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REPUBLIC OF SOUTH AFRICA

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Investigation into the Efficiency and Effective use of the Lindela Detention Centre under Department of Home Affairs.

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NATIONAL TREASURY

SAVINGS@WORK

GOVERNMENT SPENDING REVIEWS

Executive Summary

- **The problem statement and context**

From a budget perspective, there is always a shortfall or excess expenditure on property management and nutrition services for the detainee in the Lindela holding facility. Furthermore, there are always allegations of inadequacies in the healthcare system, a general failure to properly inform detainees of their legal rights, and detainees being held for excessively long periods of time, as well as the conditions that the detainees have to endure.

Therefore, there is a call to investigate as to whether the Lindela detention facility (named Lindela Repatriation Centre) is being efficiently and effectively managed by the both the service provider and the Department of Home Affairs.

- **The main findings**

Firstly, it has been found in the analysis conducted that the in terms of section 34(1) of the Immigration Act (2002), If a deportation warrant is issued, an immigrant can be detained up to 30 days and detention can be extended further to 90 days, or up to a maximum detention of 120 days while waiting for deportation.

According to the Department of Home Affairs (DHA), the deportees who are released as a result of reaching 120 days in detention, are issued with Orders to Leave at their own account and provide proof of their flight or bus ticket as proof thereof. Their fingerprints are captured on the Entry and Stop list (V-list) to prevent official movement through the points of entry. They would then be unable to travel to the country for a period of 4 years having been categorised as prohibited persons. At the end of the term, if they want the prohibition on their names to be uplifted, they must submit a representation to the Director General on why the prohibition should be uplifted.

What the department has alluded to and what appears on the BAS data are conflicting because according to the BAS data, the department spends an average of R22.7 million per annum on the deportation of illegal immigrants. On the other hand, the Human Rights Commission was informed that most detainees released are not deported due to financial barriers and those that are deported cover their own repatriation costs.

Secondly, in 2020/21, the property together with Youth Centre leased by Department of Social Development (DSD) was acquired at auction by the Department of Public Works and Infrastructure (DPWI) on behalf of Department of Home Affairs (DHA) for R60 million. The total costs of sale were R73.5 million including VAT, auctioneer's commission and conveyancing. However, liquidators are appealing the business rescue order at the Supreme Court of Appeal.

This means that in the past years a facility was leased from a service provider. A total of R549.3 million was expended over the 5-year period, from 2016/17 to 2020/21 financial years. This expenditure relates to the outsourced services to the management company formally known as BOSASA.

Following a liquidation of the BOSASA, a Contract was ceded to Enviromongz on 1 November 2019 (from BOSASA and then African Global) to ensure continuity of service. This ceding in itself raises contractual validity questions. For example, the Enviromongz contract expired on 30 November 2020 and month on month extensions granted by DHA until January 2021, thereafter 12-month extension by National Treasury until February 2022.

Thus, a new service provider needs to be in place as soon as possible with proper reporting procedures in place. The reports generated from both the department and the service provider must be made more streamlined / digital and more accessible for analysis. It is evident that the information is available but take long to get and is mostly scanned.

Moreover, the evaluations of tender submissions must consider some of the findings from this report – i.e. make the rate be based more on the variable amounts (i.e. number of occupants) and less fixed amounts etc.

Lastly, based on the aforementioned findings, the spending review report cannot conclude with certainty as to whether the Lindela detention facility (named Lindela Repatriation Centre) is being efficiently and effectively managed by the both the service provider and the Department of Home Affairs, especially with issues of the validity of a contract following a liquidation of BOSASA and then African Global.

An expenditure on Agency and support / outsourced services over the period has been increasing and decreasing. That is, it increased in 2017/18 and in 2018/19 it decreases, then increases in 2019/20 and decreased again in 2020/21, as shown in table 9. There is a need for a review of the fixed cost in the Service Level Agreement and how it is formulated especially as the facility is operating at only 49% of capacity (Table 3 below).

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1. Introduction

The Lindela detention facility (named Lindela Repatriation Centre) was established in 1996 by the Department of Home Affairs. The facility was establishment solely for the short-term detention of illegal immigrants as a response to a need for the administrative processing of illegal immigrants pending their deportation. Prior to its establishment, illegal immigrants were detained at police stations and, in certain instances at correctional facilities across the country. The police stations had a high volume of awaiting trial detainees in criminal cases, as well as the remand population in correctional facilities. A fundamental principle is that illegal immigrants must be detained separately from awaiting trial and convicted prisoners, (and) these two institutions could not sufficiently accommodate the illegal immigrants as per request, hence the establishment of the facility.

The facility is being managed in accordance with the provisions sets out in the Immigration Act, 2002 (Act No 13 of 2002). Whereas, the services provided in the facility are contracted[1] out by the Department of Home Affairs to the private facilities management company to provide a suitable hygienic accommodation, meals, health and security services.

Over the years, the Lindela detention facility has been in the media with allegations of bad treatment of immigrants, human rights violations and lack of systemic oversight of the facility. Most of these allegations were reiterated by the Medicins Sans Frontieres (MSF) and Lawyers for Human Rights (LHR) whereby there was a formal complaint[2] to the Office of Health Standards Compliance (OHSC) in the Department of Health by Medicins Sans Frontieres (MSF) and Lawyers for Human Rights on 20 June 2018 relating to the provision of health services (provided) at the facility.

2. Policy and Institutional Information

2.1 Legislative mandate

The Lindela detention facility operates in accordance with the provisions as sets out in the Immigration Act (2002).
Section 2(1) of the Immigration Act (2002) provides that in the administration of this Act, the Department shall pursue the following objectives:

(a) Promoting a human-rights based culture in both government and civil society in respect of immigration control;

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[1] Service level agreement between the Department of Home Affairs and the Leading Prospect Trading 111 (PTY) LTD, trading as Lindela.

[2] Complaints/report titled: "Complaint to the office of health standards compliance on the standards of health care provision by department of home affairs and their subcontracted entity in lindela repatriation centre, dated June 2018"

(b) facilitating and simplifying the issuance of permanent and temporary residences to those who are entitled to them, and concentrating resources and efforts in enforcing this Act at community level and discouraging illegal foreigners; and

(c) detecting and deporting illegal foreigners.

In terms of section 34(1) of the Immigration Act (2002), without need for a warrant, an immigration officer may arrest an illegal foreigner or cause him or her to be arrested, and shall, irrespective of whether such foreigner is arrested, deport him or her or cause him or her to be deported and may, pending his or her deportation, detain him or her or cause him or her to be detained in a manner and at a place under the control or administration of the Department determined by the Director-General.

Whereas, section 32(1) states that any illegal foreigner shall depart, unless authorised by the Department to remain in the Republic pending his or her application for a status. In addition, section 32 (2) state that any illegal foreigner shall be deported.

2.2 Legal rights of the detainees

Constitution of the republic of South Africa (1996)

In terms of section 33(1) of the Constitution, everyone has the right to administrative action that is lawful, reasonable and procedurally fair.

Section 35(1): provides that everyone has a right to be brought before court not later than 48 hours after the arrest, then to be charged/released/informed of the reason for the detention to continue.

In terms of section 35(2), everyone who is detained, including every sentenced prisoner, has the right- (a) to be informed promptly of the reason for being detained; (b) to choose, and to consult with, a legal practitioner, and to be informed of his/her, right promptly; (c) to have a legal practitioner assigned to the detained person by the state and al. state expense, if substantial injustice would otherwise result, and to be informed. of this right promptly; (d) to challenge the lawfulness of the detention in person before a court and, if the: detention is unlawful, to be released.

2.3 Role players and their inter-relationships

- **Police and Immigration officers**
  Police or Immigration officers can detain undocumented migrants up to 48 hours until their status verification. Even so, within 48 hours detainee must appear before a magistrate court and are either charged criminally or issued with a deportation warrant.

- **Department of Home Affairs**
  In terms of section 34(1) of the Immigration Act (2002), If a deportation warrant is issued, an immigrant can be detained up to 30 days and detention can be extended further to 90 days, or up to a maximum detention of 120 days while waiting for deportation.
- **Service provider/s**
  Provide services such as a suitable hygienic accommodation, meals, health and security services, as per the SLA agreement between the Department of Home Affairs and the service provider.
- **South African Human Rights Commission**

  Oversight arrangements: Oversight by the South African Human Rights Commission (SAHRC) is in relation to the monitoring all of migrants who are detained at the facility for deportation.

  The SAHRC is a chapter 9 institution, established in terms of the Constitution of the Republic of South Africa, (with) its specific mandate is stipulated under section 184(1) of the Constitution of the Republic of South Africa. Section 184(2) empowers the Commission to investigate and report on the observance of human rights; and take steps to secure appropriate redress where human rights have been violated.
- **Immigration advisory Board**
  The Board is established in terms of section 4 of the the Immigration Act (2002). According to the Act, the Board shall consist of representatives from Dept of: Labour; Trade & industry, finance, tourism, SARS, safety and security, etc.

  The functions of the Board are to advise the Minister (DHA) in respect of:
  — the contents of regulations made in terms of this Act;
  — the formulation of policy pertaining to immigration matters; and
  — the implementation of immigration policy by the Department

3. Programme Chain of Delivery or Component

3.1 Programme analysis

The Department of Home Affairs has 4 budget programme structures, namely Administration, Citizen Affairs, Immigration Affairs and Institutional Support and Transfers. The department's services are divided into two broad categories: citizen affairs and Immigration affairs. The civic and immigration services provided by the department are key enablers for the achievement of the development objectives enriched in the national development plan.

3.2 Programme: Immigration Affairs

Immigration Services is responsible for the implementation of immigration legislation; functions at ports of entry; the immigration inspectorate and deportations; the visa and permitting regime; the processing of asylum seekers and refugees; and the management of a holding facility (Lindela) for illegal immigrants awaiting deportation after confirmation by their countries of origin.

The immigration services consist of the following subprogrammes: Immigration Affairs, Admission Services, Immigration Services and Asylum Seekers, of which ***Immigration Services*** is the focus of this study.

3.3 Subprogramme: Immigration Services

Inspectorate Services detains and deports illegal immigrants in terms of the Immigration Act (2002); conducts investigations in cooperation with other law enforcement entities and provides policy directives on immigration matters, and the management of a holding facility (Lindela) for illegal immigrants awaiting deportation after confirmation by their countries of origin.

