Annual Performance Plan 2016/17

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

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

Was prepared in line with the Strategic Plan of the Department of Home Affairs and Medium Term Strategic Framework for 2014 to 2019.

Accurately reflects the performance targets which the Department of Home Affairs will endeavour to achieve given the resources made available in the budget for 2016/17.
.

Mr Gordon Hollamby
Chief Financial Officer   Signature

Mr Thulani Mavuso
Institutional Planning and Support   Signature

Mr Mkuseli Apleni
Accounting Officer   Signature

Approved by:
Mr MKN Gigaba
Executive Authority   Signature

TABLE OF CONTENT

Foreword by the Minister of Home Affairs

In spite of fiscal constraints, the Department of Home Affairs (DHA) has set itself an ambitious agenda for good reasons. South Africa faces challenges that require a modern, secure Department of Home Affairs. Accordingly, the DHA is building digital identity and immigration systems and a cadre of professionals who can secure them and deliver a world class service. Officials also have to continue to drive improvements in service delivery and respond to national priorities.

The planning environment is made more complex by historical underfunding based on the premise that the DHA is a general administrative department. It is not funded at the level required to secure its people and systems; or at the level required to deliver modern services consistently to all citizens and millions of foreign nationals. In the 2015/16 Annual Performance Plan (APP) we therefore proposed that the DHA be correctly positioned in the state as a critical enabler of national security, service delivery and socio-economic development. In this financial year (2016-2017) we will develop a business case that sets out legal, organisational and funding options for a DHA that can deliver against its full mandate.

I have outlined the following priorities for the DHA which are closely aligned to the Medium Term Strategic Framework (MTSF) of Government, namely:
- Completion of the Modernisation Programme with the main deliverables being integrated digital systems and re-engineered processes managed and protected by the required complement of effective professionals.

- Establishing an effective Border Management Agency (BMA) with founding legislation, model and basic structures, people, processes and systems in place.
- Upgrading of key ports of entry focusing on the piloting of a new model with significant improvements in respect of infrastructure, processes and leadership.
- Comprehensive review of Immigration Policy culminating in the approval of a Green Paper and White Paper and new comprehensive legislation drafted.
- Improving client experience through leadership – the Moetapele programme.

Each of the goals set out above is in the process of being achieved through the coordinated efforts of the DHA and many government and civil society stakeholders. The solid progress made towards establishing a Border Management Agency demonstrates the effectiveness of this approach and provides a model for the overall transformation of Home Affairs. In 2016-2017 we will see concrete evidence of the benefits of a modern Home Affairs as more elements of the new model are put in place. This includes the adoption of a new policy on international migration; and officials at all levels responding to client needs by demonstrating leadership through improving front and back office culture, processes and systems.

Mr MKN Gigaba, MP
Minister of Home Affairs

affairs

OF SOUTH AFRICA

airs

OUTH AFR

Foreword by the Deputy Minister of Home Affairs

I have delegated responsibility for the following areas of the Department of Home Affairs: legal services; the management of asylum seekers and refugees; and the quality of service experienced by the public in our front offices. Each of these areas has challenges that require a planned response with realistic targets that we must commit to achieving.

The DHA operates within a complex legislative environment. The Legal Services unit provides support by drafting legislation and international agreements; managing litigation on behalf of the Department; drafting and vetting contracts; and providing legal opinions and advice. Over the coming months the passage through Parliament of the Border Management Agency Bill and the Refugees Amendment Bill must be supported by the unit.

Efforts to deal with litigation strategically will continue, based on analyses of causes and outcomes. This may lead to interventions at a number of levels, including legislation, operations and training. Developing closer relationships with certain embassies, for example, reduced the number of persons being held for deportation for longer than the statutory limit of 120 days because it enabled their nationality to be confirmed.

The DHA is committed to determining the status of asylum seekers securely, humanely and efficiently. In this Annual Performance Plan of 2016/17, having resolved complex issues related to the site, work will commence on constructing a new asylum processing centre in Lebombo. This will be guided by a feasibility study to ensure that the aim of providing appropriate services near the border is achieved. The establishment of a new Refugee Reception Centre has proved enormously difficult due in no small part to dependencies beyond our control. Apart from further improving the quality of the adjudication process, the focus will be on the state, civil society and international partners to assist those granted refugees status in a coordinated fashion. The most challenging aspect of our work relates to the large numbers of failed asylum seekers who remain in the Republic illegally. This is partly due to the severe under resourcing of the inspectorate and the growing cost of deportation. This aspect has to be addressed through more capacity as well as mitigating strategies. Since 2014 the DHA has been working with relevant departments and international agencies to improve cooperation with a focus on burden-sharing in the region.

The DHA will also commence with developing systems to enable the issuance of Refugee smart ID cards and travel documents in line with our modernisation roll-out programme. Corruption within this sector will be severely hampered by the use of online verification intended to optimise the integrity of our operations.

At the heart of the on-going modernisation programme of DHA, is the development of a professional, security conscious staff complement proficient in managing modern systems and responsive to the needs of clients within the parameters of the law. The Moetapele (leadership) programme is thus intended to be the catalyst that will transform the DHA by developing its most precious asset, its people. The launch of a number of model offices has fortified our vision to ensure that officials demonstrate leadership through improving front and back office culture, processes and services. Through the Moetapele programme, officials are provided with management and supervisory training in policy, operations and problem solving tactics. Indicators and a reporting system are being developed to track the extent to which frontline environment and client experience is being improved.

The DHA will achieve its objectives because it enjoys community support, has a contingent of dedicated and professional staff, strives to address feedback from citizens and works effectively with government and civil society partners.

Ms F Chohan, MP
Deputy Minister of Home Affairs

Foreword by the Director-General of Home Affairs

The main purpose of this Annual Performance Plan is to set out the targets Home Affairs is committed to achieve over three financial years, from April 2016 to March 2019. South Africa is a constitutional democracy and parliament, stakeholders and the public at large have a statutory right to know what the DHA will deliver over this period with regard to services, improvement initiatives and policy changes. That right is based on the legal requirement that the budget voted to the DHA will be used to deliver against the mandate of the DHA, the priorities of government and service standards.

Information is provided in the APP that explains why targets were selected; who is responsible for achieving them; previous performance, if relevant; what milestones should be achieved in a quarter; and how the achievements will be measured. The targets are organised under programmes and support the achievement of strategic objectives, which in turn contribute to the further development of the DHA and to

achieving the 14 national outcomes of government. In addition, the plans must meet standards set out in detail by National Treasury (NT) and the Department of Planning, Monitoring and Evaluation (DPME) and are audited by the Auditor-General (AG) together with performance, controls and expenditure. Planning is a complex undertaking and an explanation is given of the process that was used and what improvement efforts were made. The reduction of the budget necessitated a review of the targets with the aim of maintaining their strategic focus while adjusting their scope where necessary.

