

Strategic Plan



2015-2020





Foreword by the Minister of Home Affairs

The purpose of this strategic plan is to set out the vision of where the Department of Home Affairs (DHA) must be within five years and the strategic goals that must be achieved to get there. The year 2015 marks 60 years since the historic adoption of the Freedom Charter by visionary South Africans from all walks of life. The DHA takes enormous inspiration from this legacy, and the progressive Constitution which emerged from it. We draw impetus from our historic mission to uphold the dignity of all South Africans.

As we move towards a quarter century of democracy, there are two overarching goals that informed the strategic planning of the DHA. The first goal is to continue to deliver against the core mandate of the DHA, which is to secure identity and citizenship; to manage immigration securely; and to deliver services related to these critical functions of the state.

In Civic Services, strategic initiatives to fulfill this mandate include: replacing 38 million outdated green ID books with ID 'smart' cards by 2019; achieving universal early registration of birth; and ensuring consistently excellent customer service at every Home Affairs office through a front office improvement programme.

On the Immigration Services side, strategic initiatives include updating our international migration policy towards a holistic whole-government, whole-society approach to effectively manage immigration in a way that maximizes our security, development, constitutional and international obligations, nation building and social cohesion. Furthermore, we are excited to be establishing by 2016, a new Border Management Agency (BMA) which will consolidate all functions relating to the management of our ports of entry and border line, which we believe will dramatically improve management of our national borders. We will explore and implement innovative ways to physically revamp our ports of entry to better facilitate trade and revenue, national security, and the experience of visitors to our country, particularly African visitors.

The Department has dramatically improved the efficiency of critical processes and has enhanced security. However, systemic gaps continue to undermine the security and value of its services. This is having serious consequences for the state, society in general and individual citizens. Thus the second goal is to ensure that over the next five years the DHA puts in place the people, systems and infrastructure needed for it to play an effective role in support of national priorities and programmes. Currently the DHA has outdated, fragmented and vulnerable systems that are partly paper-based and which are managed by staff that has been professionalised to a limited extent. To achieve this goal the DHA is implementing the following three related strategies through a broad Modernisation Programme.

- Replace outdated fragmented and paper-based systems with an integrated and digital National Identity System (NIS).
- Professionalise the staff in terms of appropriate values, behaviour and specialist competencies.
- Create a high-security, uninterruptible environment within which the people, systems and infrastructure of the DHA can be protected.

For various historical reasons, the underlying challenge for the DHA is that in South Africa the position and role of Home Affairs in the state and civil society has been widely misunderstood. The general perception has been that Home Affairs provides routine, administrative services which can be delivered in a low security environment. This has impacted on the budget allocated historically to the Department, which is funded according to this perception in terms of a minimal operating budget.

Over the next five years, the Department will be engaging with other key government departments, stakeholders and the public to mobilise support for the Modernisation Programme and for the repositioning of the DHA in the state and society as a professional department that delivers critical services in a high security environment. The vision we want to share is of a department that can play a key role in national and personal security; in service delivery; and in socio-economic development. Integrated, secure national identity and immigration systems, managed by professionals, can reduce the serious risks and threats faced by South Africa in a globalised world. The same systems can support the objectives of the National Development

Plan (NDP) by reducing the cost of services while improving access and efficiency. This will enhance service delivery and attract investment and critical skills, thus enhancing South Africa's economic competitiveness.

The successful implementation of the National Development Plan (NDP) also requires social stability and economic inclusion. Comprehensive, accurate identity systems using biometrics will enable all sectors of society to participate in the mainstream economy through lowering the cost of banking, insurance and government services. It will provide real-time data that will enable the government to plan more efficiently and to be able to respond to the needs of the people.

The state also needs the capacity to harness immigration for development while dealing with risks and threats to social order and stability. That capacity must stretch from foreign missions abroad; to the border environment; and to the domestic administration and enforcement of immigration laws.

National Treasury has committed more than a billion rand in earmarked funds to support the digitisation of DHA systems over the period 2015 - 2018. A major challenge in realising the vision of the Department is that additional resources are required to complete the modernisation programme and a substantially higher level of baseline funding is already needed to maintain and secure the new systems. There are ongoing engagements with National Treasury, but given severe fiscal pressures and competing demands it would be unreasonable to expect all the resources required to come from the state. As outlined above, the modernised civic and immigration services provided by the DHA would have a high value for the state and private sector in terms of efficiency and security gains. The Department already has strategic partnerships with institutions such as banks and the South African Post Office. Going forward, together with stakeholders, creative ways must be found to bridge the funding gap and sustain a modern, secure DHA through new synergies and revenue streams.

Mr MKN Gigaba, MP
Minister of Home Affairs



Foreword by Ms F Chohan, MP, Deputy Minister of Home Affairs

The areas of the Department of Home Affairs (DHA) for which I am given particular responsibility are legal services; the management of asylum seekers and refugees; and improving the quality of service experienced by the public in our front offices. The Strategic Plan 2015 – 2020 is about the implementation of strategies to move the DHA from delivering routine services using largely outdated systems to an organisation run strategically by professionals who manage integrated digital systems in a high security environment.

Together with the DHA establishing a Border Management Agency (BMA), the changes indicated above will have a large impact on the way the DHA secures its systems and delivers services to citizens and other clients. The strategic role of legal services is to facilitate the development of an appropriate and coherent regulatory framework for a modern, professional DHA to operate in. A major legislative task is supporting the drafting of a Green and then a White Paper on International Migration policy; followed by the drafting of comprehensive immigration legislation.

South Africa faces very serious challenges in providing protection to asylum seekers and refugees at the level of policy, legislation, systems and domestic and international partnerships. As a nation we have made this commitment for very good reasons; which is to have a more humane and secure world. This is indeed a noble and important aspiration. However, the three arms of the state have failed to agree on, and implement, the policies and instruments needed to manage what is a complex domestic and international process. The cost of this failure has been very high

levels of disaffection amongst large sectors of society leading to social strife and insecurity.

The DHA has set in motion a number of processes to address this challenge. The first phase of a public engagement on immigration policy has commenced and a major focus is on asylum seekers and refugees. At the level of systems and partnerships, the DHA has been engaging intensively with other stakeholder departments, the United Nations High Commissioner for Refugees (UNHCR) and within the Southern African Development Community. Strategic options will be taken to the relevant clusters and Cabinet structures for consideration. Internally, focused attention will be paid to the strengthening of processes and the chief directorate responsible for administering the system.

In February 2015 the DHA launched its Moetapele programme, the main thrust of which is to establish and maintain consistently high standards of

front office service delivery. Moetapele is a seSotho word meaning 'leader' as the driving force of the campaign must be the leadership demonstrated by officials at all levels. Excellent service delivery is strongly dependent on the DHA establishing efficient back-end processes; and effective and responsive monitoring mechanisms with channels accessed by the public. Work streams led by DDG's and aligned with the Modernisation Programme have been formed to address these and other challenges decisively.

The human factor is always the most critical. The officials of the Department have developed hugely over the past eight years; and I am confident they can achieve the goals set out in this Strategic Plan.

FATIMA CHOCHAN, MP
DEPUTY MINISTER OF HOME AFFAIRS





Foreword by Mr Mkuseli Apleni, Director-General of Home Affairs

Minister Malusi Gigaba has made clear to the leadership of the Department what his expectations are. By 2019 the Department must have moved decisively towards realising our vision of consistently delivering excellent services in a highly secure environment to achieve national goals. The Strategic Plan of the Department maps out the journey we must undertake to meet this commitment. Along this road there are five milestones that will serve to focus our efforts and measure progress against.

- The first milestone is that we should complete the Modernisation Programme, which is built around an inclusive National Identity System. For this system to function we must have a stable, secure network to connect our offices.
- The second milestone is to establish a Border Management Agency. The DHA is leading this project, which is bringing together the relevant functions of at least 17 departments and agencies to ensure secure and efficient management of the border environment. A key step is to put enabling legislation in place.
- The third milestone is to upgrade key ports of entry, especially the largest land ports of entry and the Oliver Tambo International Airport. These are ports that are critical for trade and generation of revenue and jobs. Focus must be on improving leadership, infrastructure and systems.
- The fourth milestone is to put in place a comprehensive new immigration policy. South Africans should be positive about connecting with Africa and the world and playing a role in making it a better and safer world to live in. The policy goal is to manage immigration securely while using it strategically for economic, social and cultural development.

- The fifth milestone is for all our front offices to meet on common and consistent standards of service delivery and thus ensure that members of the public have a positive experience. To achieve this will mean addressing challenges that encompass officials, systems and infrastructure across 405 front offices, 72 ports of entry, refugee reception offices and 41 foreign missions. The vehicle for this process is termed the Moetapele (leader) Programme, as we regard good leadership to be the most critical success factor.

Reaching the above milestones requires professional officials who can plan, build, maintain and protect the new systems and manage them strategically. The professionalisation and modernisation of the DHA are thus the overarching programmes that will enable the DHA to become a critical part of a competent state that can lead development. In particular a secure, integrated national identity system will be the catalyst for faster, cost-effective service delivery across the state and private sectors. The radically improved immigration system of the DHA will, amongst other benefits, enable South Africa to compete for the critical skills needed for faster growth and enhance security and stability.

We are paying close attention to strengthening our governance and administration – and in particular accountability - and consequently expect to obtain improved audit outcomes going forward.

What makes the success of these ambitious programmes possible is the foundation that has been laid over the past eight years, The Turnaround Programme (2007- 2009) made service to the public central and radically improved the delivery of key services such as identity documents (IDs) and passports. In 2010, the DHA in partnership with other departments – and without the support of consultants – delivered successfully against its

Soccer World Cup guarantees. In the same year the President launched a major national campaign to secure the National Population Registration Campaign by ensuring that all citizens are registered and by promoting early birth registration.

A number of strategic advances have been made since 2010 that show that the DHA has continued to grow in confidence, expertise and understanding. One such advance is the design and phased roll out of an award winning smart ID card that will replace the green ID book. Another advance is the dedicated, high quality courses provided by the Learning Academy of the DHA as part of the drive to professionalise and grow skills. Following a Cabinet decision to give Home Affairs the responsibility for establishing the BMA a multi-department project team has been making rapid progress. The review of immigration policy has reached the stage where the DHA has begun a process of public engagement leading to a new Green and White Paper.

As Accounting Officer I am aware of challenges such as resource constraints and dependencies on other departments and agencies. However, we regard the transformation of the DHA to be a national project and an important part of the national agenda. DHA officials have shown that they can work with the state and partners and solve complex problems; and by so doing have improved the lives and security of our people. I am confident that we will meet expectations and achieve the goals set out in this Strategic Plan.