3.4 Logical framework (Chain of Delivery)

Table 1 below outlines the purpose of the Lindela detention facility, its key results areas, activities and inputs. As the main purpose, the Lindela detention facility was established solely for the detention of illegal immigrants prior to their deportation back to the countries of origin for a maximum 120 days from date of detention in the facility.

Table 1: Chain of Delivery: Detection, apprehension, detention and deportation

Implementation programme	LINDELA DETENTION FACILITY				
Purpose	Detention of illegal immigrants prior to their deportation back to the countries of origin for a maximum 120 days from date of arrest				
IMPACT (i.e., what we aim to change)	Manage migration on a risk based approach				
OUTCOME (i.e., what we wish to achieve)	Minimise illegal migration and ensure persons in RSA are here on a lawful basis				
Outputs (i.e.final product/ goods and services produced)	**Output 1** Apprehention & Pre-Magistration Detention; Verification of Immigration Status and Documentation	**Output 2** Magistrate Hearing on Deportation	**Output 3** Local transfer to Lindela facility	**Output 4** Lindela occupancy	**Output 5** Deportation to home country
Key Performance Indicators	Number of immmigration officers	Percentage of confirmation of deportation warrant issued within 30 days	Number of detainees transferred to Lindela facility	Number of detainees at the Lindela facility	Number of detainees deported from Lindela facility
Responsibility (who is responsible for the output)	**Immigration Officers & Police Officers**	**Magistrates courts**	**Immigration Officers**	**Inspectorate & service provider**	**Immigration Officers**
Related activities per output					
Activity 1	Investigation and arrests	Criminally charge or issue a deportation warrant	Approval on Case Management System	Document verification, health checks and admission	Works with authorities of the foreign national's country of origin to ensure they will be received upon return
Activity 2	Detains illegal foreigners at a police station until their immigration status is determined		Transport and escort	Provide health services to maintain fitness for deportation	Enforce payment of a deposit in terms of section 34 (3) Immigration Act
Key implementation programme inputs					
Input 1	Police station	Court confirmation of detention and deportation (Form 30)	Vans, Trucks and Bus transport	Meals, Cleaning, Bedding,	Republic or the authorities of his or her country of nationality
Input 2			Immigration Officers escort	Secure premises	Deported to their country of origin by bus, train or plane

4. Performance Analysis

4.1 Description of the facility

The Lindela detention facility consists of three sections for males and one section for females with a capacity of a maximum of 4 000 persons. Deportees suspected to be minors are referred to a place of safety for amongst others, age determination by social workers from the Krugersdorp region. Pregnant women are not admitted in the facility.

Each room is equipped with a bathroom, consisting of a shower, a toilet and wash basin with dispensing units. Every room has a television set and detainees have access to the TV until midnight, 7 days a week, 365 days. Each room is fitted with double bunk beds, mattresses and blankets. A property storage room is provided for their belongings including cellphones and money and also physical security for detainees and staff, and also cleaning of rooms, courtyards and outside areas.

In 2020/21, the property together with Youth Centre leased by Department of Social Development (DSD) was acquired at auction by the Department of Public Works and Infrastructure (DPWI) on behalf of Department of Home Affairs (DHA) for R60 million. The total costs of sale were R73.5 million including VAT, auctioneer's commission and conveyancing.

In running and managing the facility there are activities that are in the service level agreement between the Department of Home Affairs and the service provider which includes the provision for a catering of meals per day, a clinic opening 24 hours with a doctor and nurses and security services (CCTV system). Pre-testing is conducted to ensure that deportees are able to continue with medication they have been issued with prior to their arrest.

4.2 Past performance of the facility

With regards to the outputs such as detention and deportation (Logical framework above) in relation to the implementation programme, table below provides performance trends in terms of the two selected performance indicators:

Table 2: Selected performance indicators

Indicator	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Number of detainees accommodated at the Lindela facility	25 736	16 462	13 500	14 056	6 645 (2021/22)
Number of detainees deported from Lindela facility	20 891	13 903	12 660	13 406	6 028

Table 3: Capacity

	2011	2012	2013	2014	2015	2016	2017	2018
Capacity	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000
Average Nr of persons per day[3]	1 696	2 258	1 657	2 039	3 473	2 145	1 372	1 049
% Occupancy	42%	56%	41%	51%	87%	54%	34%	26%
Average % occupancy of 49%								

The capacity of the facility is 4 000, however DHA negotiated with service provider for a flat rate in relation to occupancy of 2 500 and below. The amount would be subject to savings in the event that the number of admissions decreased to 1 500 and below recorded as credit notes, as well as increases calculated from 2 501 persons and above.

Graph 1: Lindela occupancy

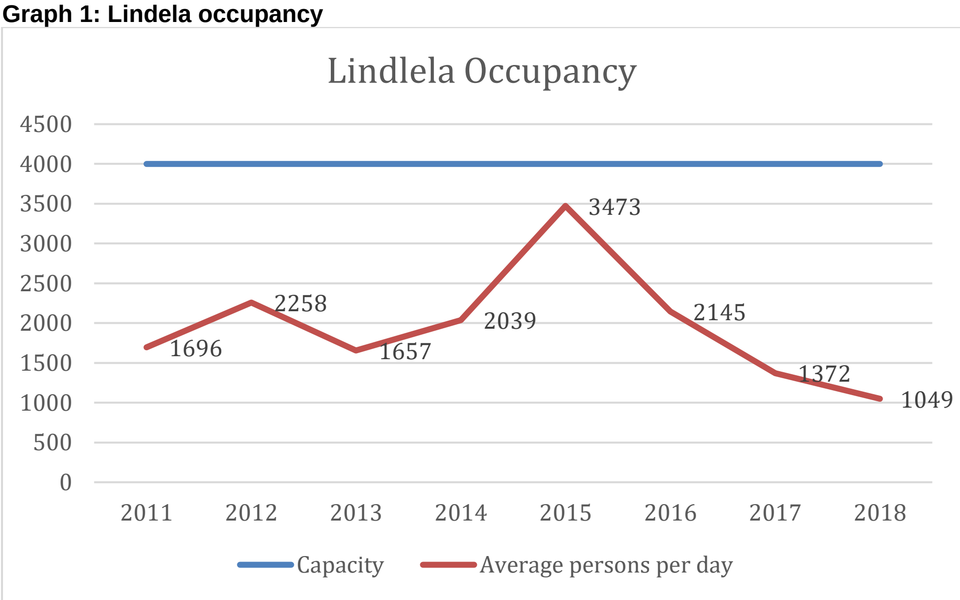


Table 4: Average occupancy

	2014	2015	2016	2017	2018
Average Monthly Occupancy[4]	62000	105349	65409	41462	31962
Average persons per day	2039	3473	2145	1372	1049
Average days per person	30.4	30.3	30.5	30.2	30.5

[3] See Appendix 1

[4] See Appendix 2

4.3 Occupancy / Deportation performance

According to a report published by the Human Rights Commission in August 2018; "*It was reported to the Commission's representatives by the DHA representative that* ***most detainees that are released upon the expiry of 120 days do not proceed to leave the country*** *and typically cite financial barriers as the main reason for remaining in South Africa beyond the time period stipulated in their release documentation. The majority of detainees released for the purposes of deportation voluntarily cover the cost of the necessary travel arrangements (typically bus tickets which are sold at Lindela by certain bus companies which attend at Lindela together with the relevant embassies). The overwhelming inclination to elect to pay for one's own repatriation is reportedly typically motivated by a desire to leave Lindela as soon as possible as DHA deportations take longer than voluntary deportations to occur."*

It should be noted that it is not with respect to all deportees who are released from Lindela that is due to them completing 120 days in detention from the point of arrest at the province.

Attorneys serve Letters of Demand on the Department on the pretext that their clients are first time applicants for asylum in the country, or as failed asylum seekers they should be given an opportunity to appeal the decision that their applications were found to be "manifestly unfounded". In some instances, the matters are taken to court to stop their deportation.

The deportees who are released as a result of reaching 120 days in detention, are issued with Orders to Leave at their own account and provide proof of their flight or bus ticket as proof thereof. Their fingerprints are captured on the Entry and Stop list (V-list) to prevent official movement through the points of entry. They would then be unable to travel to the country for a period of 4 years having been categorised as prohibited persons. At the end of the term, if they want the prohibition on their names to be uplifted, they must submit a representation to the Director General on why the prohibition should be uplifted.

The findings of this report and what appears on the BAS data are conflicting because according to the BAS data, the department spends an average of R22.7 million per annum on the deportation of illegal immigrants. On the other hand, the Human Rights Commission was informed that most detainees released are not deported due to financial barriers and those that are deported cover their own repatriation costs.

If detainees are kept for 120 days as per the SLA, the cost savings is considerably more (approx. R30 million.

5. Expenditure Observations

5.1 Introduction

The expenditure analysis was done using the Department of Home Affairs BAS data ranging from 2016/17 to 2020/21.

This section shows key trends and patterns in expenditure (by expenditure buckets) that were identified; analysis of expenditure in terms of who, what, where, including the ratio of programme overheads to direct expenditure (where applicable). Also, the unit costs or benchmarks and potential for efficiency gains and savings in the expenditure analysis is identified.

Table 5: Expenditure by subprogramme and economic classification

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Immigration Services					
Sub Subprogramme:					
Inspectorate	156,941,724	184,601,801	161,642,706	171,536,263	210,427,438
Total	**156,941,724**	**184,601,801**	**161,642,706**	**171,536,263**	**210,427,438**
CURRENT PAYMENTS	**156,786,950**	**184,443,927**	**161,379,284**	**171,466,090**	**136,928,703**
COMPENSATION OF EMPLOYEES	20,683,230	22,606,891	25,356,004	26,454,690	26,296,015
GOODS AND SERVICES	**136,103,720**	**161,837,037**	**136,023,280**	**145,011,400**	**110,632,688**
Of which:					
AGENCY&SUPRT/OUTSOURCED SERVICES	109,239,377	131,495,956	102,974,158	114,147,857	91,442,916
FLEET SERVICES(F/SER)	1,076,038	1,007,634	1,362,251	3,184,517	1,876,084
INV:CLOTH MAT&ACCESSORIES	3,082,069	1,652,173	217,546	-	
OPERATING LEASES	12,137	-	-	40,000	-
OPERATING PAYMENTS	44,345	87,934	80,146	-	-
TRAINING & DEVELOPMENT	-	-	-	-	-
TRANSPORT PROVIDED DEPT ACTIVITY	21,034,921	25,539,278	27,045,329	24,251,086	15,704,050
TRAVEL AND SUBSISTENCE	987,571	1,442,057	2,507,634	2,221,243	789,689
VENUES AND FACILITIES	-	-	-	-	-
BUILDINGS & OTHER FIX STRUCT	**-**	**-**	**-**	**-**	**73,498,736**
BUILDINGS	-	-	-	-	73,498,736
MACHINERY AND EQUIPMENT	**154,775**	**157,874**	**263,421**	**-**	**-**
Total	**156,941,724**	**184,601,801**	**161,642,706**	**171,536,263**	**210,427,438**

Table 5 above shows total expenditure over the past 5-year period, ranging from 2016/17 to 2020/21 financial years. Expenditure increased from R156.9 million in 2016/17 to R210.4 million in 2020/21 mainly as a result of the administrative support for the implementation programme and inspectorate functions which require human capacity.