The DHA is responsible for two functions that touch on every aspect of our lives. The first core function is to maintain accurate and secure information on the unique identity and status of every person in South Africa. All citizens require their identity to be verified in order to vote, obtain a job, open an account or apply for a license. Visas and permits are granted to qualifying foreign nationals only if they present proof of their identity. All of these services are dependent on the integrity of the national identity system and information must be updated every time there is a birth, marriage, death or issue of a passport or a visa.

The second core function of the DHA is to manage the immigration system in support of socio-economic development and security. Immigration includes the following responsibilities: permitting; regulation of ports of entry; enforcement of legislation; consular services abroad; enforcing legislation domestically; and granting refugee status after adjudicating asylum claims. These processes are all linked to the movement control system which allows the DHA to manage risks and facilitate the movement of legitimate migrants.

Home Affairs has the largest client base of any department and its mandate covers functions that are critical enablers of service delivery, development and national security. Identity and immigration systems are at risk of fraud and are targets of local and trans-national criminals and the DHA must be able to protect and secure its staff, systems and infrastructure. Given these imperatives, the APP is aimed at moving the DHA towards realising its vision of professionals protecting and managing modern systems and delivering services that respond to national priorities and the needs of all clients.

Ultimately, the plans and performance of the DHA will be judged against the difference we make to the lives of citizens and other clients. I am confident that, with continuing support from civil society and government partners, we will further improve services while accelerating the transformation of the DHA. Amongst those partners is the Portfolio Committee on Home Affairs, which consistently provides valuable guidance.

Mr Mkuseli Apleni
Director-General of Home Affairs

PART A

STRATEGIC OVERVIEW

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 Department of Home Affairs is committed to being:

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

DHA Outcomes

- Secured South African citizenship and identity
- Secured and responsive immigration system
- Services to citizens and other clients that are accessible and efficient

1.   SITUATIONAL ANALYSIS

The Department of Home Affairs (DHA) is mandated to deliver two core functions. The first is to secure the identity and status of all persons in the country and to deliver related civic services. The second is to manage international migration in the interests of security and achieving national development goals.

The Department of Home Affairs is often thought of as a routine administrative department that produces documents such as IDs, passports and visas. In fact, the core business of the DHA is to manage identity and immigration systems that are critical to the functioning of any state. Documents are issued against databases that contain details of the identity and legal status of all citizens; and of foreign nationals who have applied to visit or reside in South Africa. Each time a detail is changed, such as a new birth or death, it is the result of a process governed by laws, regulations and operating procedures.

The data, the processes, the systems and the officials involved all have to be monitored and secured. If they are compromised then the client and the country is put at risk. A syndicate may have worked with a corrupt official to steal your identity and use it to buy goods, acquire a passport, commit other crimes or obtain a firearm license.

If the systems are secure and highly efficient, then government and commercial services are faster and cheaper and many forms of fraud are prevented. Investment and productivity will increase. Thus, South Africa needs a modern, secure and professional DHA that contributes effectively towards addressing the triple challenge of poverty, inequality and unemployment by achieving higher economic growth rates.

The execution of the DHA's mandate needs to be understood in terms of new challenges and developments that have arisen globally and have affected how states manage identity and migration. Globalisation is characterised by rapid flows of trade, people, information and technology. As a result, it has brought significant risks and opportunities. These developments require a responsive, capable state that:

- Takes the lead in identifying development opportunities and ensuring security.
- Provides citizens with access to quality services.
- Identifies efficient and cost effective ways of doing business in government and private sector.
- Is integrated and works closely with stakeholders that include active and involved citizens.

The DHA has begun the process of replacing the existing National Population Register (NPR) with an integrated digital National Identity System (NIS) on which the biometric data of all who have visited or have lived in South Africa is recorded. The value chain that must be secured is all entry points linked to the NIS, such as birth, marriage and death registration as well as immigration services.

The heart of the DHA - and the nation - is the records of the identity and status of citizens, alive and deceased. The current National Population Register is already a key field in tens of thousands of databases, including tax systems, education systems, health systems and licensing systems. Its collapse will be a national disaster. South Africa will be even more dependent on the new National Identity System, which must be secured against threats that include cyber warfare.

In order to secure the identity of its citizens and immigration processes the DHA must operate with automated systems in a highly secure environment. The high value of its services means that it is constantly under threat from criminal syndicates and other threats to peace and security. Security and service delivery imperatives are both important and are closely related. Corruption thrives where DHA services are inefficient or disrupted by factors such as unstable networks.

The NIS will be linked to an integrated immigration system that allows a complete view of the official transactions involving a traveller, whether at a mission abroad, at a port of entry or using a service within South Africa. All transactions will require the identity of the traveller to be confirmed through the use of biometrics. As a result, legitimate travellers will be processed far more quickly and risks can be effectively managed and threats prevented.

As it modernises, the DHA is under pressure to improve its performance using its current systems and staffing capacity. Some of the specific developments which are increasing demand on the DHA are:
➢ Replacing the vulnerable green ID book by increasing the speed and coverage of the rollout of smart ID cards.
➢ The establishment and leadership of the Border Management Agency (BMA).
➢ Our immigration and security strategies are going to require close, expert engagement with other departments, our neighbouring countries and SADC structures.

➢ Replacing the outdated population register and biometric database (Home Affairs National Identity System - HANIS) with a national identity system (NIS).
➢ Pressure to service and engage with BRICS countries (Brazil, Russia, India, China and South Africa) will grow; as well as the management of complex relationships with international and multilateral bodies.

The concrete deliverables that we aim to achieve against each of the DHA's medium term priorities are outlined below.

Priority	Main 2016 - 2019 Deliverables
Complete the Modernisation Programme	Integrated digital systems and re-engineered processes (NIS, immigration and related) managed and protected by the required complement of effective professionals.
Establish an effective BMA	Founding legislation, model and basic structures, people, processes and systems in place.
Upgrade key ports of entry (6)	New model in respect of infrastructure, processes and leadership piloted and implemented in 6 ports of entry with significant improvements.
Comprehensive review of Immigration Policy	Green Paper and White Paper approved and new comprehensive legislation drafted.
Improved client experience through leadership (Moetapele)	Officials at all levels responding to client needs by demonstrating leadership through improving front and back office culture, processes and systems.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

Creating an enabling environment and building on gains

Variable levels of service delivery are still a problem for a substantial minority of citizens and foreign nationals who are clients of Home Affairs. Key factors are poor office infrastructure, unreliable networks, out of date systems, policy gaps and some officials lacking empathy and problem-solving skills. Accordingly, the DHA has launched the Moetapele programme to systematically address these challenges at the same time as modernisation is underway. The two processes are strongly linked: automation of systems requires professional staff who understand and can fix existing business processes. The following strategies underpin Moetapele:
• Challenging leadership at all levels and areas of the DHA to be the catalysts that transform the DHA by fixing front and back office problems impacting on clients.