MKUSELI APLENI
DIRECTOR-GENERAL OF HOME AFFAIRS



OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Home Affairs under the guidance of Minister MKN Gigaba.

Takes into account all the relevant policies, legislation and other mandates for which the Department of Home Affairs is responsible.

Accurately reflects the strategic outcome oriented goals (outcomes) and objectives which the Department of Home Affairs will endeavor to achieve over the period 2015 to 2020.

Mr Thulani Mavuso
Institutional Planning and Support



Signature

Mr Gordon Hollamby
Chief Financial Officer



Signature

Mr Mkuseli Apleni
Accounting Officer



Signature

Approved by:
Mr MKN Gigaba
Executive Authority



Signature

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PART A:

STRATEGIC OVERVIEW

1. Vision, Mission and Value Statement

Vision

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

Mission

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

Value Statement

The DHA is committed to being:

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

2. Departmental outcomes

1. Secured South African citizenship and identity
2. Secured and responsive immigration system
3. Services to citizens and other clients that are accessible and efficient

3. Constitutional and legislative mandates

The Department administers a wide range of civic and immigration functions within the framework provided by the Constitution.

3.1 Constitutional mandate

The civic mandate of the Department of Home Affairs is grounded on three sets of related principles. Firstly as stated in Chapter 1, Section 3 of the Constitution:

1. There is a common South African citizenship.

2. All citizens are -
 - (a) equally entitled to the rights, privileges and benefits of citizenship; and
 - (b) equally subject to the duties and responsibilities of citizenship.
3. National legislation must provide for the acquisition, loss and restoration of citizenship."

Secondly, the Constitution emphasizes that citizenship is equal, inclusive and participatory and comes with rights and responsibilities. To establish real equality, given a history of racial exclusion, the Constitution also insists on achieving equity through redress. This principle has, for example, guided the DHA in deciding to expand its footprint to cover remote and marginalised communities.

Thirdly, immigration is not directly dealt with in the Constitution although freedom of the right of citizens to travel is entrenched. The implication is that elected governments must decide, within the framework of the Constitution, how to deal with immigration. In summary some of the relevant elements in the Constitutional framework are:-

- That the Republic of South Africa (RSA) is a sovereign state and all citizens have a duty to protect it.
- South Africa is committed to a better life, peace and security for South Africans and all peoples of Africa and the world.
- SA is a good global citizen, respecting multilateralism and international commitments.
- All those who live in South Africa are equal in terms of basic human rights; although only citizens have the right to vote, amongst other rights not afforded to foreign nationals.

3.2 Legislative Mandate:

Civic Services

Births, Marriages and Deaths

- Births and Deaths Registration Act, 1992 (Act No 51 of 1992);
- Regulations on the Registration of Births and Deaths, 2014;
- Marriage Act, 1961 (Act No 25 of 1961);
- Regulations made under the Marriage Act, 1961;
- Recognition of Customary Marriages Act, 1998 (Act No 120 of 1998);
- Regulations made under the Recognition of Customary Marriages Act, 1998;

- Civil Union Act, 2006 (Act No 17 of 2006); and
- Civil Union Regulations, 2006.

Identity Documents and Identification

- Identification Act, 1997 (Act No 68 of 1997);
- Identification Regulations, 1998 and
- Alteration of Sex Description and Sex Status Act, 2003 (Act No 49 of 2003).

Citizenship

- South African Citizenship Act, 1995 (Act No 88 of 1995) and
- Regulations on the South African Citizenship Act, 1995.

Travel Documents and Passports

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

3.3 Legislative Mandate:

Immigration

- Immigration Act, 2002 (Act No 13 of 2002);
- Immigration Regulations, 2014;
- Refugees Act, 1998 (Act No 130 of 1998); and
- Refugees Regulations, 2000.

3.4 Other prescripts relevant to the mandate of Home Affairs

- The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;
- The Basic Agreement between the Government of the Republic of South Africa and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;
- The 1951 United Nations Convention Relating to the Status of Refugees;
- The 1967 Protocol Relating to the Status of Refugees;
- The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996; and
- The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997.

3.5 Other legislative mandates

The Department is responsible for administering the Public Holidays Act, 1994 (Act No 36 of 1994).

The Department transfers funds to entities reporting to the Minister of Home Affairs and exercises oversight in that regard as prescribed by Public Finance Management Act, 1999 (Act No.1 of 1999), Treasury Regulations and the Acts establishing the entities. The entities reporting to the Minister of Home Affairs are the following:

- The Electoral Commission (IEC)
- The Government Printing Works (GPW)
- The Representative Political Parties Fund (RPPF)

Going forward, the GPW will be entirely self-funding, although it will retain strong links with the Department and the Minister will continue to exercise oversight.

4. Policy mandates

4.1 Civic Services mandate

Under apartheid, identity systems were fragmented between 11 different racial and ethnic departments and only the births of persons classified as “Whites, Coloureds and Indians“ were systematically recorded. Whites received a level of service comparable with more advanced economies while Black South Africans were effectively denied citizenship and were subjected to colonial legislation and administration.

In 1994 the first democratically elected government had to confront the challenge of re-aligning the machinery of the state with fundamentally different policy imperatives. The DHA has the sole legal mandate to determine and register the civil status of citizens. Building a single non-racial population register was the most urgent priority, linked to the need to have a credible democratic election.

The primary policy driver for the DHA remains securing the identity and citizenship of all South Africans. To deliver on this mandate requires three things to be in place: access to services; secure systems and processes; and the cooperation of citizens. With regard to the role of citizens, the early registration of birth is essential to securing the National Population Register (NPR) and by law parents must comply within 30 days. The issue of identity documents (IDs) to 16 year olds is another important security matter as their identity is linked to their biographical data and to a signature, fingerprint and photograph.

4.2 Immigration Services mandate

Immigration policy under apartheid governments was focused on strengthening racial domination. Africans in general were regarded as non-citizens and units of cheap labour to be controlled through the migrant labour



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DIRECTOR GENERAL
DEPARTMENT OF HOME AFFAIRS





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system. To allow black South Africans to integrate with the rest of the world was regarded as dangerous and passports were denied to South Africans viewed as enemies of the state. South Africa was increasingly isolated, with apartheid declared a crime against humanity by the United Nations.

The DHA has the sole legal mandate to issue visas and permits to foreign nationals. These documents specify the length and conditions of their stay in South Africa. The Department must also authorise and record the entry and exit of any person through ports of entry, which are designated to the Minister of Home Affairs. The DHA must also clear ships for entry at harbours. Only the DHA can deport or prohibit a foreign national and grant refugee status to an asylum seeker in accordance with the Immigration and Refugees Acts.

The Immigration and Refugees Acts and Regulations administered by the DHA are grounded in the Constitution and international agreements that are ratified by Parliament. The primary immigration policy objectives are for South Africa to be fully integrated into the community of nations and to harness immigration to achieve national goals. In managing immigration, however, the DHA must at all times honour its Constitutional obligation to protect South African sovereignty, the integrity of the state and the safety of all who live in South Africa. In this regard, the broader security mandate of the DHA demands that every immigration transaction and process must be subject to an assessment of the risk to South Africa, while taking its benefits into account.

5. Planned policy initiatives

The secure and strategic managing of immigration needs appropriate capacity and systems to be developed by the DHA; cooperation across government; and support from a public that understands and respects immigration policy and laws. To achieve the necessary level of cooperation and support, a national consensus around immigration policy must be built through engagement with stakeholders. This process was launched in 2014 with a series of round table discussions that will culminate in a National Colloquium on Immigration in 2015. The next step will be to draft a policy framework that will replace the 1999 White Paper on International Migration, which after public consultation will guide the development of new immigration legislation. Among the key challenges that the policy framework must respond to are how to regulate economic migration, particularly within SADC; competing effectively for migrants with critical skills; regulation of residence and naturalisation; and meeting international commitments, such as affording protection to asylum seekers and refugees.

In June 2013 Cabinet resolved that the Department of Home Affairs should take the lead in the establishment of a Border Management

Agency (BMA). The mandate of the BMA will be to secure the border environment; and to ensure the efficient facilitation of legitimate people and goods through ports of entry. To achieve this outcome the relevant operations of approximately 20 departments and agencies will have to be appropriately re-assigned to a single border management authority established by an enabling Act. A multi-department team led by a national project manager has made substantial progress towards realising this vision. Research has been conducted, options developed and interim steps planned. The vision and underlying principles of the BMA have been approved by the Cabinet. It is envisaged that the BMA will be formally established by December 2016 in spite of the complexity of the task.

The introduction of a National Identity System (NIS) will require a review of policies and legislation that relate to issues such as identity, privacy and security. The policy imperatives are that the NIS must be protected as it will be pivotal to the functioning of the state and society; and it must be used effectively to achieve national policy goals while safeguarding the rights of citizens. The rollout of the smart ID card is one element of the NIS.

At the level of policy and legislation, the DHA largely falls outside the security cluster of departments (JCPS) although it is an active and important member of the cluster. The critical distinction is that security departments are themselves protected by security systems and legislation that enable them to ensure the integrity of the state and society, including non-security departments such as Health and Education. A strong argument can be made for repositioning the DHA as a security department. The DHA is a critical part of the safety and security apparatus of the state and it can only deliver on its mandate if it has the capacity to protect its officials, infrastructure and systems. Proposals in this regard are being drafted and in due course will be taken through the appropriate consultative processes.

Going forward, the DHA will be the backbone of e-Government. This will enable faster cost-effective service delivery. The Department has begun entering into partnerships with banks, the Post Office and other institutions to expand access to DHA services.

6. Situational analysis including the performance and organisational environment

6.1 Performance environment

The civil registration function of the DHA impacts on the lives of citizens and on the functioning of the state and the economy. Every contractual transaction depends on knowing the identity of those who enter into the

agreement, from casting a vote to receiving a loan or a driver's license. The performance of the DHA must be measured against its capacity to secure its identity and immigration systems and its capacity to deliver services to all who require them. If the systems of the DHA are compromised then individuals are denied access to their rights and services, fraud multiplies, and the cost of doing business in South Africa increases.

By the end of 2009 the many projects that comprised the Turnaround Programme were winding down. The introduction of operations management and better governance had the biggest impact in the civic environment, with dramatic improvements made to ID and passport processes in particular. Aside from turnaround times being reduced there were far fewer errors and citizens received a SMS informing them when to collect the document. The introduction of "live capture" of digital fingerprints and photographs improved security as it allows the client's identity to be checked against the Home Affairs National Identification System (HANIS) database. It also allows temporary IDs to be issued in front offices and recently enabled the immediate issue of full birth certificates. On-line verification of identity has enabled government departments and banks to detect and prevent fraud.