In the same period, agency and support or outsourced services shows a decrease in expenditure from R109 million to R91 million, which is related to the management of the Lindela Repatriation Centre, a holding facility for illegal foreigners waiting for deportation, by an external service provider. Detailed analysis is however provided below.

5.2 Expenditure per economic classification: Detailed analysis

As shown in table 6 below, expenditure is divided into four economic classifications namely: compensation of employees, goods and services, buildings and other fixed structures, and Machinery and equipment.

Goods and services show the bulk of expenditure with an aggregate expenditure of R689.6 million or 77.9 per cent of the total expenditure, followed by compensation of employees' expenditure at R121.4 million or 13.7 per cent. While, expenditure for buildings and other fixed structures and also Machinery amounts to R 74.1 million or 8.4 per cent and R576,070 of the total expenditure of R885.1 billion.

Graph 2: Total expenditure per economic classification

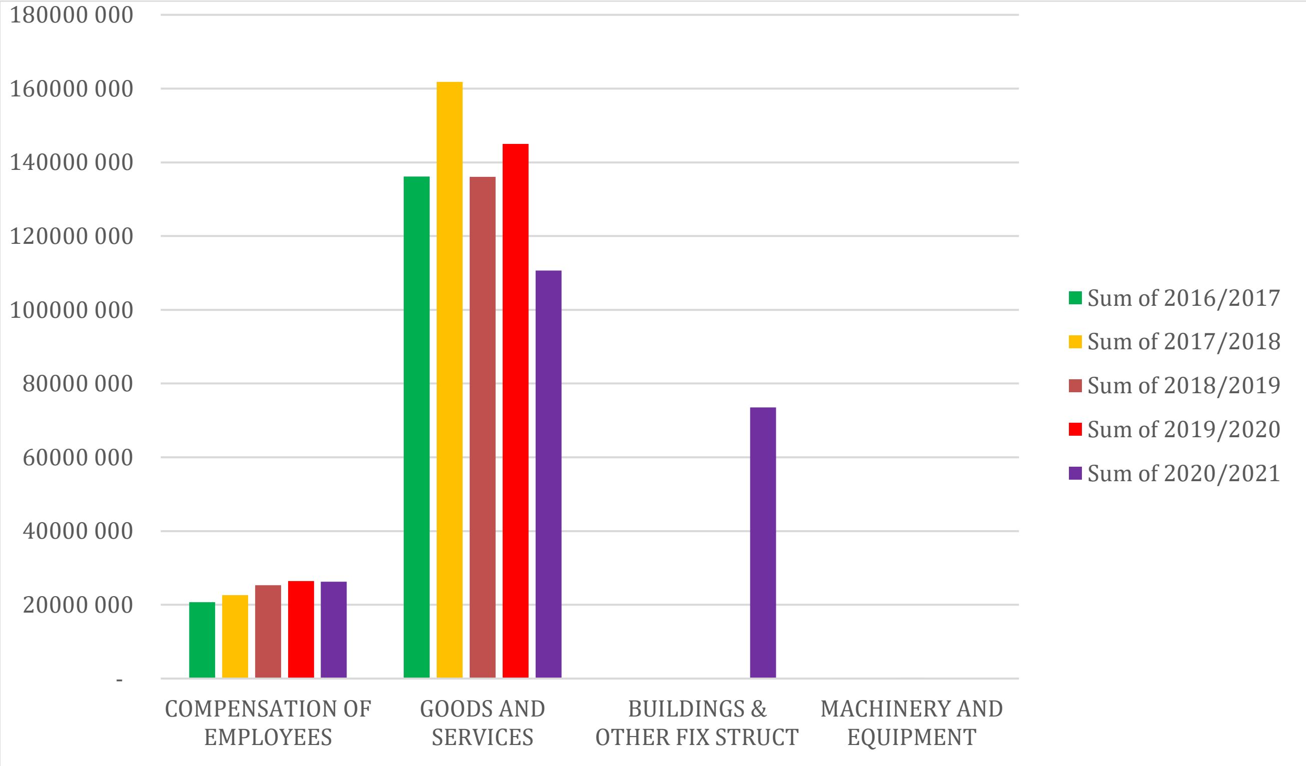


Table 6: Total expenditure per economic classification

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
COMPENSATION OF EMPLOYEES	20 683 230	22 606 891	25 356 004	26 454 690	26 296 015	**121 396 830**
GOODS AND SERVICES	136 103 720	161 837 037	136 023 280	145 011 400	110 632 688	**689 608 125**
BUILDINGS & OTHER FIX STRUCT			-		73 498 736	**73 498 736**
MACHINERY AND EQUIPMENT	154 775	157 874	263 421			**576 070**
Grand Total	**156 941 724**	**184 601 801**	**161 642 706**	**171 536 263**	**210 427 438**	**885 149 932**

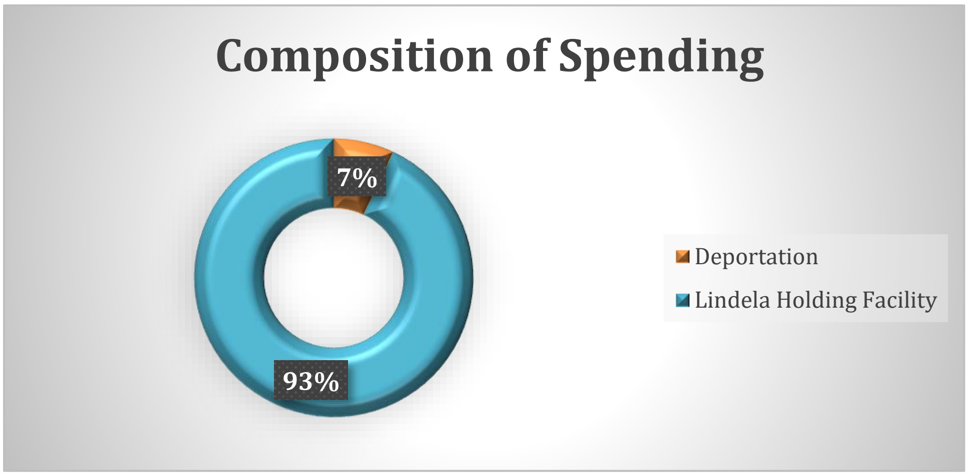
The property together with Youth Centre leased by DSD was acquired at auction by the National Department of Public Works (NDPW) on behalf of DHA for R60 million. The total costs of sale were R73, 5 million including VAT, auctioneer's commission and conveyancing. However, liquidators are appealing the business rescue order at the Supreme Court of Appeal.

5.3 Split between Deportation and Lindela Holding Facility

The graph 3 shows a split between the Lindela Holding Facility. As it is shown (mainly in table 7 below), the Lindela Holding Facility accounts for the majority of the funds at R822.9 million or 93 per cent of the total expenditure of R855.1 million. This data will be further broken down to identify the cost drivers under each economic classification (table 8 below).

Composition of spending between Lindela Holding Facility and deportation

With regards to the composition of expenditure, the Lindela Holding Facility accounts for 93 percent (R822.9 million) of the total expenditure, while deportation accounts for 7 percent (R62.2 million) of the total expenditure, over the 5-year period.



Graph 3: Composition of spending

Table 7: A split of expenditure between Lindela and deportation

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
Deportation	**10 988 257**	**10 662 700**	**13 095 183**	**15 107 801**	**12 387 673**	**62 241 614**
COMPENSATION OF EMPLOYEES	6 969 030	7 961 385	9 444 288	9 662 073	9 247 540	**43 284 316**
GOODS AND SERVICES	3 972 452	2 654 082	3 387 474	5 375 556	3 140 133	**18 529 696**
BUILDINGS & OTHER FIX STRUCT			-			**-**
MACHINERY AND EQUIPMENT	46 775	47 233	263 421			**357 429**
Lindela Holding Facility	**145 953 468**	**173 939 101**	**148 547 523**	**156 428 461**	**198 039 765**	**822 908 318**
COMPENSATION OF EMPLOYEES	13 714 201	14 645 506	15 911 716	16 792 617	17 048 474	**78 112 514**
GOODS AND SERVICES	132 131 268	159 182 954	132 635 807	139 635 844	107 492 556	**671 078 428**
BUILDINGS & OTHER FIX STRUCT					73 498 736	**73 498 736**
MACHINERY AND EQUIPMENT	108 000	110 641				**218 641**
Grand Total	**156 941 724**	**184 601 801**	**161 642 706**	**171 536 263**	**210 427 438**	**885 149 932**

Over the 5-year period the department has spent R885.1 million. This expenditure is appropriate between the cost of deportation and Lindela Holding Facility with aggregate expenditure at R62.2 million and R822.9 respectively.

During the 2020/21 financial year, the Department of Home Affairs purchased the Lindela Holding Facility following a liquidation of the company formally known as BOSASA at a cost of R73.5 million. The management of the building was the responsibility of BOSASA which was the previous owner of the facility, that is why the only major expenditure relation to buildings and other fixed structures is only reported in the 2020/21 financial year. This means that in the past years a facility was leased from a service provider.