- Launching of model offices in every province that will be generators of best practice.
- Training managers and supervisors to use management tools and techniques, such as daily checks and operations management.
- Experience has shown that such programmes require support from outside leaders and communities, who point out failings and celebrate successes. Existing stakeholder forums are being mobilised to play this role.

Key to the successful execution of a transformation programme is to ensure that the correct enabling environment is created. Some of the main enabling conditions that are required are:
- Repositioning the DHA in the state and society as a highly modern and secure department.
- Reliable, modern, secure networks and systems to enable responsive services and professional, accountable staff to lead delivery.
- Developing and implementing immigration policy and legislation to ensure that the DHA contributes to the achievement of national goals, such as the National Development Plan (NDP).
- Improving control over critical operational processes through generating accurate data and using operations management methods.
- Addressing the historical under-funding of the DHA through the identification of viable funding models.

In addition to launching the Moetapele programme, the DHA has made substantial progress in a number of areas that has taken it further towards achieving its vision. Targets set out in this APP indicate how the DHA will build on these gains in the 2016-2017 financial year.
- The project team charged with establishing the Border Management Agency has produced an operating model; an act has been submitted to parliament; and interim structures and initiatives have been put in place. Operation Pyramid is aimed at strengthening strategic parts of the border line and new integrated management systems will be piloted at four ports of entry with major upgrades planned at six key ports of entry.
- A draft Green Paper proposing a new comprehensive international migration policy was approved by the Minister for discussion within government following public engagements with thought leaders and stakeholders. After refinement, the Green Paper will be released for public discussion and comment in 2016 and work on a White Paper will commence that will provide a framework for developing legislation that responds to development, security and humanitarian imperatives.

- Following the centralisation of the adjudication of visas and permits, the DHA did not have the resources to collect applications within South Africa securely or efficiently. The DHA therefore entered into a partnership with an international visa facilitation service (VFS) that already has the DHA as a client in several countries. Ten VFS offices have been opened in nine provinces and twenty-five in nine countries to receive and deliver applications for an additional fee. The front-end part of the visa and permit system is now delivering more secure and efficient services to clients and resources can be concentrated on improving back-office systems at national level.
- The DHA has upgraded 140 of its larger offices since 2013 so it can implement the digital processing of smart ID cards and passports and is in the process of upgrading a further 38 offices. The automated process for IDs and passports is paperless, enabling fraud to be minimised, and the enabling documents have world class security features. In these offices turnaround times for smart ID cards and passports have been reduced to less than two weeks. This was achieved by a highly motivated DHA team that had to overcome complex technical, human, management and dependency challenges. Going forward, it became clear that fiscal and other constraints meant that taking the expansion of paperless services to the whole of South Africa would require partnerships to meet demands from different segments of the population. Accordingly, negotiations were entered into with the largest banks and a pilot has commenced that involves applications, appointments and payments being made through the DHA online. The clients of the banks access DHA services at the designated branches.
- A major challenge in the management of asylum seekers received focused attention in 2015-2016. No provision is made for meeting the basic needs of asylum seekers while their claims are being adjudicated. In the absence of any state-provided social assistance to asylum seekers the DHA has to issue permits allowing them to work and study until their asylum claims are finalised and they are either given refugee status or they have to leave the country. This provision acts as a major pull factor, resulting in South Africa receiving high numbers of opportunistic asylum applications. The DHA began discussions with other departments (including National Treasury) and the United Nations High Commissioner for Refugees (UNHCR) aimed at working with domestic and international partners to find a coordinated way of providing for the basic needs of indigent asylum seekers.
- A business case was submitted to National Treasury in August 2014 explaining that historically the DHA has been under-funded because it has been classified as a general administrative department rather than a department that must operate

and deliver services in a highly secure environment. National Treasury accordingly made R118 million in additional funds available over three years to increase the capacity of the immigration inspectorate and noted that the policy implications should be further discussed.

The achievements outlined above demonstrate that the DHA is improving its performance while undergoing medium and longer term changes on the level of policy, systems, people and structures. One development in this regard is for the DHA to acquire resources by building partnerships. Progress towards establishing a Border Management Agency shows what can be done through coordinating the efforts of government partners. The partnerships with VFS and the banks show what can be done by working with commercial sectors. The Green Paper argues that international migration can only be managed through responsibility being shared by the whole of the South African government, society and the international community. Steps have also been taken to strengthen local stakeholder forums that support the work of the DHA and involve them more systematically in achieving objectives such as ending the current late registration of birth process and combatting corruption.

In addition to serving individuals, the DHA provides a range of services to other departments, corporate clients and organisations such as providing statistics, facilitating the entry of foreign workers or confirming the status and identity of persons. In the absence of digital technology and reliable networks the DHA has had to maintain a very large footprint of 407 front-line offices, 72 ports of entry and 32 missions abroad, apart from a repatriation centre and refugee reception offices. In view of fiscal constraints, new technology and partnerships, this model is being reviewed.

Providing DHA services requires having a reliable network that connects front and back offices and maintaining a large infrastructure footprint. A major challenge therefore is that the operating and service delivery environment has to an extent been unpredictable for two major reasons. The first reason is that the DHA is dependent on service providers for the maintenance of its infrastructure and systems, notably the State Information Technology Agency (SITA) and the Department of Public Works (DPW). The services of these providers to the DHA have not always been reliable. The second reason is that the DHA has initiated changes at the level of policy, legislation, and systems and inevitably there were challenges such as legacy systems and change management. Certain services at different stages fell below set standards because of a combination of these external and internal factors.

The organisational performance of the DHA against its strategic targets continues to show an upward trend since the 2012/13 financial year. The DHA has moved from a low base to a 68% achievement rate in the 2014/15 financial year. This is in addition to the positive sentiments echoed towards the DHA in terms of service delivery on ground level. The DHA has also made some major strides in its efforts to move towards a clean audit opinion (no audit qualifications) by moving from a disclaimer in 2013/14 to a qualified opinion in 2014/15.