Another legacy, which needs further entrenching, was a change in culture towards being customer-centred. Following a survey of what clients needed, a client service centre was established and opening hours were extended. Management of offices was improved and many front offices renovated with the focus on rural areas. Public confidence in the DHA was largely restored, with surveys indicating that it is widely regarded as one of the better performing departments.

The civil registration environment is relatively stable, although constantly under threat from fraud against the NPR and against the birth, marriage and death processes that are connected to it. Most of the limited budget of the DHA has gone to expanding and maintaining the civics footprint to ensure that all South Africans can claim their right to an identity and to citizenship. In the 2014/15 financial year the DHA had a footprint of 405 offices, 115 mobile offices, 389 health facilities, 72 ports of entry and three refugee reception offices – all connected online to DHA backend systems. This is in addition to representation at 41 missions.

The Turnaround Programme made less progress in improving immigration services, which is complex and dynamic with a value chain that stretches from the international sphere to the border and domestic environments. A key reason is that immigration services have been seriously underfunded, in part because it was seen as a routine administrative function. However, managing immigration includes mitigating serious risks and threats and

this requires a high security environment and professionals who have access to intelligence. Systems must be integrated, as data from an overseas mission (for example) may inform a decision made at a port of entry or when tracing someone who has overstayed.

An important paradigm shift has been towards understanding immigration as a process that has to be managed. The challenge of any country is to manage the risks of migration in a globalised world while maximizing the potentially huge benefits. A related principle is that the whole of the state must be involved in the management of immigration, supported by the public. Currently, many believe that the responsibility resides exclusively with the DHA.

The practical application of the above principles was demonstrated during the 2010 FIFA World Cup. Additional funding and close cooperation with the South African Revenue Service (SARS) and the security cluster enabled a safe, successful event and showed what a future immigration system could look like. Legacies include an enhanced real-time Movement Control System (eMCS); a control centre; Advance Passenger Processing (APP); and closer integration of the DHA into the security cluster. These developments, and acquiring additional capacity at ports of entry, have contributed to South Africa becoming a premier venue for international events. This has had large economic and cultural benefits. In addition, the DHA has entered into a partnership with VISA Facilitation Services (VFS), which has enabled more secure and efficient service delivery in the permitting arena.

By the end of 2009 it became clear that while substantially improving the service delivery culture and processes of the DHA, the Turnaround Programme could not address some fundamental performance challenges. In response the DHA has embarked on a modernisation programme that has the following broad objectives:

- Fragmented and outdated systems replaced with reliable networks and an integrated digital platform that can interface with other government systems.
- A comprehensive National Identity System established that holds the identity, status and biometrics of all persons who live in South Africa or visit South Africa.
- A more professional staff in terms of values, commitment and specialist skills so they can manage processes efficiently, securely and strategically.
- People, systems and infrastructure that are protected by the necessary legislation and resources and which operate in a high-security environment.
- Policies and legislation that enable the state and its civil society partners to manage immigration securely and efficiently in support of national goals.

As detailed in Section 8 below, the DHA has an important contribution to make in implementing the National Development Plan (NDP) and in achieving four of the outcomes of government. The section dealing with strategic goals and strategies also outlines some of the strategic initiatives to be undertaken in support of achieving the DHA mandate and priorities. Given these policy and strategic imperatives, the Modernisation Programme is aimed at the Department becoming a world-class organisation in terms of security and service delivery. This journey began during the previous electoral cycle and progress has been made in a number of areas.

- Service delivery gains have been maintained within acceptable limits with regard to average turnaround times for IDs and passports. The public has benefitted from a reduction in duplicate cases and the printing of unabridged birth certificates in frontline offices. Other services such as rectifications and amendments and the printing of older unabridged birth certificates are often slow because there is no electronic document management system in place.
- The NPR campaign, launched by the President in March 2010, significantly raised public awareness about the need for registering births within 30 days. The percentage of parents doing so has increased by about 6% per year to over 60%. Citizens requiring Late Registration of Births (LRB) were screened by committees supported by community members. A significant decrease in such applications shows that the objective of replacing LRB with much more stringent measures is attainable and will be implemented from December 2015, thus closing a major security gap that has been used by criminal syndicates selling South African identity and citizenship. Teams of officials supported by community leaders and other departments systematically conducted outreach programmes in every area of South Africa to achieve this result.
- A review of immigration policy was conducted which revealed that a paradigm shift is needed for South Africans to understand that effectively managed immigration is a critical element of socio-economic development in a globalised world. For this to happen, the state must invest in appropriate immigration officials and systems so all transactions across the value chain can be assessed for risk. The same systems can be used to keep out persons who pose a risk while rapidly facilitating the entry and exit of those who do not pose a risk. Countries without such systems pay a high price in unplanned social services costs and exposure to international crime and instability. They are also less able to compete internationally in areas such as attracting and retaining persons with skills that are critical for economic growth. Specific immigration challenges were identified and researched and proposals developed, all of which require additional resources to implement fully.
- The centralisation of the adjudication of permitting and increase in capacity has reduced fraud and the largest backlogs. A Corporate Accounts Unit efficiently fast-tracks applications for work visas from state and private entities driving projects of national importance. A partnership with a Visa Facilitation Service company has been implemented to secure and improve the submission of applications within South Africa and in certain countries abroad. Security and efficiency at key ports of entry has been significantly improved, particularly at Durban and Cape Town harbours where the DHA has taken the lead and worked closely with other departments and agencies.
- However, without integrated systems and more capacity, efficiency gains will be limited and security of processes will remain inadequate. There are less than 700 Immigration Inspectors to follow up cases and enforce immigration laws across South Africa. National Treasury has responded to this situation by increasing funding for the Inspectorate by R118 million over the next three years.
- From 2010 the Department has been introducing amendments to civic, immigration and refugees acts and regulations to close security gaps and improve service delivery and responsiveness to needs. One civic example is the measures introduced to curb fraud related to the registration of death. Another example is the recognition of the fact that the births of many children need to be registered by guardians rather than their biological parents. Immigration laws, regulations and processes have been amended to make it easier to attract migrants with critical skills while increasing penalties and closing some of the loopholes being exploited by criminal syndicates. The larger policy goal is to move away from compliance based regulation to one based on proactively dealing with risk.
- The DHA has taken steps to strengthen its security, without which its service delivery functions will be severely compromised. The Department needs to play an active role in the state and society with regard to security as well as service delivery. Amongst other risks, such as terrorism and cyber-attacks, its high-value systems are the target of transnational syndicates who are involved in the smuggling and trafficking of people, drugs and endangered species, among many other forms of crime.
- A Counter Corruption and Security Branch was established in 2010, which works closely with SAPS and other security departments. Within the limits of available resources, the DHA has since 2009 become an increasingly active member of the Justice Crime Prevention and Security (JCPS) cluster. The Director-General chairs a regular

meeting of all heads of departments active in the border environment (Inter-Agency Clearing Forum); and the DHA also chairs a Priority Committee on Immigration established by the national structure responsible for coordinating security operations.

The first large-scale systems development programme launched by the DHA was called “Who am I online” (WAIO); which was terminated after a dispute with the main service provider. This dispute was subsequently settled. The remainder of the funding allocated for WAIO is being used to fund the Modernisation Programme that is currently being rolled out. The first phase was system development and design and involved a number of local and international state and private partners.

The use of technology in the modernisation of the DHA is crucial. Thus a change in residence status on the movement control and permitting systems of immigration will also be reflected in the comprehensive

National Identity System that will replace the National Population Register. By March 2015 at least 140 offices will have been reconfigured for a paperless process and this will accelerate the issuing of an award-winning smart ID card to pensioners and 16 year olds.

The full modernisation programme includes the professionalising of staff, the restructuring of the Department and taking robust measures to protect people, systems and infrastructure. To maintain a modernised DHA will require higher level of funding, but this will be greatly exceeded by the savings realised by the state and private sectors through security and efficiency gains. The DHA is engaging the National Treasury and various stakeholders to look at creative solutions to the funding challenge. The aim is to build an integrated digital platform with which other departments can interface. The NIS will form the backbone of the overall system.

Modernising the DHA and international trends

In almost all other countries key immigration functions are carried out by a security department, such as the police or intelligence. Civil registration functions are carried out by a much wider variety of institutions. A strong international trend is to invest in identity and immigration systems that interface and use biometrics. There are three major reasons:

- Knowing who is in your country, and why, is critical for national security and stability in a globalised world characterised by rapid movements of people, goods, epidemics, etc.
- Such systems are powerful tools for development and for socio-economic inclusion, which contributes in turn to social stability and cohesion.
- Secure identity systems can enable e-commerce and government and drastically reduce fraud and costs; thus attracting investment and giving the country a competitive edge.



6.2 Organisational environment

One of the Turnaround interventions was to cluster the nine provinces into 3 zones, each allocated to a zone manager. This was reversed in 2010 and the structure of the department aligned to the three spheres of government to ensure effective cooperation and coordination. District offices were aligned to local councils and provincial managers liaise with provincial government structures. To strengthen cooperation and support the work of the DHA over 200 stakeholder forums were formed at district, metro and provincial levels. The participants are relevant departments, local and metro government and community organisations and their role is to identify needs, raise issues concerning DHA offices; and support campaigns.

With regard to professionalising the DHA, one of the most important achievements over the past five years has been to build the Learning Academy so that it can offer relevant high-quality courses and training to officials in-house and in partnership with other institutions. A priority

was to improve the training of Immigration Officials. More resources are needed to build its capacity to expand in-house programmes and to train a sufficient number of the 10 000 officials to have a larger impact and to provide sufficient support to the Modernisation Programme.

The introduction of new technology and processes through the Modernisation Programme is already impacting on the organisational model. For example, the roll out of the smart ID card and the new passport process has indicated that some high volume offices should specialize in these two services to derive maximum efficiency benefits. The DHA partnership with a Visa Facilitation Service creates a pool of officials who used to deal with applications and they are being retrained to fill serious gaps in capacity. The same will apply to fingerprint specialists who are no longer needed because of the digital capture of fingerprints.

The table below sums up the direction in which the DHA must go as an organisation.