5.4 Large Cost Driver items only (Goods and services)

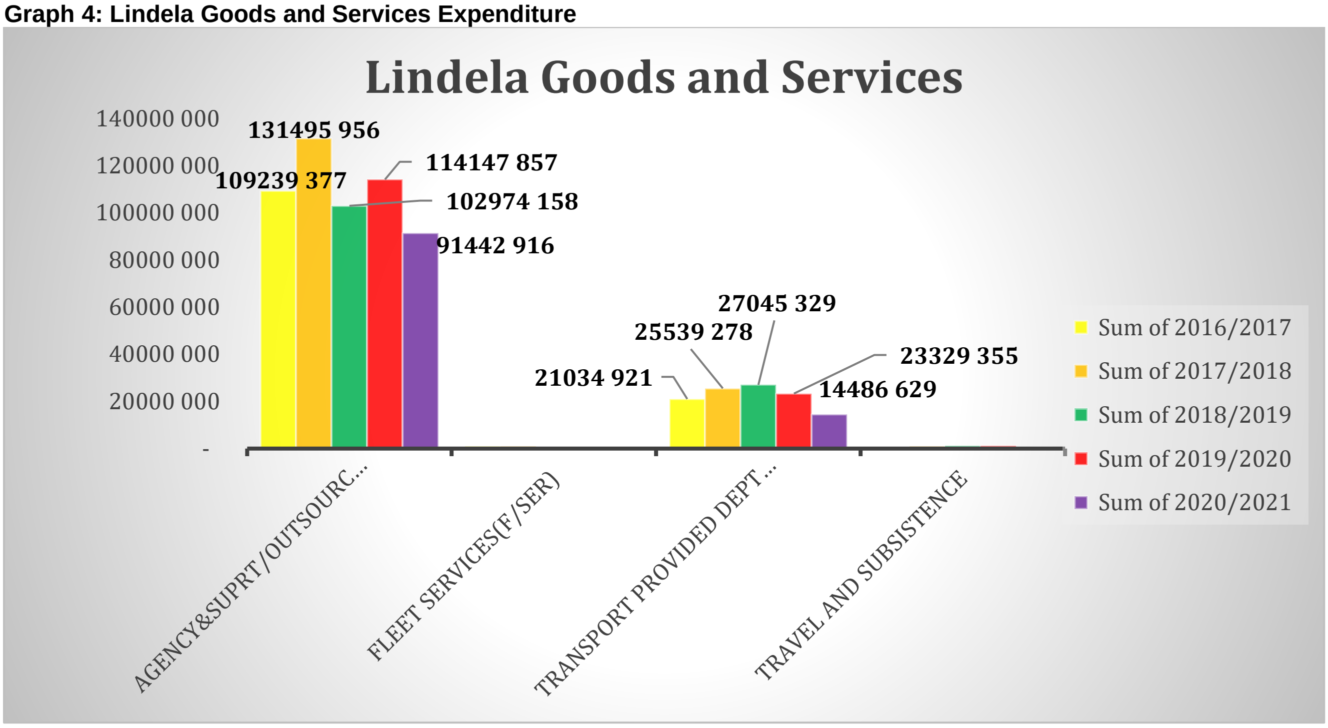
Table 8: Cost drivers

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
Deportation	**3 624 895**	**2 228 470**	**2 491 826**	**4 926 748**	**3 038 418**	**16 310 356**
FLEET SERVICES(F/SER)	105 925	114 913	895 222	2 926 299	1 487 187	**5 529 546**
INV:CLOTH MAT&ACCESSORIES	3 082 069	1 652 173	217 546			**4 951 788**
TRAVEL AND SUBSISTENCE	436 901	461 385	1 379 057	1 078 718	333 809	**3 689 871**
TRANSPORT PROVIDED DEPT ACTIVITY	-			921 731	1 217 421	**2 139 152**
Lindela Holding Facility	**131 795 082**	**158 908 627**	**131 615 092**	**138 877 955**	**106 774 321**	**667 971 076**
AGENCY&SUPRT/OUTSOURCED SERVICES	109 239 377	131 495 956	102 974 158	114 147 857	91 442 916	**549 300 264**
TRANSPORT PROVIDED DEPT ACTIVITY	21 034 921	25 539 278	27 045 329	23 329 355	14 486 629	**111 435 511**
FLEET SERVICES(F/SER)	970 114	892 721	467 028	258 218	388 896	**2 976 978**
TRAVEL AND SUBSISTENCE	550 670	980 672	1 128 576	1 142 525	455 880	**4 258 323**
Grand Total	**135 419 977**	**161 137 097**	**134 106 918**	**143 804 702**	**109 812 738**	**885 149 932**

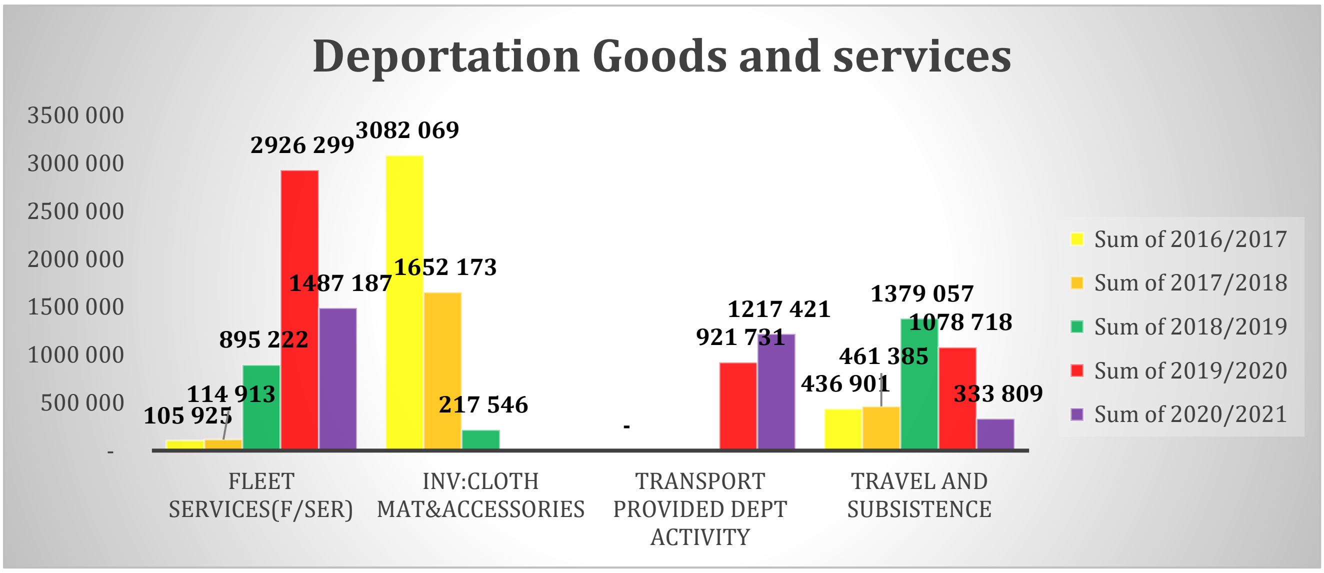
The table above shows goods and services major cost driver for both the Lindela Holding facility and Deportations, with Agency and support services as a biggest spending item which is recorded under Lindela holding facility. Whereas graph 4 and 5, shows goods and services separately for both Lindela Holding facility and Deportations.

5.4.1 Goods and Services (Lindela and deportation)

Graph 4: Lindela Goods and Services Expenditure



Graph 5: Deportation Goods and Services Expenditure



INV: CLOTH MAT& ACCESSORIES: A total R4.9 million or 0.8 per cent of the total expenditure relates to this line item. According to the BAS report, the department has used these funds to purchase uniforms for the staff at the Lindela Holding facility.

The uniform is procured for the entire Immigration Services which comprises in addition to the national Inspectorate at head office, the provincial Inspectorates, Lindela Holding Facility, the 72 ports of entry and at the Refugee Reception Offices: Musina, Desmond Tutu, Durban, Port Elizabeth and Cape Town.

The Department participated in two transversal contracts at National Treasury: RT64 for procurement of clothing and RT61 for shoes and boots. It is only the uniform packaging and distribution which were coordinated from Lindela, from where the Inspectorate officials collected the uniform items.

The uniform item is correctly placed under the “Deportation” budget and not the Lindela budget.

5.4.2 Agency and support/outsourced services

Table 9 below shows that Agency and Support Services is a biggest spending item which is recorded under Lindela holding facility. A total of R549.3 million was expended over the 5-year period. This expenditure relates to the outsourced services to the management company formally known as BOSASA.

Table 9: Agency and support services costs (Lindela Holding Facility)

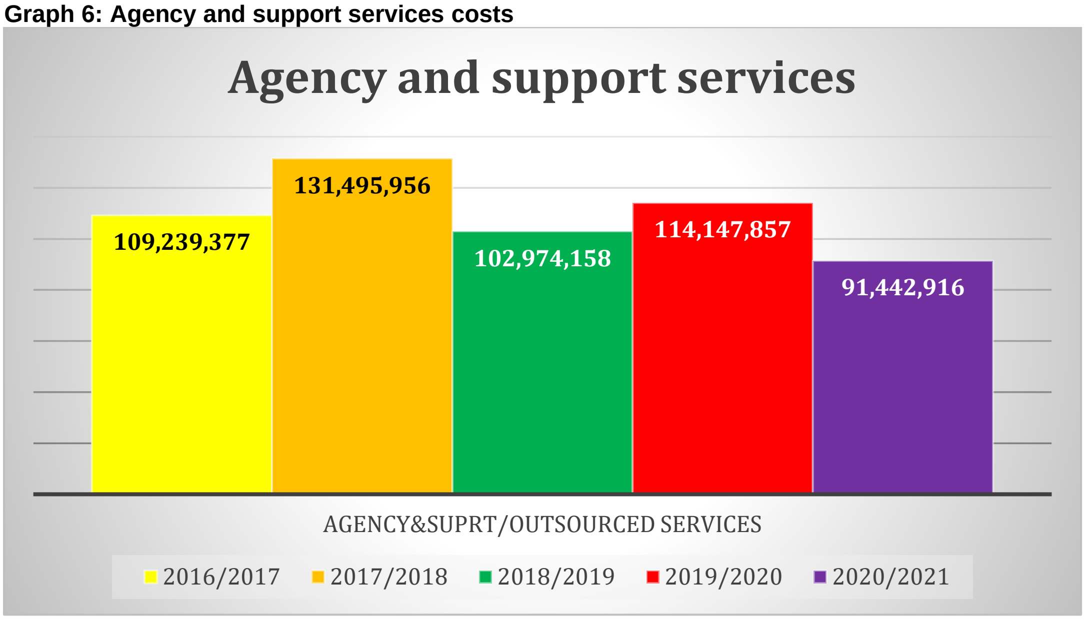
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
Lindela Holding Facility						
AGENCY&SUPRT/OUTSOURCED SERVICES	**109 239 377**	**131 495 956**	**102 974 158**	**114 147 857**	**91 442 916**	**549 300 264**
A&S/O NUTRITION SER:DETAINEES	109 239 377	131 495 956	102 974 158	114 147 857	91 442 916	549 300 264
Grand Total	**109 239 377**	**131 495 956**	**102 974 158**	**114 147 857**	**91 442 916**	**549 300 264**

Expenditure on Agency and support / outsourced services over the period has been increasing and decreasing. That is, it increased in 2017/18 and in 2018/19 it decreases, then increases in 2019/20 and decreased again in 2020/21.