In support of its civics mandate, the number of births registered within 30 calendar days has increased by more than 4% per annum since 2010. There has also been a decline in late registration of birth ahead of termination of the current process in December 2015. More than 2.2 million smart ID cards have been issued since the inception of the programme. The DHA will also introduce other channels of delivery, such as making use of the banking sector and mobile technology. Civic Services has also achieved consistency in terms of the issuance of key enabling documents using existing legacy systems, such as identity documents and passports. On average over 90% of clients have been served within the service standards set.

The immigration environment has also shown an increase in efficiency gains in the issuance of permanent and temporary residence visas. Significant progress was made in the clearing of backlogs and in separating permanent and temporary residence functions. The improvement in performance can, amongst other things, be attributed to partnering with a Visa Facilitation Service (VFS Global) and the adoption of an electronic system to process applications. The more efficient processing of visas for migrants with critical skills is in support of National Development Plan (NDP) objectives that focus on enhancing South Africa's economic growth.

Progress has also been recorded in the areas of infrastructure improvements at major ports of entry, the roll-out of the enhanced movement control system (EMCS) at ports and reviewed workflow processes. This has allowed for the processing of significant volumes of travellers. The improvements made in relation to ports, both in terms of infrastructure and systems are aimed at facilitating the efficient movement of *bona fide* travellers to support national interests and priorities, and to prevent and prohibit the movement of undesirable persons in the interest of national security.

A Critical Skills List was published in 2014. Examples of critical skills are those needed for the 18 Strategic Infrastructure Projects, as well as skills needs in relation

to the Square Kilometre Array (SKA) and Meerkat initiatives, mining, logistics and industrial corridors, green energy, electricity, agri-logistics and rural infrastructure.

The DHA has successfully implemented an on-line permit system for the verification of asylum seeker and refugee permits (including Refugee Identity Documents). This system confirms the authenticity of an asylum/refugee permit/refugee identity document. The system is a secure web-based application and nine financial institutions have already been registered with the DHA for access to the system. Apart from the financial institutions, the DHA has approved the roll-out of this service to various internal business units and other state entities to allow them to verify status and permits of asylum seekers and refugees who utilise their services such as the South African Social Security Agency (SASSA) and Private Security Industry Regulatory Authority (PSIRA).

The Inspectorate has conducted a number of surveys of communities living alongside the South African borderline. These surveys will inform strategies to ensure migration is regulated according to the Immigration Act. Joint Inspections with SADC states are conducted on a regular basis and enhance co-operation between South Africa and these respective countries in managing irregular migration into the region. The number of illegal foreigners deported from the country has also shown an increase over the medium term.

The improvement in organisational performance can be attributed to:
• DHA having a more informed understanding of its mandate in respect of the management of identity and status as well as the effective management of immigration.
• The leadership provided by the Minister, Deputy Minister, Director-General and top management.
• Improved planning and monitoring practices.
• Improved internal controls around management practices resulting in an improved audit outcome.

The DHA conducted employee satisfaction surveys in 2012 and 2015. An improvement plan for the dimensions dealing with communication, development (learning), rewards and recognition and leadership will be implemented in the 2016/17 financial year to ensure a more conducive working environment for staff. The dimension dealing with

setting a clear promising direction achieved the highest overall score. This dimension consists of questions such as:
• "I understand the role between my job and the organisation's strategy and goals;
• I have a good understanding of the organisation's strategy and goals;
• I believe that the organisation's strategy and goals are the right ones for the organisation at this time; and
• It's business prospects over the next 2-3 years".

The results are a positive reflection of the past and current efforts to cascade the DHA strategy down to the lowest levels of the organisation.

Going forward, the DHA has launched critical initiatives to realise its vision of a secure, professional and modern department. These include the Moetapele programme, the modernisation and professionalisation of the DHA, intensifying the fight against crime and corruption, establishment of the DHA contact centre, improving front and back office control over processes and building on the improved audit outcome.

1.2 ORGANISATIONAL ENVIRONMENT

In support of the governance model of the country, it was necessary to align the current DHA organisational structure, which was approved in September 2012, to the three spheres of government, namely national, provincial and local spheres. The organogram of the DHA is attached as Annexure A.

The DHA's organisational structure is a hierarchy consisting of a matrix of reporting lines necessary for providing a synergistic exchange between national and provincial structures. In the current arrangement, head office is mainly responsible for policy development and strategy, as well as ensuring the efficient and smooth running of operations between the front and back office production hubs. Also, head office has the responsibility of oversight and support to ensure that at provincial level policies and plans are implemented without hindrance.

Provinces are responsible for the overall implementation of departmental plans and policies, whilst at the same time ensuring that the delivery of efficient and effective services as well as improving client experience in frontline offices. DHA officials are also responsible for delivering consular services at a number of foreign missions abroad.

The DHA's operating model is reviewed periodically in order to ensure its alignment and support to the strategic objectives of the DHA as well as its responsiveness to the needs of clients with regard to the delivery of efficient and effective services.

The internal re-organisation and relocation of the following offices were approved by the Executing Authority on 26 February 2015 with implementation effective from 1 April 2015:

- The relocation of reporting lines and responsibility of ports of entry from the Branch: Civic Services (Provincial Managers) to the Branch: Immigration Services (Chief Directorate: Port Control).
- The relocation of reporting lines and responsibility of the refugee reception centres from the Branch: Civic Services (Provincial Managers) to the Branch: Immigration Services (Chief Directorate: Asylum Seeker Management).

An outsourced call centre was contracted to handle queries, complaints and provide information to clients on behalf of Home Affairs. As effective as it was in handling certain aspects of DHA's core business, such as processes and procedures, it had limitations which required that, from time to time, it referred certain queries to a "second line" comprising of DHA officials. The DHA is in the final stages of setting up its own state of the art DHA Contact Centre. The aim of the new contact centre is to improve client experience by providing a single view of the client by allowing DHA contact centre agents to connect to all relevant DHA systems for speedy resolution of cases, queries or complaints. The contact centre is expected to be operational by the end of the 2015/16 financial year and will have a minimum of 137 well-trained officials with experience.

In the 2015/16 financial year, the Branches Human Resources and Learning Academy were re-organised to form a new Branch: Human Resource Management and Development (HRM&D). This followed an analysis of the human resource value chain which confirmed that the functions of the two branches were complementary, interdependent and therefore needed to reside in one branch. The merger between the Branches: Human Resources and Learning Academy was successfully concluded and approved by the Executing Authority on 15 September 2015.

