
	Main	Adjusted		Main	Additional	Adjusted	
R million	2008/09		2008/09	2009/10			2009/10
1. Administration	1 178.3	1 390.6	1 352.8	1 197.6	117.3	1 314.9	1 314.9
2. Services to Citizens	1 182.6	1 225.8	1 151.3	1 358.7	22.7	1 381.4	1 277.0
3. Immigration Services	1 016.2	989.9	952.2	1 195.1	60.5	1 255.6	1 255.6
4. Transfers to Agencies	1 127.9	1 210.3	1 210.3	1 299.1	12.7	1 311.9	1 311.9
Total	4 505.0	4 816.6	4 666.6	5 050.6	213.2	5 263.8	5 159.4

Economic classification

Current payments	3 124.7	3 442.9	3 139.3	3 548.4	165.5	3 713.9	3 713.9
Compensation of employees	1 431.6	1 439.5	1 296.0	1 608.6	50.4	1 659.1	1 659.1
Goods and services	1 693.1	2 003.5	1 843.2	1 939.8	115.1	2 054.8	2 054.8
Transfers and subsidies	1 132.1	1 214.5	1 221.8	1 303.8	12.7	1 316.5	1 316.5
Provinces and municipalities	–	–	0.6	–	–	–	–
Departmental agencies and accounts	1 127.9	1 210.3	1 210.3	1 299.1	12.7	1 311.9	1 311.9
Households	4.2	4.2	10.8	4.6	–	4.6	4.6
Payments for capital assets	248.2	159.2	305.0	198.5	35.0	233.4	129.0
Buildings and other fixed structures	68.0	–	–	–	–	–	–
Machinery and equipment	44.9	44.9	164.2	94.0	–	94.0	94.0
Software and other intangible assets	135.3	114.2	140.7	104.4	35.0	139.4	35.0
Payments for financial assets	–	–	0.5	–	–	–	–
Total	4 505.0	4 816.6	4 666.6	5 050.6	213.2	5 263.8	5 159.4

Table 4.B Detail of approved establishment and personnel numbers according to salary level ¹

Department	Personnel post status as at 30 September 2009			Number of personnel posts filled / planned for on funded establishment						
	Number of posts on approved establishment	Number of funded posts	Number of posts additional to the establishment	Actual			Mid year ²	Medium-term estimate		
				2006/07	2007/08	2008/09		2009/10	2010/11	2011/12
Department	–	9 259	–	7 647	7 689	8 557	9 375	9 886	10 537	10 537
Salary level 1 – 6	–	6 739	–	5 762	5 746	6 323	7 830	7 165	7 749	7 749
Salary level 7 – 10	–	2 233	–	1 723	1 688	2 030	1 331	2 414	2 479	2 479
Salary level 11 – 12	–	161	–	84	173	131	130	166	167	167
Salary level 13 – 16	–	126	–	78	82	73	84	141	142	142
Administration	–	1 095	–	1 205	1 105	915	965	1 260	1 260	1 260
Salary level 1 – 6	–	616	–	789	713	524	661	655	655	655
Salary level 7 – 10	–	326	–	323	263	286	190	436	436	436
Salary level 11 – 12	–	93	–	52	87	69	67	96	96	96
Salary level 13 – 16	–	60	–	41	42	36	47	73	73	73
Services to Citizens	–	4 846	–	3 797	3 934	4 505	5 038	5 170	5 539	5 539
Salary level 1 – 6	–	3 709	–	2 961	3 041	3 488	4 434	4 000	4 351	4 351
Salary level 7 – 10	–	1 075	–	799	826	970	557	1 110	1 128	1 128
Salary level 11 – 12	–	34	–	19	45	30	31	34	34	34
Salary level 13 – 16	–	28	–	18	22	17	16	26	26	26
Immigration Services	–	3 318	–	2 645	2 650	3 137	3 372	3 456	3 738	3 738
Salary level 1 – 6	–	2 414	–	2 012	1 992	2 311	2 735	2 510	2 743	2 743
Salary level 7 – 10	–	832	–	601	599	774	584	868	915	915
Salary level 11 – 12	–	34	–	13	41	32	32	36	37	37
Salary level 13 – 16	–	38	–	19	18	20	21	42	43	43

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. As at 30 September 2009.

Table 4.C Summary of expenditure on infrastructure

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2006/07	2007/08	2008/09		2010/11	2011/12	2012/13
R million										
Departmental infrastructure										
Phuthaditshaba	Newly constructed Department of Home Affairs building	Tender	10.9	-	-	-	5.4	5.4	-	-
Taung	Newly constructed Department of Home Affairs building	Design	5.4	-	-	-	2.7	2.7	-	-
Sebokeng	Newly constructed Department of Home Affairs building	Tender	2.1	-	-	-	2.1	-	-	-
Repair and maintenance programme group 1 renewal	Major upgrade of 14 Department of Home Affairs facilities	Feasibility	62.5	-	39.2	12.3	8.7	2.3	-	-
Repair and maintenance programme group 2 ongoing	Repair and maintenance programme group 2 ongoing	Various	113.4	45.1	21.1	35.4	5.0	6.8	-	-
Repair and maintenance programme group 2 ongoing	Major upgrade and revamp of 9 facilities in terms of Occupational Health and Safety Act (1993) and compliance with Department of Home Affairs new corporate requirements	Identification	129.4	-	-	-	-	-	66.3	63.0
Backlog repairs at Department of Home Affairs offices	Buildings repaired in terms of requirements of the Occupational Health and Safety Act (1993) and compliance with Department of Home Affairs new corporate requirements. This will be a once off project per financial year.	Various	43.5	-	-	18.9	12.0	12.6	-	-
Department of Home Affairs office expansion plan	In collaboration with Government Communication and Information System and the South African Social Security Agency, Department of Home Affairs will participate in the Thusong service centre initiative. Approximately 77 offices of the 172 new proposed offices will be catered for under this initiative.	Various	48.0	-	-	-	15.7	32.3	-	-
Refurbishment	180 offices in total, therefore 60 offices for financial year	Various	88.1	-	-	-	-	-	43.1	44.9
Soweto regional office centre of excellence	Newly constructed Department of Home Affairs building	Various	14.1	-	-	-	-	-	7.3	6.9
Welkom regional office	Newly constructed Department of Home Affairs building	Various	12.2	-	-	-	-	-	6.3	5.9
Dendron regional office in Bochum	Newly constructed Department of Home Affairs building	Feasibility	8.8	-	-	-	-	-	4.5	4.3

Table 4.C Summary of expenditure on infrastructure (continued)

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2006/07	2007/08	2008/09		2010/11	2011/12	2012/13
R million										
Maintenance										
Planned maintenance	Upgrade of Department of Home Affairs facilities such as painting, repairs and installing new counters.	Various	21.7	-	1.1	1.4	4.5	5.0	5.0	4.8
Total			560.1	45.1	61.4	68.0	56.1	67.2	132.5	129.8