Table 1: What Department of Home Affairs must become

CURRENT PERCEPTIONS:	ORGANISATION MUST CHANGE TO:
<p>Low value – ID or passport fraud is often not considered as a serious crime by courts</p> <p>Routine, low risk, low security transactions – DHA services are seen as similar to delivering a social grant</p> <p>DHA offers low technology, non-professional service – DHA officials are often seen as low-level uncaring clerks who perform their duties mechanically.</p>	<p>DHA seen as the patriotic guardians of our precious identity, citizenship and security</p> <p>Security and quality service delivery is assured through alert, caring officials who visibly protect DHA systems and creatively solve the problems of clients</p> <p>DHA staff seen as highly trained professionals who efficiently manage DHA systems. Support specialists must include researchers, analysts, statisticians and economists who enable the DHA to operate effectively within South Africa and internationally.</p>

7. Strategic goals and strategies for 2015 to 2020

The management of the DHA has developed a vision for Home Affairs which they believe will transform the organisation in all its elements. The long term vision will be achieved in a phased manner.

A new sustainable model of Home Affairs must ensure that:

- The DHA can adequately protect the security and integrity of its people, systems, services and infrastructure.
- Every citizen and resident has an ID “smart” card with information that is accurate, reliable and protected by officials who are patriotic, professional and humane.
- Immigration is used strategically and securely to achieve national goals; and the documentation, entry and exit of legitimate visitors is facilitated rapidly.
- The status of asylum seekers is securely, humanely and efficiently determined; and genuine refugees are assisted in a coordinated way by the state and NGOs.
- Home Affairs is at the heart of a secure identity and immigration system that is trusted, supported and used by all departments and other partners –including international partners.
- The DHA and the BMA is playing a decisive role in regional integration through driving the building of strong civil registration, immigration and border systems.
- The DHA has developed effective partnerships with communities and across all spheres of government to enhance security and effective service delivery.
- Technology embedded in the live capture of biometrics is used effectively to secure the identity and the status of every citizen; immigration processes; and render a world-class service that has very low levels of corruption.
- Home Affairs sets the standard for e-government and drives the cost effective and creative use of many different channels to provide all citizens and other clients with fast and secure access to services at much lower cost.

7.1 Specific challenges and commitments

Some of the major challenges being experienced by the DHA are as follows:

1. Effective and efficient management of the asylum seeker and refugee environment, including the relocation of refugee centres to the borderline and management of economic migrants.

2. Overhaul of the border management environment and provision of acceptable port infrastructure.
3. Historical under-funding and resourcing of the DHA.
4. Dependency on the Departments of Public Works and SITA for timeous service delivery.
5. Non-integration of IT systems across the DHA.
6. Lack of efficient records management in support of key civic and immigration services to clients.
7. Lack of capacity in critical areas such as the Inspectorate, Legal Services, Risk Management, Counter Corruption and Security Services and Financial Management.
8. Fight against unlawful activities.
9. Improvement of governance and administration practices.
10. Ensuring staff are appropriately trained, professional and caring with the required leadership and management capabilities.

Some of the strategic initiatives to address these challenges are outlined below and will be implemented in the next five years:

1. Manage immigration securely and effectively in respect of developing new policy and legislation, the management of asylum seekers, establishing a Border Management Agency, transforming the permitting environment to support national interests, infrastructure development at ports of entry and capacitating the inspectorate function.
2. Clean and protect the national population register (NPR) through, inter alia, early birth registration, eradicating late registration of birth and duplicates and the issuance of identity documents / cards to all citizens of 16 years of age and above.
3. Modernise the DHA through investing in people, processes and technology. This will include projects such as the design and implementation of a national identity system with biometric capability, live capture functionality for passports and identity documents, the smart ID card, E-document management, etc.
4. Conduct a comprehensive review of the Immigration Policy. South Africans should be positive about connecting with Africa and the world and playing a role in making it a better and safer world to live in. The policy goal is to manage immigration securely while using it strategically for economic, social and cultural development.
5. Eradicate poor service delivery and promote good governance and administration through front office improvement. The Moetapele (Leader) campaign aims to put in place necessary controls, processes and systems, establishing sound leadership and management practices, adequate delegation of powers, building a strong M&E function supported by reliable management information and ensuring a conducive working

environment for clients and staff. The critical aspect is that leaders at every level should drive the achievement of consistently good customer experience, both for front and back office systems.

6. The professionalisation of the DHA through developing officials that are ethical, patriotic and professional. The development of leadership and management capabilities will be a key success factor in this regard.
7. Visible and firm action in the fight against corruption and criminal syndicates.

8. Contribution to achieving national goals

The national agenda over the next five years is to confront the triple challenge of poverty, inequality and unemployment by implementing the National Development Plan (NDP) and achieving higher growth rates.

The immediate priority for the DHA is to facilitate the acquisition of the critical skills needed for economic growth and to build our own skills base. The recently implemented amendments to the Immigration Act enable the DHA to respond strategically to this challenge. The main challenge is to increase administrative efficiency and put in place institutional capacity to work more effectively with stakeholders and with the departments of Trade and Industry, Labour, Higher Education and Training and Economic Development. Amongst other resources, research capacity is required. Given the limited resources available to the DHA, for government to rise to this challenge will require a pooling of resources and reaching agreement on common objectives and strategies.

The NDP draws on international experience in pointing out that the strategy will succeed if it is led by a capable state staffed by professionals; where trust is engendered by social stability, improved services and reduced corruption; and the mass of citizens feel part of the plan and economic development. It is precisely in these areas that a modernised, professional and secure DHA can make a significant contribution.

The inclusion of all citizens in democracy and development is enabled by providing them with a status and an identity that gives them access to rights and services.

The NDP identifies various conditions that are necessary for its successful implementation. A DHA that is modern, professional and secure could be a powerful enabler of some of the most critical of these conditions. The DHA could:

- Efficiently facilitate the entry and stay of migrants with skills that are scarce and are critical for economic growth.

- Play a key role in enabling regional development by working with SADC countries to establish efficient, secure and managed movements of people.
- Contribute to social stability by effectively managing immigration and by enabling marginalised citizens to access their rights and services.
- Reducing fraud and the cost of doing business, and enabling e-government, thus attracting more investment.

The DHA can contribute to the implementation of specific NDP proposals by:

- Improving data collection, coordination and analysis as a matter of urgency.
- Easing the entry of skilled migrants.
- Participation in sustained campaigns to counter xenophobia.
- Effectively addressing the rights and vulnerabilities of migrants and their specific needs.
- Introducing support programmes to regularise migrant residence.
- Ensuring better and more consistent law enforcement (by protecting victims and prosecuting perpetrators).
- Strengthening transnational infrastructure (transport, electronic communications, banking services).
- A Southern African Development Community (SADC) visa to boost tourism, which will require secure and well-managed borders.

The DHA contributes directly to four of the fourteen strategic outcomes of government

The 14 outcomes are:

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and World
12. An efficient, effective and development oriented public service
13. Social protection
14. Nation building and social cohesion

The DHA will contribute to four of the outcomes of government as follows:

OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE

National and personal security and public safety depends to a significant degree on the state knowing and protecting the identity and status of every citizen; and every foreigner who has entered the country legally. Identity systems that are not secure expose countries to risks and threats from domestic and international crime and terrorism. The integrity of identity systems impacts (among others) on tax collection, business licenses, driving licenses, firearm licenses, social grants, qualifications and security vetting. The main strategies for achieving this outcome are the early registration of all births, establishing a secure, comprehensive National Identity System; and the risk-based management of immigration.

OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH

The importation and retention of critical skills is a key component of enhancing economic growth, the creation of employment and reducing levels of poverty in the country. The main strategies to achieve this outcome will be through putting in place legislation, processes, capacity and systems that will ensure the efficient and secure facilitation of immigration.

OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED PUBLIC SERVICE

The DHA contributes to building the capacity of the state to deliver services and to improving the image of government through enhancing the quality and access to services. It also assists in the fight against corruption through securing identity and by implementing its own anti-corruption strategies. One strategy for achieving this outcome will be to implement and make optimal use of the Home Affairs contact centre over the medium term, thereby improving feedback opportunities for citizens and other service users. The Department will also comply with other prescripts to improve service delivery by means of service delivery improvement plans, service delivery charters, etc. The implementation of the Counter Corruption strategy will also continue. The DHA will also continue to invest in its human capital through programmes to professionalise the organisation with specific emphasis on building skills in leadership development and improved governance. Through the Moetapele campaign, these initiatives will be focused on improving frontline services.

OUTCOME 14: NATION BUILDING AND SOCIAL COHESION

The concepts of civil registration, democracy, nation building and development are closely related, as noted in the 2012 civil registration

conference of African Union Ministers and the declaration by our President “that every citizen should be counted” to ensure their rights and inclusion in development. The smart ID card will symbolically and actually enable citizens to claim more affordable and accessible services and actively participate in mainstream political, social and economic processes nationally and internationally. Sovereignty, nation building and migration have deep historical and international roots that connect with the immigration mandate of the DHA as well as with the issuance of travel documents to citizens.

9. The strategic planning process

One reason for the improvement in organisational performance in the 2013/14 financial year can be attributed to the fact that the Department has a better understanding of its mandate in respect of securing the identity of citizens and residents and the effective management of immigration. This allowed the DHA to focus on key priorities in support of its mandate.

The strategic planning process was further improved through working with the Technical Assistance Unit of National Treasury to strengthen results-based planning and assist with mapping objectives and indicators / targets to DHA priorities and national priorities. One of the conclusions was the need to prioritise the improvement of governance and administration. Use was made of evidence from the DHA monitoring and evaluation processes and government-wide monitoring tools such as the MPAT system, annual audits and Public Service Commission reports. Regular engagements with the Portfolio Committee for Home Affairs also provided valuable insights.

The top-down formulation of strategy was complimented by more time being spent on bottom-up planning, such as each office setting targets related to early registration of birth. A sense of reality was also engendered by discussing cases of poor service delivery captured by units that respond to complaints and queries.

Consultation is an important aspect of strategic planning. The DHA worked closely with the planning team established by the JCPS cluster and the national outcome specialists based at the Department of Performance Monitoring and Evaluation.