In line with the DHA's vision to professionalise its staff, modernise its systems, processes and procedures and transform its organisational culture, the Department adopted the principles of Moetapele. Aimed at dealing with the issue of the challenge of leadership and managerial discipline, Moetapele has become a key enabler in ensuring the development of leadership capacity, management and supervisory capabilities as well as the endowment of staff with the correct values, knowledge and skills. Among others, and in addition to improving leadership as well management capabilities, the Moetapele initiative, also aims at improving the operational efficiency by exposing managers at various levels to training that emphasises some of the twenty first century skills depicted below:
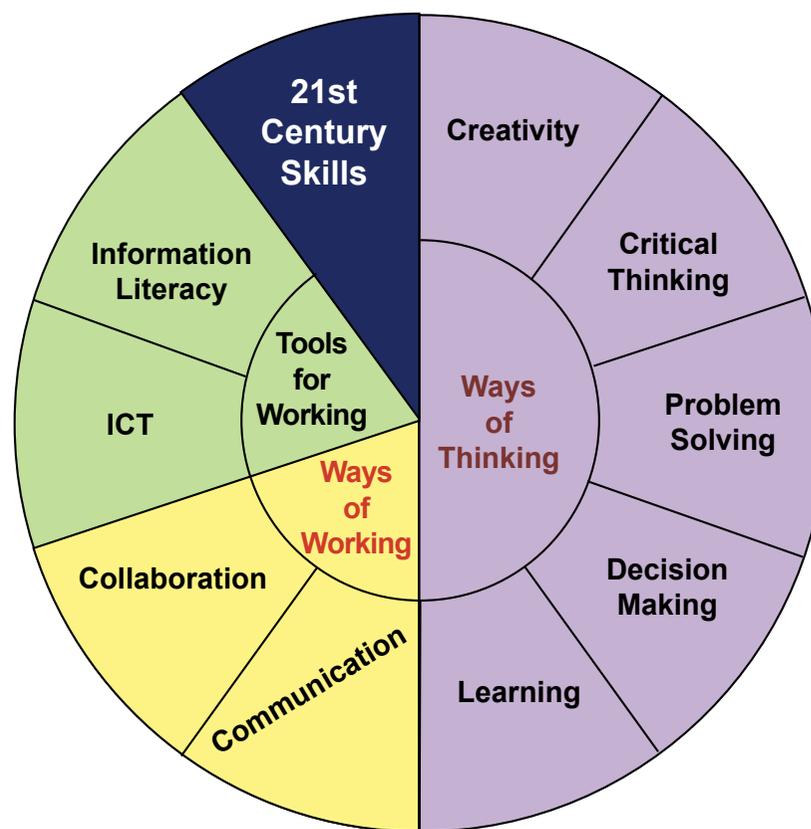
One objective is to improve service delivery through building the values and competencies of front-office and back-office managers. Another step taken to empower managers was to review delegations of authority through the decentralisation and ceding of certain functions from head office to provincial structures. Included in the decentralisation, are responsibilities such as the appointment of staff between levels 6 to 8; as well as the capturing of leave and authority to purchase goods up to a stipulated value in the provinces.

The Branch HRM&D is a key driver of the change management programme that supports a broader departmental agenda. The change management strategy and roll-out plan have been developed and are currently being implemented incrementally. A major consideration has been to ensure that frontline offices are managed at an appropriate level and larger offices are at least all headed by assistant directors and, where possible, by deputy directors.

The priority going forward is to acquire specialists needed to run a modernised, professional and secured twenty first century office and this will include the appointment of statisticians, business analysts and IT experts. Existing staff must be professionalised for the DHA to deliver effectively against its security and service delivery mandate. In order to take this agenda forward, the DHA is in the process of reviewing the top three tiers of its organisational structure and post establishment in view of the broader change management agenda which is inclusive of the modernisation programme.

The DHA has identified a need to support evolving functions as we implement the modernisation programme both in the front and back offices through the following initiatives:
- Enhance capacity in the border environment through streamlining functions of Port Control and the Border Management Agency.
- Strengthen the inspectorate function through increasing the number of Inspectors at land ports of entry.
- Attract, develop and retain competent and capable workforce in key functional areas in support of the modernisation and broader change management processes.
- Strengthen capacity of functions such as business process analysts, change management specialists, statisticians, auditors, risk managers and monitoring and evaluation practitioners.
- Funding of critical posts in Legal Services, the Standing Committee on Refugee Affairs (SCRA) and Refugee Appeals Board (RAB) to increase capacity.

The DHA will continue to map its process flows in various functional areas, develop standard operating procedures and value chains that would serve to inform systems development in support of the modernisation programme. Given the pressure on the budget, the focus will be on making optimal use of existing staff through redeployment, retraining and restructuring.

1.3 ANNUAL PERFORMANCE PLANNING PROCESS

A sound planning process is essential for the DHA to deliver against its mandate and serve our people to the maximum extent possible given financial and other resource constraints. The DHA plays a vital strategic and enabling role in the state and in society generally. Poor planning thus impacts negatively on people's lives and futures. Good strategic planning is even more important because of the implementation of major initiatives such as supporting the National Development Plan; the modernisation programme; and the implementation of a Border Management Agency.

The DHA aligned its internal planning process with guidelines from National Treasury and with the priorities set out in the Medium Term Strategic Framework (MTSF) and the national outcomes of government. This entailed engaging with the Department of Planning, Monitoring and Evaluation, cluster structures and National Treasury.

The planning process commenced with a "Priority Setting and Strategy Workshop" with the Minister and top management of the DHA in June 2015. The workshop focused on key elements such as an environmental scan, relevant DHA commitments in the MTSF 2014 to 2019 and the five (5) ministerial priorities to guide planning.

The output of the "Priority Setting and Strategy Workshop" informed the second phase of planning, namely the "Bottom Up" planning process by branches and provinces in July 2015. Branches were required to translate the various DHA commitments and priorities into concrete and realistic deliverables linked to available resources in preparation for the submission of the 1st draft of the 2016/17 APP. The "Bottom Up" planning process culminated in a workshop consisting of the majority of SMS members in August 2015. Feedback from individual branches was interrogated and this process assisted greatly with the integration of various priorities and plans.

A third workshop was conducted in November 2015 in preparation for the submission of the 2nd draft of the 2016/17 APP which was due by 30 November 2015. This

workshop was informed by an extended Minister's Management Meeting with top management in September 2015 to outline the DHA future vision and to discuss the current state of the organisation, the six monthly organisational performance review, comments from the DPME and National Treasury on the 1st draft of the 2016/17 APP, the preliminary and final budget allocations for the 2016/17 MTEF cycle and preparations for the submission of the Estimates of National Expenditure (ENE) for 2016.