The three payments of R9,141,185.65 each processed from the sundry account in May 2017 were accruals from the 2017/18 financial year, which led to the spike totalling R131,495.956.00. Previously, two payments of R8,686,965.00 on 21 April 2016 and R9,141,815.65 on 29 April 2016 had also accrued from the 2016/17 expenditure.

With the extension of the contract with Enviromongz, a new flat rate was negotiated in the Service Level Agreement for a monthly payment of R7,709,812.33 with effect from 1 February 2021, the figure for 2020/21 is at the lowest at R91 442 916 occupancies due to the impact of the Covid-19 pandemic. The majority of deportees were ex-convicts released on parole for the purposes of deportation, though the Department conducting its operations and business inspections, and was also participating in operations of the criminal justice cluster led by the South African Police Services (SAPS).

Graph 6: Agency and support services costs



The expenditure accounts for 62.1 per cent of the total expenditure of R885,149,932 shown in table 8 above. In general, expenditure increases by an average of 10 per cent over the 5-year period.

Looking at the total expenditure on goods and services, this spending item (Agency and support / outsourced services) accounts for 79.6 per cent of goods and services total expenditure of R689,608,125 over the 5-year period.

Table 10: Total goods and services

	2016/2017					Total
GOODS	136,103,720	161,837,037	136,023,280	145,011,400	110,632,688	689,608,125
Of which:						-
AGENCY&SUPRT/OUTSOURCED SERVICES	109,239,377	131,495,956	102,974,158	114,147,857	91,442,916	549,300,264
FLEET SERVICES(F/SER)	1,076,038	1,007,634	1,362,251	3,184,517	1,876,084	8,506,523
INV:CLOTH MAT&ACCESSORIES	3,082,069	1,652,173	217,546	-		4,951,788
OPERATING LEASES	12,137	-	-	40,000	-	52,137
OPERATING PAYMENTS	44,345	87,934	80,146	-	-	212,425
TRAINING & DEVELOPMENT	-	-	-	-	-	-
TRANSPORT PROVIDED DEPT ACTIVITY	21,034,921	25,539,278	27,045,329	24,251,086	15,704,050	113,574,663
TRAVEL AND SUBSISTENCE	987,571	1,442,057	2,507,634	2,221,243	789,689	7,948,194
VENUES AND FACILITIES	-	-	-	-	-	-

5.4.3 Fleet services

Table 11 below that a total amount of R8.5 billion has been spent over the 5-year period. This expenditure relates to fuel, oil and maintenance of fleet services.

The fleet, in the form of Cantor trucks and bakkies, is used predominantly by Immigration Officers at Lindela to transport deportees to land ports of entry in the neighbouring countries: such as Lesotho, Swaziland, Botswana, Mozambique and Zimbabwe. The sedan vehicles are utilised for escorting the buses where necessary. The frequency of deportations is weekly to the identified countries.

After the conclusion of the criminal justice and administrative processes by DHA at the facility, the operations at Lindela rely mainly on the cooperation and assistance from the Embassies and Consulates to interview and confirm the identity of the illegal immigrant as a national of the alleged country of origin. The next step in the identification, is the issuing of the Emergency Travel Certificates (ETCs) at the foreign missions, and this might take several trips depending on the foreign mission. This also contribute to the mileage of the vehicles assigned to Lindela.

Graph 7: Fleet Services

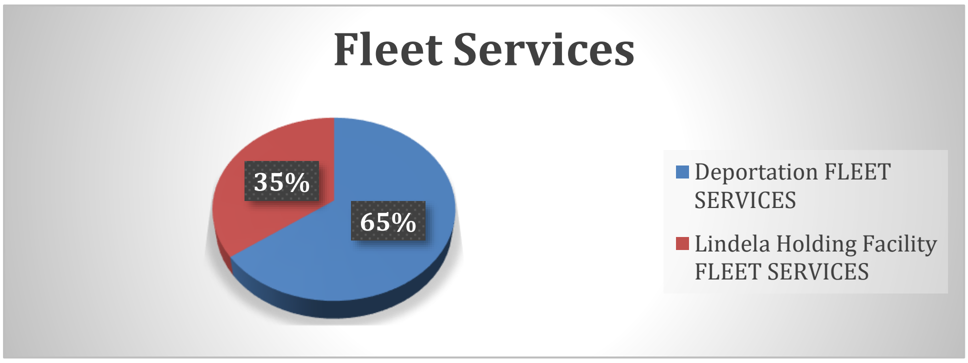


Table 11: Fleet services

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
Deportation						
FLEET SERVICES	**105 925**	**114 913**	**895 222**	**2 926 299**	**1 487 187**	**5 529 546**
FUEL,OIL&GREASE	68 967	85 414	575 567	2 146 386	650 055	**3 526 389**
TRANSACTION COSTS	6 629	2 487	94 791	155 924	661 890	**921 721**
MAINTENANCE AND REPAIRS	29 321	26 109	199 991	486 579	135 492	**877 492**
TOLL FEES	1 008	902	24 873	137 410	39 751	**203 944**
Lindela Holding Facility						
FLEET SERVICES	**970 114**	**892 721**	**467 028**	**258 218**	**388 896**	**2 976 978**
TRANSACTION COSTS	390 973	322 177	248 673	159 800	265 954	**1 387 577**
FUEL,OIL&GREASE	312 318	272 575	180 895	86 419	89 909	**942 115**
MAINTENANCE AND REPAIRS	214 118	256 981	31 262	5 536	26 005	**533 902**
TOLL FEES	52 705	40 989	6 199	6 462	7 028	**113 384**
Grand Total	**1 076 038**	**1 007 634**	**1 362 251**	**3 184 517**	**1 876 084**	**8 506 523**

The table above gives an illustration of the department's expenditure on fleet services over a 5-year period. The highest expenditure was recorded in the 2019/20 financial year at an aggregate of R3.2 million. The cost drivers under fleet services are fuel, oil and grease, transaction costs, maintenance and repairs and toll fees.

Fuel, oil and grease would relate to kilometres travelled and a total of R2.2 million or 26 per cent of the total fleet services expenditure was spent on fuel, oil and grease in the 2019/20 financial year.

Transaction costs account for R2.3 million or 27 per cent of the total fleet services expenditure. Maintenance and toll fees also spiked in the 2019/20 financial year.

5.4.4 Travel and Subsistence

Table 12 below shows how much the department spent on travel and subsistence, the department spent a total of R7.9 million, with the expenditure reaching its peak at R2.5 million in the 2018/19 financial year. The BAS data table indicates that the bulk of the expenditure under travel and subsistence was spent on domestic accommodation, domestic shuttle services, domestic food and beverages and domestic transport.

Graph 8: Travel and Subsistence

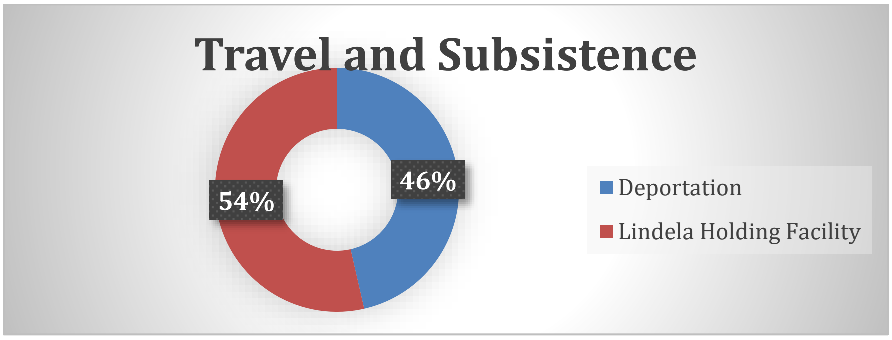


Table 12: Travel and Subsistence

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
Deportation	**3 624 895**	**2 228 470**	**2 491 826**	**4 926 748**	**3 038 418**	**16 310 356**
FLEET SERVICES(F/SER)	105 925	114 913	895 222	2 926 299	1 487 187	**5 529 546**
INV:CLOTH MAT&ACCESSORIES	3 082 069	1 652 173	217 546			**4 951 788**
TRAVEL AND SUBSISTENCE	436 901	461 385	1 379 057	1 078 718	333 809	**3 689 871**
TRANSPORT PROVIDED DEPT ACTIVITY	-			921 731	1 217 421	**2 139 152**
Lindela Holding Facility	**131 795 082**	**158 908 627**	**131 615 092**	**138 877 955**	**106 774 321**	**667 971 076**
AGENCY&SUPRT/OUTSOURCED SERVICES	109 239 377	131 495 956	102 974 158	114 147 857	91 442 916	**549 300 264**
TRANSPORT PROVIDED DEPT ACTIVITY	21 034 921	25 539 278	27 045 329	23 329 355	14 486 629	**111 435 511**
FLEET SERVICES(F/SER)	970 114	892 721	467 028	258 218	388 896	**2 976 978**
TRAVEL AND SUBSISTENCE	550 670	980 672	1 128 576	1 142 525	455 880	**4 258 323**
Grand Total	**135 419 977**	**161 137 097**	**134 106 918**	**143 804 702**	**109 812 738**	**885 149 932**

6. Occupation analysis at the Lindela Holding facility and deportation

6.1 Occupation at the Lindela

The table 13 below shows the average number of immigrants detained at the Lindela Holding Facility from January 2016 to October 2018.

Table 13: Number of persons accommodated[5]

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Tota
Number of persons accomodated						
January	3179	1611	451	578	2122	7941
February	2348	1693	551	1165	2709	8466
March	2243	1725	730	944	2852	8494
April	2069	1845	1120	1013	0	6047
May	2089	1618	1312	910	69	5998
June	2268	1396	1179	898	883	6624
July	2087	1162	1295	1413	583	6540
August	1989	1112	1377	1579	674	6731
September	2122	1158	1373	1414	687	6754
October	1907	1114	1279	1446	1046	6792
November	1809	1131	1415	1500	1213	7068
December	1626	897	1418	1190	884	6015
Grand Total	**25 736**	**16 462**	**13 500**	**14 050**	**13 722**	**83 470**
Average per month	**2 145**	**1 372**	**1 125**	**1 171**	**1 144**	

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Total
Number of Occupants	25736	16462	13500	14050	13722	83470
BAS total expenditure	R109 239 377	R131 495 956	R102 974 158	R114 147 857	R91 442 916	R549 300 264
Rate / Occupant	R4 245	R7 988	R7 628	R8 124	R6 664	R6 581

The general trend is that the average cost per occupant was increasing until the 2020/21 financial year where the revised SLA normalised the rates paid.