10. Strategic outcome oriented goals of the DHA

The Department of Home Affairs has set for itself the following three outcomes or strategic outcome oriented goals for the 2015 to 2020 period:

Table 2: DHA Strategic oriented goals for 2015-2020 electoral cycle

Strategic Outcome Oriented Goal 1	Secured South African citizenship and identity
Goal Statement	To be the custodian of the identity of citizens and provide them with evidence confirming their status based on a national population register / national identity system that is accurate and protected against fraudulent and corrupt activities
MTSF 2019 Targets in support of National Development Plan chapters 12 and 14	<ul style="list-style-type: none"> • Ensure that registration at birth is the only entry point for South Africans to the new national identity system (NIS) by registering 90% of all births within 30 calendar days by 2018/19 • National Identity System (NIS) operational by 2017/18
Strategic Outcome Oriented Goal 2	Secured and responsive immigration system
Goal Statement	To ensure the effective and secure management of immigration and to facilitate the movement of persons through ports of entry which is essential for national security and the development of the country. This will also include the determining of status of asylum seekers and regulation of refugee affairs.
MTSF 2019 Targets in support of National Development Plan chapters 3, 12 and 14	<ul style="list-style-type: none"> • Integrated Border Management Agency established and fully operational by December 2016 <ul style="list-style-type: none"> • BMA feasibility study completed by December 2014 • Draft BMA Bill approved by DHA by December 2015 • Legislation promulgated by December 2016 • Developed and approved over-arching strategy to defend, protect, secure and ensure well-managed borders by 2015/16 and fully implemented by 2018/19 • Approved sub-strategies in support of the over-arching strategy fully implemented by 2018/19 (with the support of relevant departments) • 100% of all designated ports of entry equipped with biometric systems capable of processing 100% of travellers (for ports equipped with eMCS) by 2018/19 • With regard to the importing of requisite skills for the economy and for investment: <ul style="list-style-type: none"> • Changes made to improve immigration regulations that promote economic growth and supports the build programme • Facilitate the importing of critical skills for productive investors and State Owned Companies (SOCs) from application to approval within 3 months by 2018/19
Strategic Outcome Oriented Goal 3	Services to citizens and other clients that are accessible and efficient
Goal Statement	To provide a service to the public that is in support of Batho Pele principles, complies with good governance and administration practices and promotes the interests and well-being of stakeholders and clients
MTSF 2019 Targets in support of National Development Plan chapters 13 and 15	Improvements in facilities based on repeat monitoring and feedback

PART B:

STRATEGIC OBJECTIVES

This section covers the strategic objectives identified to achieve the DHA strategic outcome oriented goals (outcomes). The achievement of the strategic objectives will take place through the realization of measurable outputs supported through key performance indicators and annual targets. The identified DHA strategic objectives are related and aligned to the DHA approved budget programme structure.

11. Strategic objectives for the DHA outcomes and programmes

The nine DHA strategic objectives support the 3 DHA outcomes and are cross cutting in respect of financial programmes.

Table 3: The strategic objectives in support of DHA outcome 1 are indicated below:

Strategic Objective	All eligible citizens are issued with enabling documents relating to identity and status
Objective statement	To ensure that: <ul style="list-style-type: none"> (1) Registration of birth takes place within a period of 30 calendar days as prescribed in legislation in order to ensure an accurate and reliable national population register protected against fraudulent and corrupt activities. <ul style="list-style-type: none"> • Improve the birth registration rate within 30 calendar days from 750 000 in 2015/16 to 880 000 in 2017/18. (2) All eligible citizens turning 16 years of age and those 16 years and older are in possession of identity documents / identity cards. <ul style="list-style-type: none"> • Increase the issuance of smart ID cards from 2.2 million per annum in 2015/16 to 5 million per annum by 2017/18. This will be in addition to the issuance of green-barcoded identity documents according to set service standards. • Maintain the issuance of 90% of identity documents (1st issues) within 54 working days over the medium term period (2015 to 2018). • Maintain the issuance of 95% of identity documents (re-issues) within 47 working days over the medium term period (2015 to 2018). (3) Passports are issued in a secure and efficient manner. <ul style="list-style-type: none"> • Maintain the issuance of 90% of passports (new live capture system) within 13 working days over the medium term period (2015 to 2018).
Baseline	A total of 650 682 births registered within 30 calendar days of birth in 2013/14. The Smart ID Card was launched and a total of 125 112 smart ID cards issued in 2013/14. A total of 942 494 identity documents (first issue) issued in 2013/14. (91.7% within 54 working days). A total of 847 117 identity documents (re-issue) issued in 2013/14. (98.2% within 47 working days).
Links to national outcomes	Outcome 3,12 and14
Financial Programme	Citizen Affairs

Strategic Objective	An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system
Objective statement	<p>To design and implement a new national identity system which will include details of South Africans and foreign nationals. The system will include business process reengineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification, live capture and smart ID card) to enable the Department to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country.</p> <p>The new national identity system will also ensure the secure issuance of enabling documents to eligible applicants. Key enabling documents will be secured through the inclusion of security features.</p> <p>The aim is to have the NIS fully operational by 2017/18 and to have biometric functionality implemented at all ports of entry equipped with the EMCS by 2018/19.</p>
Baseline	Civic and immigration systems such as national population register, movement control system, etc.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

Table 4: The strategic objectives in support of DHA outcome 2 are:

Strategic Objective	Movement of persons in and out of the country managed according to a risk based approach
Objective statement	<p>To implement a risk methodology for managing immigration that will enhance the integrity of ports of entry and manage immigration in the national interest thereby ensuring maximum benefits to the country and minimising risks.</p> <p>This will be achieved through the establishment of the Border Management Agency (BMA), immigration policy development, effective leadership and management practices as well as capacity, process and system improvement.</p> <p>The aim is to have:</p> <ul style="list-style-type: none"> • The Border Management Agency established and operational by 2016/17. • Border management strategies, including sub-strategies, to defend, protect, secure and ensure well-managed borders implemented by 2018/19. • New immigration and refugee legislation in place by 2017/18. • The Port Control strategy rolled out to all ports of entry by 2018/19. • Surveys amongst borderline communities conducted by 2017/18.

Baseline	<p>Refined international migration policy discussion paper submitted to Minister for approval as a base to Green Paper.</p> <p>Infrastructure improvements were completed at 11 identified ports of entry in 2013/14.</p> <p>EMCS was extended to a total of 58 ports of entry (2013/14).</p> <p>User and Technical specifications for the Trusted Traveller Programme were completed.</p> <p>Progress was made in the establishment of the Border Management Agency (BMA) by obtaining Cabinet approval, appointment of the Project Manager and support staff and finalising a feasibility study. There was also increased participation at national structures such as the Inter-Agency Clearing Forum (IACF), NatJoints and the Border Control Coordinating Committee (BCOCC) which has been transferred to the DHA.</p> <p>In 2013/14 the movement of approximately 39 million travellers in and out of the Republic was facilitated demonstrating that the DHA's ability to manage the flow of people in and out of the country is becoming increasingly efficient and robust.</p>
Links to national outcomes	Outcome 3
Financial Programme	Immigration Affairs

Strategic Objective	Refugees and asylum seekers are managed and documented efficiently
Objective statement	<p>To ensure the implementation of the Refugees Amendment Act, 2011 (Act No 12 of 2011) and Regulations and an effective and efficient asylum seeker and refugee management system. Specific focus is on enhancing the system for adjudication and processing of asylum seekers and improving of efficiency measures in the issuance of key enabling documents.</p> <p>The aim is to:</p> <ul style="list-style-type: none"> • Maintain the issuance of refugee identity documents (first issue) and refugee travel documents by at least 50% and 80% respectively over the medium term. • Implement the strategy for local integration, repatriation and resettlement of refugees by 2018/19.
Baseline	<p>Refugees Amendment Act, 2011 (Act No 12 of 2011) and Regulations.</p> <p>Adjudication and appeal processes as per legislation.</p> <p>The Asylum Seeker and Refugee Management function was strengthened through:</p> <ul style="list-style-type: none"> • Implementation of a Track and Trace System for asylum applications on the National Immigration Information System (NIIS) to track applications and enable the generation of management reports. • Installation of National Immigration Information System (NIIS) at Beit Bridge to monitor entry and exit of asylum seekers and refugees. • Development of a regional mechanism to manage asylum seekers and refugees. • Implementation of the Cessation of Angolans which came into effect on 31 August 2013. • On-going deportations of illegal immigrants.
Links to national outcomes	Outcome 3, 12, 14
Financial Programme	Immigration Affairs



Strategic Objective	Enabling documents issued to foreigners efficiently and securely
<p>Objective statement</p>	<p>To facilitate the movement of skilled migrants into the country through the issuance of relevant visas and permits thereby contributing to the National Development Plan and relevant delivery agreements. This will entail policy review, implementation of strategies to recruit and retain foreigners with critical skills as well as the design and implementation of systems to facilitate the issuing process.</p> <p>The aim is to have:</p> <ul style="list-style-type: none"> • 90% of permanent residence applications adjudicated within 8 months by 2017/18 (applications processed within the RSA). • 90% of business and general work permits adjudicated within 8 weeks by 2017/18 (applications processed within the RSA). • 95% of critical skills visas adjudicated within 4 weeks (applications processed within the RSA).
<p>Baseline</p>	<p>An increase in permit adjudication capacity for temporary and permanent residence.</p> <p>A strategy for the attraction and retention of critical skills and a critical skills list were approved, whilst important changes were made to systems to capture the adjudication and issuance of critical skills permits.</p> <p>e-Permitting system was implemented.</p> <p>The facilitation of much needed skills required for key strategic projects (e.g. Strategic Infrastructure Projects in the Oil and Gas industry, Mining and Construction, Automotive Manufacturing, Renewable Energy, Power Generation and Maritime) were facilitated.</p> <p>Corporate account status was granted to all Institutions of Higher Learning and corporate companies whose activities were corroborated by the Department of Trade and Industry as being of national interest in terms of job creation and contribution to the economy.</p> <p>The appointment of a service provider as a business partner to receive, check and transmit visa applications. This will greatly contribute to improving efficiency and security and will free up valuable human resources.</p>
<p>Links to national outcomes</p>	<p>Outcome 4, 12 and 14</p>
<p>Financial Programme</p>	<p>Immigration Affairs</p>

Table 5: The strategic objectives in support of DHA outcome 3 are:

Strategic Objective	Secure, effective, efficient and accessible service delivery to citizens and immigrants
Objective statement	<p>To ensure that service delivery is secure and at acceptable levels in terms of access to services as well as professional standards. Services are to be rendered by a cadre of patriotic, disciplined and security conscious officials. The emphasis will be on human capital development over the 2015/16 to 2017/18 financial years through training of:</p> <ul style="list-style-type: none"> • 1 050 officials on DHA National Certificate: Home Affairs Services Skills programmes. • 240 Cadets for the National Certificate: Home Affairs. • 750 junior, middle and senior managers in leadership and management. • 2 700 officials in identified front offices and ports of entry on Client Relations Improvement and Professionalising Programme. <p>Full implementation of the Home Affairs contact centre by 2018/19.</p>
Baseline	<p>Moetapele programme launched to improve frontline service delivery.</p> <p>On-going programme for the refurbishment of DHA offices to ensure a secure and conducive working environment for clients and staff.</p> <p>Opening of new offices based on identified needs.</p> <p>Set standards for issuance of key enabling documents in civic and immigration services.</p> <p>Frontline toolkit implemented to improve management of frontline offices.</p> <p>The ongoing development of leadership, management and general competencies amongst staff.</p> <p>Client service centre to deal with client enquiries and complaints (hybrid of outsourced and internal responsibilities).</p>
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Good governance and administration
Objective statement	<p>To ensure that financial and performance information systems are compliant with the Public Finance Management Act and other relevant prescripts. The intention is to obtain clean audits on a regular basis through, inter alia, the submission of:</p> <ul style="list-style-type: none"> • Annual financial statements to the Auditor-General by 31 May annually. • In-Year monitoring reports to National Treasury by the 15th of each month. • Annual reports tabled in Parliament by 30 September annually. • DHA quarterly performance reports within 60 days after the end of each quarter. <p>The vacancy rate of the DHA will be maintained at 10% and below as per DPSA prescripts.</p> <p>The business case for a sustainable model for civic and immigration services will be implemented in a phased manner.</p>
Baseline	Disclaimer audit finding for 2013/14
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Ethical conduct and a zero tolerance approach to crime, fraud and corruption
Objective statement	<p>To implement the Counter Corruption Strategy of the DHA to ensure that crime, fraud and corruption is kept at a minimal level and proactive measures are undertaken in dealing with crime, fraud and corruption related matters. This will be achieved over the medium term through conducting / concluding:</p> <ul style="list-style-type: none"> • 60 awareness initiatives on ethics, fraud prevention and counter corruption. • 66% of reported cases within 90 working days by 2017/18. • 6 additional reviews of key business processes by 2017/18. • 240 additional Threats and Risk Assessments (TRAs in accordance with the requirements of Minimum Information-(MISS) and / or Physical Security Standards (MPSS). • 2940 vetting fieldwork investigations by 2017/18.
Baseline	<p>Ongoing security certification of business processes.</p> <p>Misconduct cases finalised according to set standards.</p> <p>Implementation of an ethics programme and on-going awareness initiatives undertaken to make public and staff aware of consequences of crime, fraud and corruption.</p> <p>On-going vetting of staff and service providers.</p> <p>On-going threat and risk assessments conducted.</p> <p>On-going investigations of fraud and corruption related cases.</p>
Links to national outcomes	Outcome 3, 12
Financial Programme	Administration

Strategic Objective	Collaboration with relevant stakeholders in support of enhanced service delivery and core business objectives
Objective statement	<p>To establish and maintain partnerships with relevant stakeholders to assist the Department to promote and expand its service delivery initiatives in communities. The main vehicle to achieve this objective will be the implementation of the DHA communication strategy with a specific focus on corporate communication services, media relation interventions and public awareness and engagement activities over the medium term.</p> <p>The detail of the communication strategy will be captured annually in the quarterly breakdown of targets.</p>
Baseline	<p>Stakeholder forums launched and maintained.</p> <p>Birth registration services provided in health facilities (total of 391 since the inception of online registration in health facilities).</p> <p>Partnership established with the banking sector and South African Post Office.</p> <p>Late registration mop-up campaign implemented.</p> <p>Campaigns and outreaches conducted (on-going).</p> <p>DHA communication strategy implemented.</p> <p>On-going partnerships and joint operations with law enforcement agencies, foreign governments, etc and participation in relevant government and regional structures on combatting illegal migration.</p>
Links to national outcomes	Outcome 12, 14
Financial Programme	Administration

12. Financial programmes

Programme 1: Administration

Purpose: Provide strategic leadership, management and support services to the Department.

Sub-programmes:

- Ministry
- Management Support Services (Director-General Support Services, Audit Services, Legal Services, Policy and Strategic Management and Intergovernmental Relations)
- Corporate Services (Communications, Counter Corruption and Security Services, Human Resources Support, Learning Academy and Financial Administration)
- Transversal Information Technology Management (Information Services Operational and Transversal IT Projects)
- Office Accommodation

Programme 2: Citizen Affairs

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

Sub-programmes:

- *Citizen Affairs Management* provides for the overall management of the branch for both head office and frontline offices and provides policy direction, sets standards and manages back office processes.
- *Status Services (Back Office 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.
- *Identification Services (Back Office ID Processing)* oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- *Access to Services (Channel Management)* provides for the development of service delivery channels, by optimal placement and utilisation of the Department's services. This is done by implementing the departmental footprint strategy in relation to opening new Home Affairs offices; establishing online birth registration at health facilities; mobile office deployment in rural areas and managing the DHA customer service centre.

- *Service Delivery to Provinces* provides for all civic, immigration and refugee affairs functions in the provinces. This entails providing a client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example temporary identity certificates) and conducting quality assurance of, for example, immigration and civic services applications.
- *Government Printing Works* – the sub-programme transfers funds to Government Printing Works, which provides security printing services to the South African government and some states in the Southern African Development Community (SADC).
- *Electoral Commission* – the sub-programme transfers funds to the Electoral Commission, which manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period.
- *Represented Political Parties' Fund (RPPF)* – the sub-programme facilitates the participation of parties in regular free and fair elections.

Programme 3: Immigration Affairs

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

Sub-programmes:

- *Immigration Affairs Management* provides for the overall management of the branch and provides policy direction, sets standards and manages back office processes.
- *Admission Services – Port Control* securely facilitates the entry and departure of persons to and from South Africa in line with the Immigration Act (2002), records their movements on the movement control system and *Permitting* issues visas, controls the processing of applications for permanent and temporary residence visas; including work, study, business and other temporary visas.
- *Immigration Services – Foreign Office Coordination* deals with immigration matters in foreign countries and *Inspectorate* detects, detains and departs 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.
- *Asylum Seekers* considers and processes applications for asylum, issues enabling documents to refugees and facilitates processes to find durable solutions to refugee problems in line with the Refugees Act (1998). Head office is responsible for providing strategic leadership whilst refugee reception offices are responsible for operations.

13. Resource considerations

The key strategic thrusts of the National Development Plan (NDP) are the elimination of poverty through the creation of jobs for more people through robust growth and reducing inequality by means of mainly improving the quality of education and training.

According to the Medium Term Expenditure Framework (MTEF) Guidelines, over the next three years government seeks to:

- Focus expenditure on programmes and projects which are aligned with the policy objectives of government, including those set out in the National Development Plan and the 2014-2019 Medium Term Strategic Framework.
- Contain consumption expenditure including compensation budgets, and direct a greater share of resources towards infrastructure spending.

- Contain expenditure on non-essential items such as travel, catering, consultants and general administration and allocate a greater share of goods and services budgets towards core areas of service delivery.

In terms of the macro-economic environment, key factors impacting on the fiscus include poor economic growth performance, rising interest rates and higher levels of inflation. The planning of departments should therefore focus on support for the key priorities of government as captured in the National Development Plan and Medium Term Strategic Framework (MTSF) for 2014 to 2019. This will require departments to keep their spending within their allocated baselines and to ensure efficient and effective spending in all areas to achieve value for money at all times. It may also require the reallocation of funding from slow or under-performing programmes to more critical areas. Opportunities to expand and improve service delivery will largely need to be financed from within existing allocations.

OVERVIEW OF 2015/16 TO 2017/18 BUDGET AND MTEF ESTIMATES

Table 6: DHA expenditure estimates over MTEF 2015 - 2018

Per Programme	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Adjustments	Adjusted Appropriation	Medium Term Expenditure Allocation		
	2011/12	2012/13	2013/14		2014/15			2015/16	2016/17	2017/18
Rand Thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programmes										
Administration	1,888,805	1,476,591	1,892,087	1,823,278	1,860,295	141,826	2,002,121	1,598,202	2,090,480	2,198,019
Citizen Affairs	3,165,483	3,216,837	4,372,467	4,264,961	4,027,984	458,174	4,486,158	4,131,701	4,352,587	4,050,343
Immigration Affairs	632,726	750,199	647,488	821,638	656,522	-	656,522	720,919	753,121	801,240
Total for Programmes	5,687,014	5,443,627	6,912,042	6,909,877	6,544,801	600,000	7,144,801	6,450,822	7,196,188	7,049,602
Economic classification										
Current payments	4,013,531	4,319,094	5,053,869	4,922,358	4,853,791	600,000	5,453,791	4,790,509	5,459,408	5,772,016
Compensation of employees	1,944,902	2,179,593	2,538,205	2,433,679	2,669,959	-	2,669,959	2,868,125	3,058,090	3,256,419
Salaries and wages	1,653,178	1,852,009	2,164,762	2,075,646	2,281,559	-	2,281,559	2,461,734	2,629,144	2,798,699
Social contributions	291,724	327,584	373,443	358,033	388,400	-	388,400	406,391	428,946	457,720
Goods and services	2,055,950	2,139,501	2,515,664	2,488,679	2,183,832	600,000	2,783,832	1,922,384	2,401,318	2,515,597
Interest and rent on land	12,679	-	-	-	-	-	-	-	-	-
Transfers and subsidies	1,082,184	1,019,524	1,717,332	1,733,158	1,680,117	-	1,680,117	1,649,420	1,725,887	1,266,205
Payments for capital assets	591,081	104,651	140,841	254,261	10,893	-	10,893	10,893	10,893	11,381
Payments for financial assets	218	358	-	100	-	-	-	-	-	-
Total economic classification	5,687,014	5,443,627	6,912,042	6,909,877	6,544,801	600,000	7,144,801	6,450,822	7,196,188	7,049,602

Spending over the medium term will mainly focus on the following:

1. Implementing the ICT modernisation programme of the Department;
2. Developing and implementing a risk based approach to immigration and policies in support of national priorities;
3. Strengthening the effectiveness and efficiency of the asylum seeker and refugee management process;
4. Establishing the Border Management Agency (BMA);
5. Improving infrastructure at ports of entry and frontline offices;
6. Establishing and maintaining secure identity systems, record management and issuing of enabling documents;
7. Improving access to the services rendered by the Department;
8. Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans through establishing a world-class academy and the culture and practice of learning;
9. Developing leadership with the capacity to drive transformation and continuous improvement through initiatives such as coaching and mentoring, programmes to enhance leadership and management capabilities, etc;
10. Provision of security services to departmental offices;
11. Promoting the services and activities of the Department through marketing and awareness initiatives;
12. Improving governance and administration practices within the DHA; and
13. Improving the capacity of the Inspectorate function.