During February 2016 a final planning workshop with the top executive of the DHA was conducted to sign off on the DHA APP for 2016/17 before approval by the Minister.

Factors impacting on the development of the plan

The main focus of the Annual Performance Plan of the Department of Home Affairs is on the 2016/17 financial year with indicative targets outlined for the two outer years. Some of the important strategic factors that were considered in the development of the Plan are:
- The development of a business case to reposition the DHA as a highly secure, professional and modern department.
- The modernisation programme of the DHA in respect of people, processes, infrastructure and systems.
- The establishment of the BMA and impact thereof on the DHA.
- Addressing key dependencies on service providers to ensure uninterrupted service delivery.
- The current global and domestic economic outlook and implications for an already under-funded DHA.
- The need for improved consultation and collaboration with stakeholders on the implementation of immigration policies and legislation.

The Framework for Strategic and Annual Performance Plans, published by National Treasury in August 2010, was used as basis for the development of the Plan. Some of the sections and templates were customised to reflect the planning methodology of the DHA.

2   CONSTITUTIONAL AND LEGISLATIVE MANDATES

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

2.1 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 emphasises 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 expanding 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 this regard, 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.

2.2 POLICY MANDATES

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 birthright to 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 calendar days. The issue of identity documents (IDs) to 16 year olds is another important security matter as their identity is secured through linking it to their biographical data and to a signature, fingerprint and photograph.

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 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 authorise and record the entry or exit of any person through ports of entry, which are designated by 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.

3.   LEGISLATIVE MANDATE

3.1 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.

3.2 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).

3.3 CITIZENSHIP

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

3.4 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.

3.5 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.

3.6 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.

3.7 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).

The GPW is currently self-funding, although it has retained strong links with the Department as a government component and the Minister will continue to exercise oversight.

4. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

The Department will deal with the following Bills in 2016:

- Home Affairs General Laws Amendment Bill;
- Security Printers Bill;
- Prevention and Combating of Smuggling of Migrants;
- Border Management Agency Bill; and
- Refugees Amendment Bill.

5.   OVERVIEW OF 2016/17 BUDGET AND MTEF ESTIMATES

5.1 EXPENDITURE ESTIMATES

Table 1: Department of Home Affairs Expenditure Estimates over the MTEF 2016-2019

	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
	Audited outcome	Audited outcome	Audited outcome	Voted (Main appropriation)	Adjusted appropriation	Medium Term Expenditure Allocations		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programmes								
Administration	1,551,335	1,906,275	2,031,515	1,704,202	1,877,040	2,222,890	2,323,005	2,434,524
Citizen Affairs	2,919,570	3,899,965	4,075,657	4,025,701	4,826,498	3,901,559	3,671,090	3,636,193
Immigration Affairs	924,055	1,055,335	962,285	720,919	645,187	1,042,691	1,066,343	1,102,958
Total for Programmes	**5,394,960**	**6,861,575**	**7,069,457**	**6,450,822**	**7,348,725**	**7,167,140**	**7,060,438**	**7,173,675**
Change to 2015 Budget Estimate					(897,903)			
Economic classification								
Current payments	**4,270,427**	**4,874,056**	**5,101,266**	**4,790,509**	**5,688,412**	**5,430,360**	**5,602,852**	**5,821,990**
Compensation of employees	2,137,671	2,385,823	2,600,216	2,868,125	2,899,402	3,146,825	3,233,745	3,328,378
Salaries and wages	1,810,087	2,027,790	2,217,097	2,461,734	2,482,754	2,717,695	2,781,173	2,862,769
Social contributions	327,584	358,033	383,119	406,391	416,648	429,130	452,572	465,609
Goods and services	2,132,756	2,488,233	2,501,050	1,922,384	2,789,010	2,283,535	2,369,107	2,493,612
Transfers and subsidies	**1,019,524**	**1,733,158**	**1,703,470**	**1,649,420**	**1,649,420**	**1,725,887**	**1,446,205**	**1,339,644**
Payments for capital assets	**104,651**	**254,261**	**264,721**	**10,893**	**10,893**	**10,893**	**11,381**	**12,041**
Payments for financial assets	**358**	**100**	**-**	**-**	**-**	**-**	**-**	**-**
Total economic classification	**5,394,960**	**6,861,575**	**7,069,457**	**6,450,822**	**7,348,725**	**7,167,140**	**7,060,438**	**7,173,675**

5.2 RELATING EXPENDITURE TRENDS TO MEETING OUTCOMES AND OBJECTIVES

Over the medium-term the main drivers for expenditure will be the following:

(1) Implementing the information communication technology (ICT) modernisation programme of the Department. Specific emphasis will be placed on the development of automation and key digital systems such as the national identity system (NIS); the border management solution, including the trusted traveller programme and e-Permit system; and the continued roll-out of the smart ID card to replace the green ID book.

(2) A priority is the further development of immigration policy, including extensive consultation with stakeholders. Initiatives aimed at improving the management of immigration include the improvement of existing immigration systems; the roll-out of new systems as part of the modernisation programme; improving the asylum seeker and refugee management process; improving infrastructure at ports of entry; and capacitating various Inspectorate functions such as investigations and deportations.

(3) Establishing the Border Management Agency (BMA). There will be costs associated with change management and the BMA establishment process that the DHA will need to address.

(4) Establishing and maintaining secure identity systems, record management and an electronic document management system (EDMS) and issuing of secure civic and immigration enabling documents.

(5) Professionalising the DHA by building a competent and capable workforce that is able to secure DHA systems and delivery of improved services.

(6) Taking steps to secure all DHA offices and service points.

(7) Improving service delivery through improved access (development of strategic channels such as a DHA contact centre), infrastructure development in frontline offices, public education / awareness and customer relationship management.

The costs of driving the activities outlined above are reflected in all three departmental programmes as captured in the Annual Performance Plan.

The focus of the DHA over the medium term will be on repositioning the department as a highly secure, professional and modern department through, inter alia, increasing immigration enforcement capacity, modernising and integrating its information systems, people, processes and infrastructure as well as increasing and improving its client interfaces.

As a labour intensive department, the bulk of the DHA's spending is on compensation of employees across all programmes. Over the MTEF period, spending on compensation of employees and goods and services will decrease significantly due to the recommendations by the Minister's Committee on the Budget in January 2016.

Compensation of employees will be reduced by:
• R253.967 million for 2017/18; and
• R396.842 million in 2018/19.