6.2 Illegal Immigrants Deportation

Table 14: Cost per detainee per country of origin- 30 days vs 120 days

Country of Origin	Mode of transport for deportation	Cost per person for deportation	Cost of 30 days detained at Lindela	Cost of 120 days detained at Lindela	Saving per person if deported before 30 days and transport paid.	Break-even days before deportation (days)
Zimbabwe	Bus	600	8 045	34 080	24 960	27 days
Mozambique	Bus	280	8 045	34 080	25 280	29 days
Malawi	Plane	5 040	8 045	34 080	20 520	15 days
Lesotho	Bus	300	8 045	34 080	25 260	29 days
Swaziland	Bus	500	8 045	34 080	25 060	29 days
Botswana	Plane	1 640	8 045	34 080	23 920	26 days

[5] The above table is an extract taken from a November 2018 invoice and information provided subsequently

The table 14 suggests that if the number of days per detainee can be kept at 30 days per detainee and include the cost of deportation, the department would save in the range of R20 520 (Malawi) to R25 280 (Mozambique) per detainee – Note this is the gross saving which includes the facility fixed operating fee which needs a review.

Reducing the average number of days an immigrant is kept at the facility would prove more beneficial for the department and would also solve the department's problem of not being able to pay for deporting illegal immigrants.

The department could have further savings if they could enter into transversal contracts with bus companies and airlines in order to negotiate discounted fares if they purchase, for example 100 bus tickets per month to each destination.

Table 15: detainee per country of origin

Country of Origin	% of total detainees deported	Based on 2019/20 BAS Agency cost of R114mill	Fixed Fee for facility at 90%	Cost if detained for 30 days	Cost if detained for 7 days	Cost if detained for 120 days
Zimbabwe	34.40%	R39 266 863	R35 340 177	R4 362 985	R1 018 030	R17 451 939
Mozambique	20.70%	R23 628 606	R21 265 746	R2 444 339	R570 346	R9 777 354
Malawi	25.80%	R29 450 147	R26 505 132	R5 890 029	R1 374 340	R23 560 118
Lesotho	10.80%	R12 327 969	R11 095 172	R1 275 307	R297 572	R5 101 228
Swaziland	0.20%	R228 296	R205 466	R23 617	R5 511	R94 467
Botswana	0.10%	R114 148	R102 733	R13 171	R3 073	R52 684
Other	8.00%	R9 131 829	R8 218 646	R913 183	R913 183	R913 183
Potential savings		R114 147 857	R102 733 071	**R14 922 630**	**R4 182 054**	**R56 950 973**

Note: - This analysis is largely dependent on the fixed and variable fee proportions as per Appendix 3.

The above table shows the average costs of detaining immigrants at the Lindela Holding facility for a period of 30 days versus a maximum period of 120 days and minimum period of 7 days.

The potential savings per annum is estimated at R10,7 million (if detained for 7 days rather than 30 days) and R42 million (if detained for 120 days rather than 30 days). There need for a review of the fixed cost in the Service Level Agreement and how it is formulated especially as the facility is only 49% of capacity (average over 8 years). The savings could be considerably more if there is a higher proportion of the fee based on occupancy.

7. Benchmarking Exercise

7.1 Comparison of facilities

Table 16: A comparison between a Lindela holding facility and prisons

	Facility	Total Cost / annum	Average Number of Detainees (49%)	Average Cost / annum / inmate
Minimum security	Krugersdorp	R62 127 000	2261	R27 478
Maximum security	Kokstad	R203 829 000	1757	R116 010
Implementation programme	Lindela	R143 804 702[6]	1960	R73 370

Lindela is shown to be in the middle of a minimum security and maximum security DCS facility. Factors like the rehabilitation of offenders in the correctional facilities for rehabilitation programmes might form part of the cost drivers in those facilities.

Table 19 shows a comparison of a Lindela detention centre with a minimum and a maximum-security prison facility managed by the Department of Correctional Services. However, the real benchmark is against a minimum-security prison and the Lindela is more than double the average cost / annum / inmate. This is an indication that the cost models need revision.

7.2 Compensation of employees' expenditure

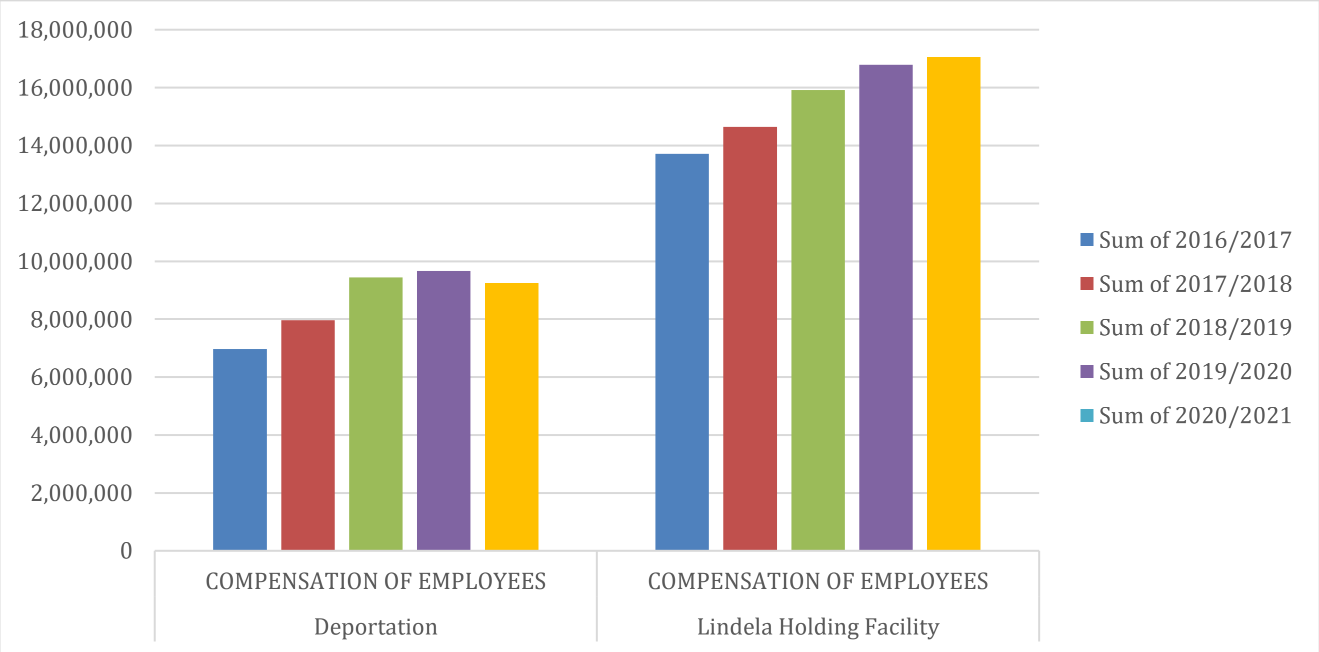
Table 17 below shows that total expenditure related to compensation of employees amounted to R121.4 million. This expenditure has increased on an average at 6 per cent over the 5-year period. According to the PERSAL system, the department employs an average of 63 employees which are responsible for carrying out duties relating to the administration of the facility. Further details of duties and personnel will be requested from the department.

[6] Based on 2019/20 BAS

Table 17: Compensation of Employees Expenditure

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Grand Total
Deportation	**6 969 030**	**7 961 385**	**9 444 288**	**9 662 073**	**9 247 540**	**43 284 316**
COMPENSATION OF EMPLOYEES	**6 969 030**	**7 961 385**	**9 444 288**	**9 662 073**	**9 247 540**	**43 284 316**
SALARIES AND WAGES	5 996 776	6 884 202	8 142 875	8 306 524	7 914 558	37 244 935
SOCIAL CONTRIBUTIONS	972 253	1 077 183	1 301 413	1 355 549	1 332 982	6 039 381
Lindela Holding Facility	**13 714 201**	**14 645 506**	**15 911 716**	**16 792 617**	**17 048 474**	**78 112 514**
COMPENSATION OF EMPLOYEES	**13 714 201**	**14 645 506**	**15 911 716**	**16 792 617**	**17 048 474**	**78 112 514**
SALARIES AND WAGES	11 466 767	12 266 476	13 319 871	14 048 254	14 124 455	65 225 824
SOCIAL CONTRIBUTIONS	2 247 433	2 379 029	2 591 845	2 744 363	2 924 019	12 886 690
Grand Total	**20 683 230**	**22 606 891**	**25 356 004**	**26 454 690**	**26 296 015**	**121 396 830**

Graph 9: Compensation of Employees Expenditure



This table is an extract from the PERSAL data from 2018/19 to 2020/21. The table totals are slightly different from the BAS data.

Table 18: Head count

PERSAL Data	2018/2019			2019/2020			2020/2021		
	Cost	Head Count	Ave Cost	Cost	Head Count	Ave Cost	Cost	Head Count	Ave Cost
DEPORTATION	1 436 651	2	718 325	1 541 649	2	770 824	1 539 311	2	769 656
DEPORTATION COORDINATION	8 165 910	17	466 623	8 557 014	16	521 239	8 287 350	15	552 490
LINDELA HOLDING FACILITY	17 244 093	47	366 896	18 681 101	46	406 848	18 843 177	46	409 634
Grand Total	**26 846 653**	**66**	**403 709**	**28 779 764**	**64**	**447 354**	**28 669 838**	**63**	**455 077**

The above table show the average cost of compensation of employees that the department had spent on running the Lindela Holding Facility. It shows that on average R435 380 was spent on compensation over the 3-year period.