The above will contribute to the achievement of the three departmental outcomes. These costs are reflected in all three departmental programmes as captured in the Annual Performance Plan.



14. Risk Management

The risks outlined below may affect the realisation of the strategic objectives and the outcomes of the Department of Home Affairs.

Table 7: Risks for DHA per programme

Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Good governance and administration.	Inadequate management, maintenance and safeguarding of records and documents	<ul style="list-style-type: none"> Develop a business case for Electronic Document Management System (EDMS). Conduct an evaluation of the level of compliance in the Department. Centralize the storage of records in the provinces. Develop and implement a strategy on the management of documents in the Department. Develop and implement a strategy to digitize all records in the DHA. Establish a fully functional archives storage space. Develop and implement an awareness programme to promote records management in the Department. Conduct a quarterly reconciliation of face value documents from GPW and DHA. Conduct an assessment on the status quo on the accessibility of documents. Restrict access to archive buildings. 	CFO
PROGRAMME 2-CITIZEN AFFAIRS	Secured South African citizenship and identity	An integrated and digitized National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system.	Poor data integrity and reliability (integrity of the National Population Register - NPR)	<ul style="list-style-type: none"> Develop and distribute a circular to emphasise and enhance the supervisory and monitoring controls with the capturing of data on the NPR. Revise the existing standard operating procedures (SOPs) for all ID application processes. The implementation of the Modernization programme is in progress and is currently in phase two. Conduct an analysis of the NPR error reports on a quarterly basis. Intensify the implementation of consequence management. Develop strategies to minimize errors. Conduct an on-line verification for any change completed on the database and the registration of birth. Limit the access to effect changes on the system. Engage IS Branch to monitor unauthorized/breaches on the system. Mothers will be required to submit their fingerprints when registering birth for their children. DHA-24PB form designed by DHA to supplement the clinic card will be used in place of the clinic card to register for a birth certificate. 	

Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
				<ul style="list-style-type: none"> Conduct a self-assessment control on the registration of birth processes on a sample basis. Link all registered births to parents. Conduct review of the whole ID application process. Develop mechanism to ensure safekeeping of birth records. Link the NPR with birth, marriage and death (BMD) records. All first time ID applications for 16 year olds will include a certified copy of ID of parents. Develop and implement mechanisms that will ensure proper monitoring of the database of ID numbers for citizens turning 16 years. Segregation of duties in the front office for NPR will be incorporated in the toolkit. Conduct a birth templating (a family tree structure that links a child/ children to their parents). Introduce live capture in all front line offices and hospitals. 	DDG: Civic Services
PROGRAMME 3 - IMMIGRATION AFFAIRS	Secured and responsive immigration system	Movement of persons in and out of the country managed according to a risk based approach. Refugee and asylum seekers are managed and documented efficiently.	Inadequate management of migration	<ul style="list-style-type: none"> Develop a draft BMA Bill in support of establishing the Border Management Agency (BMA) Conduct a border-line community survey to determine an approach to deal with mixed migration within the SADC region. Improvement of the infrastructure of the four identified ports of entry for residential and / or office. Draft, facilitate approval and implement the DHA specific regulations on Trafficking in Persons Act (TIP). Filling of funded and vacant posts. Engage National Treasury on the increment of the amount that can be used to capacitate the IMS. Conduct an awareness campaign with communities on marriages of convenience. Review of the Immigration Policy. Engage with UNHCR and Civil society to assist asylum seekers while DHA is in a process of adjudicating. 	DDG: Immigration Services
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Good governance and administration.	Inadequate corporate governance	<ul style="list-style-type: none"> Review oversight committees/ management structures. Develop and implement consequence management procedures. Identify areas that are not complying with relevant legislations. Increase regularity of monitoring/ reports. Integrated/ joint planning process will be intensified. 	DDG: Institutional Planning and Support (IPS)

Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Collaboration with relevant stakeholders in support of enhanced service delivery and core business objectives.	Non availability, reliability and security of IT system.	<ul style="list-style-type: none"> • Establishment of a Disaster Recovery Plan (DRP) for all the critical systems. • Authorise the service level agreement (SLA) with SITA. • Establish a disaster recovery site linked to the Disaster Recovery Plan. • Establishment of network redundancy (i.e. dual network services providers). • Review the current approved Information Security Policy, including a process flow for securing intangible IT assets). • Robust awareness campaign on different communication channels. • Implement an Intrusion Detection System. • Conduct testing on unauthorized access to the systems. • Operationalise NIS. • Approve the User Account Management Policy. • Management of user accounts on the following : <ul style="list-style-type: none"> - Email or GroupWise - Domain User account management. • Improve the policy on the use of Wi-Fi and wireless devices. • Develop a strategy and a plan to fund and support modernization. 	DDG: Information Services
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Ethical conduct and a zero tolerance approach to crime, fraud and corruption.	Inadequate measures to prevent, detect and sanction acts of crime, fraud and corruption	<ul style="list-style-type: none"> • Implement a DHA ethics management programme. • Develop code of conduct specific to DHA. • Quarterly feedback on the status of implementation of the Counter Corruption Strategy (four pillars) <ul style="list-style-type: none"> - Prevention (Awareness interventions, vetting, security threat risk assessments, implementation of recommendations emanating from investigations, anti-corruption policies and procedures). - Detection (Process reviews-proactive, reporting mechanisms-reactive). - Investigations (Finalised investigations, matters referred for disciplinary process, joint operations with other law enforcement agencies, matters referred for criminal prosecution) and - Sanction (Outcome of disciplinary actions taken from HR). 	

Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
				<ul style="list-style-type: none"> Obtain regular feedback from line function on their role in prevention of fraud and corruption. <ul style="list-style-type: none"> Stakeholder involvement. Assist line management with the development and implementation of a reporting template on activities to prevent and combat corruption in their offices, i.e. improvement of monitoring, supervision and controls. Obtain regular feedback on the training programme to improve awareness and knowledge of relevant policies, procedures and regulations amongst the employees. Training interventions for Counter Corruption officials on maintaining high conduct standards. Develop and implement a credo (over and above Departmental Code of conduct) for Counter Corruption and Security Services. Obtain security clearance on top security level (senior management) to minimize the risk of employing staff members with criminal records. Evaluate compliance on the Supply Chain Management Policy. Develop and implement a compliance checklist on the application of rules and regulations. 	DDG: Counter Corruption and Security Services
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Good governance and administration.	Key dependency on suppliers / stakeholders	<ul style="list-style-type: none"> Evaluate the extent of compliance with the Supply Chain and Management Policy. Draft a plan on skills transfer to be negotiated and agreed to with the supplier. An awareness programme will be developed and implemented. Performance supplier management agreement will be concluded with all the suppliers. Identify key dependencies on suppliers and establish a plan of action to determine if full time resources can be obtained in the long term. Develop a consultancy reduction plan. Review the effectiveness of the manual contractual system. 	CFO
PROGRAMME 3 – IMMIGRATION AFFAIRS	Secured and responsive immigration system	Enabling documents issued to foreigners efficiently and securely.	Inefficient processing of work and business visas for investors and workers with critical skills.	<ul style="list-style-type: none"> Develop and implement the monitoring mechanisms on the operations of Visa Facilitation Services (VFS). Include provincial representatives in the steering committee meetings between DHA and VFS. Design and develop the e-visa system. Move from manual to online visa adjudication system. 	DDG: Immigration Services

Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Good governance and administration.	Insufficient capacity	<ul style="list-style-type: none"> • Conduct organizational structure review on grounds of DHA business imperatives aligned to annual performance plan. • Develop a Change Management strategy to guide change in the Department. • Develop and implement an exit management strategy in the Department. • Long term strategic plan (10 years) to be developed. • Organizational structure/ HR Planning aligned, towards securing stability and ability to implement and test. • Review of the structure should be linked to the budget and the planning cycle. • Posts to be classified as specialists' posts to be identified and reclassified as such. 	DDG: Human Resources
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Collaboration with relevant stakeholders in support of enhanced service delivery and core business objectives.	Lack of stakeholder management	<ul style="list-style-type: none"> • The Branch Communication Services will facilitate stakeholder management as done currently through integrating stakeholder management into all communication strategy and action plans until full capacity is provided to the branch. The following will be undertaken: <ul style="list-style-type: none"> - Meet with relevant branch heads to obtain the buy-in for the temporary stakeholder management approach. - Continue with the integration of stakeholder management in all communication strategies. • Move the Chief Directorate: National Campaigns Coordination Unit (NCCU) with a fully capacitated Directorate: Stakeholder Management to Communication Services to facilitate, in consultation with other branches, the full stakeholder management functions for DHA. • To intensify public awareness, education and engagement with DHA stakeholders (Izimbizo, exhibitions, leaflets, posters, opinion pieces). • Extend the mandate of the forum to provinces that have ports of entries. • Branches to be available to engage with their own stakeholders on platforms initiated by Communication Services. 	DDG: Communication Services

PART C:

LINKS TO OTHER PLANS

15 Projects in the Infrastructure Plan

The table below depicts the projects which form part of Capital Works and include construction, repair and upgrade and maintenance:

Table 8: Links to the long-term infrastructure and other capital plans

Programme/ Project name	Current project stage	Total project cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			R million	2011/2012	2012/2013		2013/2014	2014/15	2015/16
Departmental Infrastructure									
Small projects (total project cost of less than R250 million over the project life cycle)									
Sebokeng	Complete	10 008	5 888	1 110	-	-	-	-	-
Phutaditjaba	Construction	38 882	11 065	1 110	18 116	6365	2 166	-	-
Taung	Design	30 182	500	2 000	4 900	2 953	19 829	-	-
Hluhluwe	Tender	24 555	166	-	-	23 119	1 270	-	-
Stanger	Design	23 053	27	-	-	13 830	6 598	2 625	-
Lusikisiki	Various	23 740	1 800	2000	5 000	1 000	6 970	6 970	-
Randfontein	Various	41 452	1000	-	5 000	9 546	17 953	7 953	-
Marabastad	Various	8 759	4 359	3 900	-	500	-	-	-
Repair and maintenance Group 1	Handed over	32 509	32 509	-	-	-	-	-	-
Repair and maintenance Group 2	Handed over	53 097	53 097	-	-	-	-	-	-
Repair and upgrade 2011	Various	29 478	10 941	13 817	-	4 720	-	-	-
Repair and upgrade 2012	Identification	45 354	-	6 001	31 229	3 194	-	-	-
Other capital works projects	Various	11 470	11 470	-	-	-	-	-	-
Backlog repairs	Handed over	30 900	30 900	-	-	-	-	-	-
Office expansion plan	Handed over	15 729	15 729	-	-	-	-	-	-
New Co-operation Building	Refurbishment of 13 th floor	2 663	-	-	-	500	1 500	663	-
Ganyesa	Pre-feasibility	18 161	-	-	-	8 664	9 497	-	-