The Goods and Services budget of the DHA will be reduced by:
• R21.866 million for 2016/17, R15.324 million for 2017/18 and R28.201 million for 2018/19; and
• R28.226 million in 2017/18 and R30.559 million in 2018/19 taken from the Lindela Detention Centre (goods and services).

These severe measures have necessitated the DHA to review its strategic and operational expenditure and budget. It is therefore inevitable that service delivery and performance targets over the medium term will be affected. The DHA will implement a number of initiatives to ensure that the impact is kept at a minimum, for example the streamlining of business units and business processes, stricter governance arrangements in the filling of vacant posts and reduction in non-essential spending (catering, etc.).

Table 2: DHA Post Establishment as at 31 January 2016

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2016/17			
	Filled	Vacant	Total	
3 - 6	6 230	253	6 483	65.5%
7 - 10	2 924	64	2 988	30.2%
11 - 12	249	7	256	2.6%
13 - 16	163	4	167	1.7%
TOTAL	**9 566**	**328**	**9 894**	**100%**

PART B

PROGRAMME AND SUB-PROGRAMME PLANS

Figure 1: The key strategy components of the Department of Home Affairs are outlined below:

Home Affairs Contribution to Government Priorities All people in South Africa are and feel safe (3) Decent employment through inclusive economic growth (4) An efficient, effective and development oriented public service (12) Nation building and social cohesion (14)		
Mandate Custodian, protector and verifier of the identity and status of citizens and other persons resident in South Africa as recorded on the National Population Register, including the issuing of traveling documents. DHA controls, manages and facilitates immigration and the movement of persons through ports of entry. It also services foreign missions; enforces the Immigration Act; and determines the status of asylum seekers and refugees in accordance with international obligations		
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	**_Values_** The DHA is committed to being - People-centred & caring, Patriotic, Professional & having integrity, Corruption free & ethical, Efficient & innovative, Disciplined & security conscious
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		
Strategic Objectives for Outcome 1 • Eligible citizens are issued with enabling documents relating to identity and status • An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system • Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally	**_Strategic Objectives for Outcome 2_** • Refugees and asylum seekers are managed and documented efficiently • Movement of persons in and out of the country regulated according to a risk-based approach • Enabling documents issued to foreigners efficiently and securely	**_Strategic Objectives for Outcome 3_** • Secure, effective, efficient and accessible service delivery to citizens and immigrants • Good governance and administration • Ethical conduct and zero tolerance approach to crime, fraud and corruption • Collaboration with stakeholders in support of enhanced service delivery and core business objectives
Programme 2: Citizen Affairs **Purpose:** Provide secure, efficient and accessible services and documents for citizens and lawful residents. **Sub-programmes:** • Citizen Affairs Management • Status Services • Identification Services • Service Delivery to Provinces • Government Printing Works • Electoral Commission / Represented Political Parties' Fund	**_Programme 3: Immigration Affairs_** **Purpose:** Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa, determine the status of asylum seekers, regulate refugee affairs and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration enforcement. **Sub-programmes:** • Immigration Affairs Management • Admission Services • Immigration Services • Asylum Seekers	**_Programme 1: Administration_** **Purpose:** Provide strategic leadership, management and support services to the Department. **Sub-programmes:** • Ministry • Management Support Services • Corporate Services • Transversal Information Technology Management • Office Accommodation
Key Strategies to Achieve DHA Outcomes and Strategic Objectives Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans Developing a leadership collective with the capacity to drive transformation Building a platform of processes and systems that are secure and integrated to secure the identity and status of all persons residing in South Africa Implementing an operating model that is appropriate to a secure DHA that must deliver services effectively to every citizen and to other clients and sectors Establishing a strong M & E function that will ensure effective performance management and accountability Developing effective partnerships with communities and across all spheres of government to enhance security and effective service delivery Having the capacity, including research capacity, to work strategically and effectively within the state, civil society and internationally Contributing significantly to the fight against corruption.		

6. INTRODUCTION TO FINANCIAL PROGRAMMES AND ANNUAL PERFORMANCE PLAN INDICATORS AND TARGETS

The planning process of the DHA was informed by the following two goals:
- 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; and
- 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 development and security priorities and programmes.

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 a smart ID 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 are 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.

The Department of Home Affairs fulfills its civic mandate by acting as the custodian of citizenship and identity. The Department also has a mandate to manage immigration, enforce the Immigration Act (2002) and determine the status of asylum seekers and refugees. These two functions are essential to the security of the state; they enable access to rights and services; and they support social and economic development.

The mandate of the DHA is in broad alignment with the National Development Plan (NDP). 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 draws on international experience in pointing out that the strategy will succeed if it is implemented 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.

The DHA could play a key role in **enabling regional development** by working with SADC countries to efficiently and securely manage movements of people within the region. The inclusion of all citizens in democracy and development is enabled by building sound national population registers and providing them with a status and an identity that gives them access to rights and services.

The **modernisation programme** of the DHA can reduce fraud and the cost of doing business by enabling e-government and thus deliver better services and attract more investment.

Government has decided on the following five priorities which will form the basis of the Medium Term Strategic Framework (MTSF).
- Decent work and sustainable livelihoods
- Education
- Health
- Rural development, food security and land reform
- Fight against crime and corruption

In support of government's outcomes based approach to strategic planning, the DHA contributes directly to 4 of the 14 outcomes of government:
1. Quality basic education
2. A long and healthy life for all
3. **All people in South Africa are and feel safe**

4. **Decent employment through inclusive economic growth**
5. 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 contributing to food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient local government system
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa, a better Africa and a better world
12. **An efficient, effective and development oriented public service**
13. Social protection
14. **Nation building and social cohesion**

The contribution of the DHA to the MTSF 2014 to 2019 is captured in the planning instruments of the DHA starting from the 2015/16 financial year. The main outputs that the DHA is responsible for are as follows:

- Establishing an integrated Border Management Agency (BMA);
- Developing an Integrated Border Management Strategy (over-arching and sub-strategies) to defend, protect, secure and ensure well-managed borders;
- Ensuring that registration at birth is the only entry point for South Africans to the new national identity system (NIS);
- Developing and approving of Immigration Policy by Cabinet;
- National Identity System (NIS) designed and operational;
- Ensuring that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally;
- Reducing the time required for importing critical skills needed for the economy; and
- Improving feedback opportunities for citizens and other service users through the establishing of a DHA contact centre.

The Department of Home Affairs has aligned its own outcomes to those of government.
- Outcome 1: Secured South African citizenship and identity.
- Outcome 2: Secured and responsive immigration system.
- Outcome 3: Services to citizens and other clients that are accessible and efficient.