Table 19: Salary band descriptions

	Salary Band Description	2018/2019	2019/2020	2020/2021
DIRECTORATE: DEPORTATION				
	Highly skilled production (Levels 6-8)	1	1	1
	Senior management (Levels 13-16)	1	1	1
Total		**2**	**2**	**2**
SUBDIRECTORATE: DEPORTATION COORDINATION				
	Highly skilled production (Levels 6-8)	13	12	11
	Highly skilled supervision (Levels 9-12)	4	4	4
Total		**17**	**16**	**15**
SUBDIRECTORATE: LINDELA HOLDING FACILITY				
	Highly skilled production (Levels 6-8)	42	42	42
	Highly skilled supervision (Levels 9-12)	4	3	3
	Skilled (Levels 3-5)	1	1	1
Total		**47**	**46**	**46**
Grand Total		**66**	**64**	**63**

The table above is a break- down of the headcount based on the salary bands. A description of their duties needs to be obtained from the department in order to assess if their duties are not duplicated and if there is a possibility of reducing the number of highly skilled personnel, in order to bring down the salary wage bill.

Department of Correctional Services (DCS)[7] vs Lindela Average Staff costs

Table 20: Comparison of the staff costs between DCS and Lindela

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
DCS Average per prison	267 316	281 404	294 404	306 563	319 040
Lindela Average			403 709	447 354	455 077
Difference			**(109 305)**	**(140 791)**	**(136 036)**

In a spending review that was conducted in 2016 on the cost of running prisons in South Africa by a National Treasury Official, it was established that on average, the department spent R267 316 on staff costs per prison. For the purpose of comparison, this cost was inflated by the annual inflation rates, as published by STATSA, in order to get estimated costs for 2017/18 to 2020/21 financial years. When the comparing the average staff costs per prison and the Lindela average, it can be seen that the Lindela average is much higher than the average cost per prison.

8. Conclusion

Based on the aforementioned findings, it cannot be concluded with certainty as to whether the Lindela detention facility (named Lindela Repatriation Centre) is being efficiently and effectively managed by the both the service provider and the Department of Home Affairs, especially with issues of the validity of a contract following a liquidation of BOSASA and then African Global.

Also, inability to formulate a conclusion is also exacerbated by the conflicting reports from both the DHA and the report of the Human Rights Commission whereby the Commission is informed that most detainees released are not deported due to financial barriers, whereas the DHA is saying the opposite.

However, one thing that is certain is that the cost model for the centre needs to be reviewed to be based primarily on number of beds occupied and not on a flat rate. If reviewed, possible savings could be realised if detainees are released or deported within 30 days of detention. As shown in table 15 above, a possible savings of R14.9 million could be realised.

For example, with the extension of the contract with Enviromongz, a new flat rate was negotiated in the Service Level Agreement for a monthly payment of R7,709,812.33 with effect from 1 February 2021, the figure for 2020/21 is at the lowest at R91 442 916, table 9 above.

[7] See Appendix 7

Therefore, there is a need for a review of the fixed cost in the Service Level Agreement and how it was formulated especially as the facility is only 49% of capacity (average over 8 years). The savings could be considerably more if there is a higher proportion of the fee based on occupancy.
Furthermore, deportees model needs to be modified to ensure that released inmates do actually leave the country and reach their homelands.

9. Action

1. Contract elements
    a. Contract ceded to Enviromongz on 1 November 2019 as the preferred bidder, who as part of proposal was willing to accept cession of 70% to 80% of staff contracts, to ensure continuity of service. Enviromongz contract expired on 30 November 2020 and month on month extensions granted by DHA until January 2021, thereafter 12-month extension by National Treasury until February 2022.
    b. An Initial tender was issued on 10 July 2020 and was withdrawn during the evaluation of finance proposals by the BEC. A Request for Qualification (RFQ) closed on 18 June 2021and BEC sittings will be convened in July 2021. Thereafter, a Request for Proposals (RFP) will be made.
    c. The evaluations of tender submissions must consider some of the findings from this report – i.e. make the rate be based more on the variable amounts (i.e. number of occupants) and less fixed amounts etc.
    d. Long term forecasts and affordability / cos benefit analysis surveys must be conducted before entering into the arrangement – it should be a partnership between the state and the service provider that is beneficial to both.

2. The running of the centre

    A revised Lindela costs of R7,7 million per month based on an occupancy rate of an average 1500 up to 2500 is a move in the right direction which has resulted in considerable savings already, i.e revised from the R9,1 million.

    The facility has been functioning at an average of 49% (i.e. 2000 available beds) – the department should come up with a plan to utilise the facility more efficiently.

    As shown in table 16 above, the potential savings per annum is estimated at R10,7 million (if detained for 7 days rather than 30 days) and R42 million (if detained for 120 days and not 30 days). The savings could be considerably more if there is a higher proportion of the fee based on occupancy.

The reports generated from both the department and the service provider must be made more streamlined / digital and more accessible for analysis. It is evident that the information is available but take long to get and is mostly scanned.

Appendix 1:- Average number of persons accommodated

From - Lindela invoice 2018 - Page 11

AVERAGE The average number of persons accommodated :

2011		2012		2013		2014	
Jan	945	Jan	1854	Jan	2175	Jan	2157
Feb	657	Feb	2163	Feb	2639	Feb	1928
Mar	1332	Mar	1917	Mar	2777	Mar	2177
Apr	1837	Apr	2381	Apr	1378	Apr	2707
May	1591	May	2323	May	1181	May	1345
Jun	1598	Jun	1821	Jun	1154	Jun	1452
Jul	1472	Jul	1909	Jul	1064	Jul	1911
Aug	1565	Aug	3296	Aug	991	Aug	2544
Sep	1880	Sep	2610	Sep	1319	Sep	2730
Oct	2840	Oct	2220	Oct	1500	Oct	1756
Nov	2621	Nov	1971	Nov	1722	Nov	1692
Dec	2009	Dec	2628	Dec	1989	Dec	2063
	20347		27093		19889		24462
Ave p m	1696	Ave p m	2258	Ave p m	1657	Ave p m	2039

2015		2016		2017		2018	
Jan	2541	Jan	3179	Jan	1611	Jan	451
Feb	3587	Feb	2348	Feb	1693	Feb	551
Mar	3556	Mar	2243	Mar	1725	Mar	730
Apr	2789	Apr	2069	Apr	1845	Apr	1120
May	3926	May	2089	May	1618	May	1312
Jun	3680	Jun	2268	Jun	1396	Jun	1179
Jul	3622	Jul	2087	Jul	1162	Jul	1295
Aug	3640	Aug	1989	Aug	1112	Aug	1377
Sep	2602	Sep	2122	Sep	1158	Sep	1373
Oct	3736	Oct	1907	Oct	1114	Oct	1279
Nov	4488	Nov	1809	Nov	1131	Nov	
Dec	3513	Dec	1626	Dec	897	Dec	
	41680		25736		16462		10667
Ave p m	3473	Ave p m	2145	Ave p m	1372	Ave p m	970

Appendix 2:- Daily Occupation

From - Lindela invoice_Nov 2018 - Page 16

DAILY OCCUPATION

2014	PERIOD	TOTAL MTH	AVE PER DAY
	January	66,862	2,157
	February	53,994	1,928
	March	67,496	2,177
	April	81,223	2,707
	May	41,699	1,345
	June	43,552	1,452
	July	59,253	1,911
	August	78,878	2,544
	September	81,900	2,730
	October	54,447	1,756
	November	50,750	1,692
	December	63,941	2,063
	TOTAL	743,995	24,462
	AVE P M	62,000	2,039

2015	PERIOD	TOTAL MTH	AVE PER DAY
	January	78,768	2,541
	February	100,434	3,587
	March	110,223	3,556
	April	83,683	2,789
	May	121,703	3,926
	June	106,876	3,680
	July	112,270	3,622
	August	112,833	3,640
	September	78,050	2,602
	October	115,812	3,736
	November	134,633	4,488
	December	108,903	3,513
	TOTAL	1,264,188	41,679
	AVE P M	105,349	3,473

2016	PERIOD	TOTAL MTH	AVE PER DAY
	January	98,549	3,179
	February	68,095	2,348
	March	69,534	2,243
	April	62,070	2,069
	May	64,770	2,089
	June	68,056	2,269
	July	64,701	2,087
	August	61,650	1,989
	September	63,671	2,122
	October	59,125	1,907
	November	54,270	1,809
	December	50,416	1,626
	TOTAL	784,907	25,738
	AVE P M	65,409	2,145

2017	PERIOD	TOTAL MTH	AVE PER DAY
	January	49,941	1,611
	February	47,410	1,693
	March	53,485	1,725
	April	55,361	1,845
	May	50,145	1,618
	June	41,881	1,396
	July	36,007	1,162
	August	34,467	1,112
	September	34,736	1,158
	October	34,539	1,114
	November	33,929	1,131
	December	27,804	897
	TOTAL	499,705	16,462
	AVE P M	41,642	1,372

2018	PERIOD	TOTAL MTH	AVE PER DAY
	January	13,966	451
	February	15,424	551
	March	22,618	730
	April	33,598	1,120
	May	40,686	1,312
	June	35,365	1,179
	July	40,139	1,295
	August	42,686	1,377
	September	41,182	1,373
	October	39,649	1,279
	November	26,265	876
	December		
	TOTAL	351,578	11,542
	AVE P M	31,962	1,049

Appendix 3: - Monthly Cost Breakdown – 2021 SLA

LINDELA REPATRIATION CENTRE
Monthly Cost Breakdown

Description	Monthly R INCL VAT	
Consumables	2 597,85	
Cost Of Sales General	104 071,55	
Food Costs	721 556,00	Depends on the Head Count
General Maintenance	10 465,00	
Group support and shared services	1 622 169,30	
Insurance	5 898,35	
Laundry	12 972,00	
Licence & Subscriptions	5 172,70	
Medicines and Medical Services	52 521,59	
Office Automation	3 486,80	
Pest Control	10 819,20	
Professional Services	108 936,05	
Property Rental	866 525,00	
Security	1 971 006,85	
Staffing	906 707,37	
Toiletries	75 150,34	
Utilities	381 274,00	Depends on the season
VPN Connectivity	4 784,00	
Vehicle Expenses		
- Lease Payments	19 145,48	
- Repairs and Maintenance and Other	27 830,00	
Kitchen Fees	338 239,80	
TOTAL COST OF FACILITY	**7 251 329,23**	

Appendix 4: - Invoice Calculations

From - Lindela invoice_Nov 2018 - Page 16

DEPARTMENT OF HOME AFFAIRS
Private Bag X 114
PRETORIA
0001

30-Nov-18

INVLP 00293

ATTENTION : Mr M. Apleni

ORDER NO : DHA14/2005

Martin Matthews CD

MODIRI MATTHEW

LINDELA HOLDING FACILITY
PRIVATE BAG X1
POST POINT
WEST KRUGERSDORP
1742

DESCRIPTION	
ACCOMMODATION PROVIDED - ILLEGAL ALIENS	
As per the Service Level Agreement, Fourth Addendum	9,544,119.49
Additional Detainees as per sliding scale	0.00
Head Count Short Fall - November 2018	-451,724.72