Programme/ Project name	Current project stage	Total project cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			R million	2011/2012	2012/2013		2013/2014	2014/15	2015/16
Bushbuckridge	Pre-feasibility	15 605	-	-	-	2 500	6 277	6 828	-
Modimolle	Pre-feasibility	13 405	-	-	-	300	6 277	6 828	-
Bochum	Pre-feasibility	13 405	-	-	-	300	6 277	6 828	-
Springs	Various	33	-	-	-	-	33	-	-
Mokopane	Pre-feasibility	26 419	-	-	-	-	500	2 500	23 419
Itsoseng	Feasibility	300	-	-	-	-	300	-	-
Christiana	Tender	300	-	-	-	--	300	-	-
Thohoyandou	Feasibility	300	-	-	-	-	300	-	-
Lichtenburg	Feasibility	300	-	-	-	-	300	-	-
Louis Trichardt	Feasibility	300	-	-	-	-	3 572	-	-
Phalaborwa and Mhala	Feasibility	3 572	-	-	-	-	836	2 736	-
New Head Office	Pre-feasibility	33 000	-	-	-	-	1 500	1 500	30 000
Atamelang, Molopo and Mankwe	Design	15 227	-	-	-	7 785	6 642	400	400
New Co-operation	Feasibility	4000	-	-	-	-	2 000	2000	-
Harding	Pre-feasibility	300	-	-	-	-	300	-	-
Ingwavuma	Pre-feasibility	300	-	-	-	-	300	-	-
Ministry	Feasibility	500	-	-	-	-	500	200	-
Komga	Feasibility	500	-	-	-	-	300	-	-
Limpopo Border Improvement	Pre-feasibility	2 682	-	-	-	2 682	-	-	-
North West Border Improvement	Pre-feasibility	3 955	-	-	-	3 955	-	-	-
Mpumalanga Border Improvement	Pre-feasibility	2 790	-	-	-	2 790	-	-	-
Eastern Cape Border Improvement	Pre-feasibility	1 111	-	-	-	1 111	-	-	-
Free State Border Improvement	Pre-feasibility	2 844	-	-	-	2 844	-	-	-
Northern Cape Border Improvement	Pre-feasibility	1 354	-	-	-	1 354	-	-	-
Kwazulu – Natal Border Improvement	Pre-feasibility	2 302	-	-	-	2 302	-	-	-

Programme/ Project name	Current project stage	Total project cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			R million	2011/2012	2012/2013		2013/2014	2014/15	2015/16
Cape Town – Cowrie Place	Handed over	23 098	-	-	23 098	-	-	-	-
Various Border Posts – Purchasing of parkhomes	Handed Over	12 902	-	-	12 902	-	-	-	-
Refugee Reception Office – Lebombo	Pre-feasibility	10 000	-	-	-	10 000	-	-	-
Sea port of entry- new offices	Pre-feasibility	15 000	-	-	-	15 000	-	-	-
Lebombo – residential accommodation for officials	Pre-feasibility	28 800	-	-	-	28 800	-	-	-
Oshoek residential accommodation for officials	Pre-feasibility	17 100	-	-	-	17 100	-	-	-
Maseru residential accommodation for officials	Pre-feasibility	12 100	-	-	-	12 100	-	-	-
Beit Bridge – residential accommodation for officials	Pre-feasibility	17 000	-	-	-	-	-	17 000	-
Beit Bridge – refugee reception centre	Pre-feasibility	10 000	-	-	-	-	-	10 000	-
Sea port of entry -new offices	Pre-feasibility	20 000	-	-	-	-	-	20 000	-
Groblers Bridge	Pre-feasibility	10 000	-	-	-	-	-	10 000	-
Nakop Bridge	Pre-feasibility	13 000	-	-	-	-	-	13 000	-
Ficksburg	Pre-feasibility	20 000	-	-	-	-	-	-	20 000
Caledonspoor	Pre- feasibility	10 000	-	-	-	-	-	-	10 000
North West port of entry	Pre- feasibility	15 000	-	-	-	-	-	-	15 000
Northern Cape province	Pre- feasibility	10 000	-	-	-	-	-	-	10 000
Eastern Cape province	Pre- feasibility	10 000	-	-	-	-	-	-	10 000
Western Cape province	Pre- feasibility	8 500	-	-	-	-	-	-	8 500
Planned Maintenance	Various	26 500	5 000	3 000	4 500	3 000	3 500	3 500	4 000
Total		893 625	184 451	32 938	85 783	207 276	103 797	143 333	131 319

16. DHA Modernisation Programme

A service delivery and security challenge for the Department is reliance on paper-based systems. Key problems brought about by the use of out-dated systems are:

- Loss and damage of documentation
- Misappropriation of forms and attachments
- Poor service delivery (backlogs, unacceptable turnaround times)
- Loss of reputation
- Increased exposure to fraud and corruption.

The Department requires a digital integrated information technology platform to manage civic and Immigration services. The current reliance on legacy and non-integrated systems makes it impossible to ensure security and improve turnaround times for processing identity documents, birth, death and marriage certificates, passports, visas and permits, asylum seeker documents, refugee identity documents, citizenship certificates and permanent and temporary residence visas.

The DHA Modernisation Programme, which is a departmental-wide programme, was introduced with the main aim of replacing out-dated

legacy systems with integrated and more secure systems based on re-engineered business processes and current technology. The modernised systems and re-engineered business processes will allow digital processing and storage of photographs, fingerprints, signatures and voice recordings, demographic information, and scanned supporting documents, as the case may be.

This will ensure improved quality of services and faster turnaround times as well as an audit trail and increased accountability. As part of the strategy of moving to e-Government it will also provide an effective and unified platform for citizens and business to interact with government more effectively.

The programme will result in a complete overhaul of the Department's services at all offices, branches, mobile offices, ports of entry and foreign missions. It will necessitate changes to the layout of offices. The programme will also overhaul legacy systems including the National Population Register (NPR), National Immigration Information System (NIIS), Permitting and Visa Management System. It will also consolidate all the Department's systems to allow one holistic single view of a Home Affairs client.

Table 9: DHA Modernisation Programme 2015/16 to 2017/18

Phase No	Project Name	Output	Medium Term Budget for the DHA Modernisation		
			2015/16 R million	2016/17 R million	2017/18 R million
Phase 1	Identity document and passport applications (Live Capture rollout)	Roll out Live capture with queue management system for passports and IDs in selected banks (2015/16). Further rollout and Tech Refresh for Live Capture equipment in FY 2016/17 & 17/18	R 105,000,000	R100,000,000	R188,000,000
Phase 2	National Identification System	*AFIS upgrade in preparation for National Identification System Develop an integrated National Identification System with biometric functionality (2016/17 – 2017/18)	-	R150,000,000	R150,000,000
	EMCS Enhancement	Enhancement of EMCS in line with immigration regulations	R20,000,000	R5,000,000	-
	Trusted Traveller System	Development of the Trusted Traveller system and pilot at 2 identified sites	-	R50,000,000	R50,000,000
	Border Management System	Integrated Movement Control modules, multi biometric features and rollout	-	R85,000,000	R80,000,000

Phase No	Project Name	Output	Medium Term Budget for the DHA Modernisation		
			2015/16 R million	2016/17 R million	2017/18 R million
Phase 3	Civic Center Business Processes (phase 1)	Automate the following civic services business processes: Duplicates; Births and Amendments	-	R10,000,000	-
	Asylum Seeker and Refugee System	Develop, integrate and roll out the Asylum Seeker and Refugee System with e-Permit system	-	R10,000,000	-
	Contact Center System	Develop a Contact Center system that provides the Business Intelligence information of the Live Capture	-	R26,925,000	-
Phase 4	Civic Center Business Processes (phase 2)	Automate the registration of Marriages, Divorces, Deaths, and Citizenship		-	R30,000,000
	Case Management System	Development and rollout of the Inspectorate Case Management system		-	R20,915,000
Total			125,000	436,925	518,915

*AFIS upgrade to be funded through Intergrated Justice System initiative

17. Conditional Grants

There are no conditional grants applicable to the DHA over the MTSF.

18. Public Entities

The following institutions are attached to the Department of Home Affairs:

- The Government Printing Works (GPW) provides security printing services to the South African government and some states in SADC. The Government Printing Works was founded in 1888. The GPW 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 of full profitability. The chief executive officer is the accounting officer in terms of section 36(3) of the PFMA.
- The Electoral Commission is a chapter 9 constitutional institution reporting directly to Parliament. The commission manages national, provincial and municipal elections, ensures that those elections are

free and fair, and declares the results within a prescribed period. The commission aims to continue entrenching itself as the focal point in the delivery of free, fair and cost effective elections. 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 chief electoral officer is the accounting officer in terms of section 12 of the Act.

- The Represented Political Parties' Fund is established in terms of the Public Funding of Represented Political Parties, Act 103 of 1997 for the purpose of funding political parties that participate in Parliament and provincial legislatures. In terms of section 4(1) of the Act, the chief electoral officer, acting in his/her official capacity, is responsible for the management and administration of the Fund, as is its accounting officer and CEO.

19. Public Private Partnerships

There are currently no public private partnerships for the DHA.



20. Abbreviations and Acronyms

APP	Advance Passenger Processing
BMA	Border Management Agency
BMD	Birth, Marriage and Death
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPSA	Department of Public Service and Administration
EDMS	Electronic Document Management System
GPW	Government Printing Works
HANIS	Home Affairs National Identification System
HR	Human Resources
ID	Identity Document
IMS	Immigration Services
IT	Information Technology

JCPS	Justice Crime and Prevention Security
LRB	Late Registration of Birth
MCS	Movement Control System
M & E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCCU	National Campaigns Coordination Unit
NDP	National Development Plan
NIS	National Identification System
NIIS	National Immigration Information System
NPR	National Population Register
PFMA	Public Finance Management Act
PoE	Port of Entry
RSA	Republic of South Africa
SA	South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SDIP	Service Delivery Improvement Plan
SLA	Service Level Agreement
SOCs	State Owned Companies