FIRST NATIONAL BANK
0
256955
62053723295

DAILY OCCUPATION AND REGISTER ATTACHED
R 1,185,964.54 VAT INCLUDED

TOTAL PAYABLE	**9,092,394.78**

DAILY OCCUPATION : NOVEMBER 2018

DAY	NUMBER	MINIMUM	VARIABLE (2500<)	RATE (2500<)	AMOUNT
1	901	2,500	1,599	8.06	12,887.94
2	836	2,500	1,664	8.06	13,411.84
3	865	2,500	1,635	8.06	13,178.10
4	864	2,500	1,636	8.06	13,186.16
5	880	2,500	1,620	8.06	13,057.20
6	984	2,500	1,516	8.06	12,218.96
7	948	2,500	1,552	8.06	12,509.12
8	860	2,500	1,640	8.06	13,218.40
9	886	2,500	1,614	8.06	13,008.84
10	850	2,500	1,650	8.06	13,299.00
11	850	2,500	1,650	8.06	13,299.00
12	878	2,500	1,622	8.06	13,073.32
13	850	2,500	1,650	8.06	13,299.00
14	846	2,500	1,654	8.06	13,331.24
15	831	2,500	1,669	8.06	13,452.14
16	863	2,500	1,637	8.06	13,194.22
17	906	2,500	1,594	8.06	12,847.64
18	906	2,500	1,594	8.06	12,847.64
19	951	2,500	1,549	8.06	12,484.94
20	884	2,500	1,616	8.06	13,024.96
21	789	2,500	1,711	8.06	13,790.66
22	777	2,500	1,723	8.06	13,887.38
23	807	2,500	1,693	8.06	13,645.58
24	807	2,500	1,693	8.06	13,645.58
25	806	2,500	1,694	8.06	13,653.64
26	819	2,500	1,681	8.06	13,548.86
27	912	2,500	1,588	8.06	12,799.28
28	1,051	2,500	1,449	8.06	11,678.94
29	882	2,500	1,618	8.06	13,041.08
30	976	2,500	1,524	8.06	12,283.44
30					
Total	26,265	75,000	48,735		392,804.10
				VAT @ 15%	58,920.62
Average per day	876			VAT INCL	451,724.72

Appendix 5: - Contract Issues

From - **Meeting with National Treasury Lindela Repatriation Centre spending review**

30 June 2021, Presentation

Meeting with National Treasury
Lindela Repatriation Centre spending review

30 June 2021

Contractual relationship

- A new contract was signed by Africa Global Operations in 2015 which was ceded to Enviromongz by the provisional liquidators in 2019
- According to AGO, the application for voluntary liquidation was an act of 'business rescue' after the banks had notified of their intention to close the company's accounts
- Once appointed, the liquidator would be in a position to open a bank account, as in *"African Global Operations in liquidation"*. They later argued in court successfully that they had obtained incorrect advice
- AGO was placed under voluntary liquidation in February 2019 and provisional liquidators, Concord Administrators were appointed
- The property together with Youth Centre leased by DSD was acquired at auction by the National Department of Public Works (NDPW) on behalf of DHA for R60 million. The total costs of sale were R73, 5 million including VAT, auctioneer's commission and conveyancing. However, liquidators are appealing the business rescue order at the Supreme Court of Appeal

home affairs
Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

2030 NDP

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Procurement of facility management services

- Contract ceded was to Enviromongz on 1 November 2019 as the preferred bidder, who as part of proposal was willing to accept cession of 70% to 80% of staff contracts, to ensure continuity of service.
- Enviromongz contract expired on 30 November 2020 and month on month extensions granted by DHA until January 2021, thereafter 12-month extension by National Treasury until February 2022
- Lindela costs R7,544,119.49 per month at an occupancy rate of an average 1500 up to 2500. Maximum space for 4000 is available if required, for instance during joint law enforcement projects with SAPS and Metro Police, like Operation Fiela
- Initial tender issued on 10 July 2020 was withdrawn during the evaluation of finance proposals by the BEC
- A Request for Qualification (RFQ) closed on 18 June 2021and BEC sittings will be convened in July 2021. Thereafter, a Request for Proposals (RFP) will be made

home affairs
Department: Home Affairs
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Appendix 6: Countries of Origin

4 ORIGIN The countries of origin of persons admitted at LINDELA

	NOVEMBER 2018	% Since Aug 1996
Mozambique	20.7	41.8
Zimbabwe	34.4	39.1
Malawi	25.8	8.6
Lesotho	10.8	4.7
Swaziland	0.2	0.4
Botswana	0.1	0.1
* Other	8.0	5.4
	100	100

* Other countries include the following :

Angola	China	Israel	Mauritania	Sierra Leone	Taiwan
Austria					
Bangladesh	Checozlov	Iraq	Mexico	Somalia	Yugoslavia
Benin	Ghana	Kenya	Poland	Switzerland	Togo
Bostonia	Ethiopia	Japan	Pakistan	Sri Lanka	Korea
Brazil	Greece	Korea	Russia	U S A	West Africa
Britain	Guinea	Liberia	Romania	Thailand	Eritrea
Bulgeria	Congo	India	Morocco	Scotland	Zambia
Burkinofasa	England	Ireland	Nigeria	Sudan	Zaire
Burundi	Egypt	Ivory coast	Namibia	Slovania	Zanzibar
Cameroon	Germany	Madeira	Ruanda	Tanzania	Columbia
Turkey	Greece	Jamaica	Senegal	Uganda	Nederland

Appendix 7: Cost per inmate

Management Area	Expenditure R thousand	Inmate Numbers	Staff Numbers	Average Spend per Inmate R thousand	Average Spend per Staff Member R thousand	Inmates per Staff Member
ALLANDALE AREA	80 140	1 737	257	46	314	7
BARBERTON AREA	200 322	3 562	671	57	303	5
BAVIAANSPOORT AREA	120 726	1 630	437	74	278	4
BETHAL AREA	106 675	2 336	430	46	248	5
BOKSBURG AREA	128 648	4 319	563	30	228	8
BRANDVLEI AREA	133 266	1 379	504	97	264	3
BREEDE RIVER AREA	92 969	1 931	345	48	269	6
COLESBURG AREA	25 720	632	94	41	274	7
DRAKENSTEIN AREA	124 285	2 006	427	62	293	5
DURBAN AREA	221 087	9 538	726	23	304	13
EAST LONDON AREA	119 491	3 921	483	30	255	8
EMPANGENI AREA	142 763	3 607	543	40	264	7
GLENCOE AREA	95 478	2 103	344	46	278	6
GOEDEMOED AREA	90 042	1 669	351	55	257	5
GOODWOOD AREA	60 700	2 677	193	23	326	14
GROENPUNT AREA	188 844	4 800	680	39	277	7
GROOTVLEI AREA	135 692	5 367	497	25	273	11
JOHANNESBURG AREA	155 768	9 261	697	17	222	14
KGOSI MAMPURU II AREA	277 620	7 600	1 324	37	210	6
KIMBERLEY AREA	126 038	3 463	479	36	265	7
KIRKWOOD AREA	60 818	1 164	211	52	295	6
KLERKSDORP AREA	124 923	3 244	451	39	278	7
KOKSTAD AREA	203 829	1 757	823	117	248	2
KROONSTAD AREA	172 350	4 407	622	39	277	7
KRUGERSDORP AREA	62 127	2 261	220	27	284	10
LEEUWKOP AREA	110 919	4 051	427	27	260	10
MALMESBURY AREA	62 434	1 827	242	34	260	8
MIDDLEDRIFT AREA	77 765	2 653	328	29	249	9
MODDERBEE AREA	197 075	5 071	746	39	265	7
MTHATHA AREA	98 533	3 484	412	29	253	9
NCOME AREA	96 819	2 622	356	37	274	7
OVERBERG AREA	116 993	2 771	417	42	282	7
PIETERMARITZBURG AREA	201 771	4 682	702	43	287	7
POLLSMOOR AREA	241 806	7 603	889	32	273	9
POLOKWANE AREA	56 403	1 873	210	30	270	9
ROOIGROND AREA	83 700	1 749	274	48	307	6
RUSTENBURG AREA	123 516	2 221	490	56	252	5
SADA AREA	126 017	2 619	472	48	268	6
SOUTHERN CAPE AREA	149 162	2 824	490	53	307	6
ST ALBANS AREA	177 305	5 311	674	33	276	8
THOHOYANDOU AREA	96 733	5 244	342	18	283	15
UPINGTON AREA	53 820	1 333	211	40	256	6
VOORBERG AREA	91 512	2 025	345	45	265	6
WATERVAL AREA	108 752	3 196	385	34	286	8
WITBANK AREA	108 722	2 164	377	51	292	6
ZONDERWATER AREA	118 711	2 659	420	45	283	6
TOTAL	**5 748 789**	**154 355**	**21 583**	**37**	**267**	**7**

Appendix 8: Staff numbers by service provider

Department	Job Title / Description	No.
Management	Facility Manager	1
	Unit Leader	1
	Operations Coordinator	1
Administration & IT	Administrator	1
	Clerk	5
	Information Centre Co-ordinator	1
	Storeman	2
	IT Support	1
Medical / Clinic	Doctor	1
	Nurses	4
	Enrolled Nurse	1
	Assistant Nurse	2
	Porter	5
Catering	Kitchen Supervisor	3
	Cooks	17
	Kitchen Administrator	1
	Food Preparation Assistants	14
	Kitchen Cleaners	8
Facility Cleaning & Gardening	Supervisor	2
	Cleaners	27
	Gardeners	8
	Machine operators	3
Transport	Tractor Driver	1
	Drivers	3
Security	Security Coordinator	1
	Security Supervisors	6
	Security Officers	127
	Control Room Officers	12
	Alarm & CCTV Maintenance & services	2

Canteen	Canteen Attendant	3
Maintenance & Technical	Maintenance Coordinator	1
	Plumber / Plumber Aid	2
	Electrician – COC & Maintenance	1
	Electrical Aid	1
	Handyman & Painters	7
Mechanical Maintenance	Refrigeration Technician	1
	Electrical Technician	1
	Pots & Stoves Technician	1
Operations Support	Contract Management	3
	Finance	1
	Procurement	1
	Human Resources	2
	Training	1
	Health & Safety	1
Total		288