The DHA followed the logic model methodology to translate its vision and mission into a clear set of outcomes, strategic objectives and outputs in support of government outcomes. The departure point for strategic planning is the three outcomes set by the DHA. Outcomes are broken down into specific strategic objectives and each of the strategic objectives into outputs. Outputs are measured through the development of performance indicators and the level of performance is specified through annual and quarterly targets. The realisation of indicators / targets and outputs contribute to the achievement of strategic objectives and ultimately to the DHA outcomes.

The scope of targets, calculation method and other technical information will be provided in the description of key performance indicators using templates and guidelines provided by National Treasury. The technical description sheets will be available on the website of the Department of Home Affairs by 30 April 2016.

7. FINANCIAL PROGRAMMES AND ANNUAL PERFORMANCE PLAN INDICATORS AND TARGETS

PROGRAMME 1: ADMINISTRATION

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

Sub-programmes:
- Ministry
  - Minister
  - Deputy Minister
- Management Support Services
  - Director-General
  - Border Management Agency
  - Institutional Planning and Support
- Corporate Services
  - Communications
  - Counter Corruption and Security Services
  - Human Resources Support
  - Learning Centre
  - Financial Services
- Transversal Information Technology Management
  - IS Operational
  - Transversal IT Projects
- Office Accommodation

Spending over the MTEF period will be on the following:

- Improving access to the services rendered by the DHA by increasing the number of service points and through partnerships with stakeholders, optimising the use of existing health facilities for registration of birth for new-born children and the maintenance of stakeholder forums.

- As part of the DHA modernisation programme, designing and implementing a new national identity system which will include South Africans and foreign nationals. This will include business process reengineering, provision of access to systems, inherent biometric features and system integration to enable the DHA to ensure the integrity and security of the identity of citizens, all who live in South Africa, and all who enter or leave the country.

- Providing for the development and facilitation of channels to enhance access to services through various means of footprint development and the customer service centre.

- Improving business processes and systems to combat fraud and corruption by rolling out online verification and live capture for both passports and identity documents to small, medium and large offices as well as banks.

- Improving the service delivery environment for both the public and staff through improvement of infrastructure at ports of entry and frontline office refurbishment.

- 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 continuous learning. The focus is on strategic projects such as leadership and management training, training on the National Certificate: Home Affairs Services, coaching clinics, development programmes and the strengthening of the security of the Department.

- Providing of security services to departmental offices.

- Promoting the services and activities of the Department through marketing and awareness initiatives, via a multimedia approach, media platforms that will carry departmental messages and campaigns which will include television (various stations like SABC, e-TV and DSTV), airport screens, radio (various national and local stations), print media (various national and local newspapers) and departmental printing (internal newsletters, planning instruments, annual reports, posters, pamphlets and booklets).

- Outsourcing activities for planned audit projects and audits that require specialised skills that are lacking in the internal auditing environment as well as related expenditure such as travel costs.

- Creating awareness in respect of risk management.

Table 3: Post establishment for Administration as at 31 January 2016

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2016/17			
	Filled	Vacant	Total	
3 - 6	329	61	390	39.7%
7 - 10	367	7	374	38.1%
11 - 12	127	1	128	13%
13 - 16	87	3	90	9.2%
TOTAL	**910**	**72**	**982**	**100%**

DHA Outcome and Strategic Objectives:
The Administration programme contributes to all three of the departmental outcomes with the main contribution under outcome 3.

Outcome 3: Services to citizens and other clients that are accessible and efficient

Strategic objectives
3.1 To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants.
3.2 Good governance and administration.
3.3 To ensure ethical conduct and zero tolerance approach to crime, fraud and corruption.
3.4 Collaboration with stakeholders in support of enhanced service delivery and core business objectives.

Table 4: Programme 1 (Administration) – 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets		
		12/13	13/14	14/15		16/17	17/18	18/19
An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system	NIS operational by 2018/19	Civic and immigration systems such as NPR, MCS, etc	Civic and immigration systems such as NPR, MCS, etc	Data analysis on NPR conducted	Live capture system in operation for smart ID cards and passports for citizens VFS front end and DHA Visa Adjudication System operational	System design and development for NIS finalised (Phased approach)	System design and development for NIS finalised (Phased approach)	NIS developed and operational
Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally	100% of all designated ports of entry equipped with biometric systems capable of processing travellers (at ports equipped with EMCS) by 2018/19	New PI	New PI	New PI	Temporary solution for biometric functionality rolled out to ORTIA, King Shaka, Cape Town and Lanseria airports Phase 2 of EMCS implemented in line with new Immigration Regulations (Undesirable solution)	Biometrics rolled out in phased approach (pilot)	Biometrics rolled out in phased approach (40%)	Biometrics rolled out (100% of ports of entry)
Secure, effective, efficient and accessible service delivery to citizens and immigrants	A professional DHA cadre established through training of nominated staff in relevant initiatives to transform the DHA into a highly secure and modern department (100% of nominated staff trained)	133% (133) for outbound management development programmes	129% (129) for outbound management development programmes 111% (667) for National Certificate: Home Affairs Services	161% (161) for leadership and management development programmes Cadets(new PI) 118% (355) for National Certificate: Home Affairs Services Client Relations Improvement and Professionalising (new PI)	100% (250) for leadership and management development programmmes 100% (80) for Cadets trained 100% (350) for National Certificate: Home Affairs Services 100% (200) for Client Relations Improvement and Professionalising Programme	100% of nominated staff trained	100% of nominated staff trained	100% of nominated staff trained

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets		
		12/13	13/14	14/15		16/17	17/18	18/19
	DHA repositioned as a highly secure, professional and modern department by 2019/20	New PI	New PI	Business case for a sustainable model for civic and immigration services approved by Minister and submitted to National Treasury	First phase of business case implemented: - Cabinet memorandum on the repositioning of DHA as a modern, secure department approved by Minister	Second phase of repositioning completed	Third phase of repositioning completed	Fourth phase of repositioning completed
Ethical conduct and a zero tolerance approach to crime, fraud and corruption	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20	4 reviews on business processes signed off by DG	Anti-corruption awareness campaign conducted 4 reviews on business processes signed off by DG	Ethics Management Programme implemented 63% of reported cases finalised within 90 working days 4 reviews on business processes signed off by DG 86 Threat and Risk Assessments (TRAs) conducted 532 vetting fieldwork investigations finalised	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (as oulined in APPs)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets		
		12/13	13/14	14/15		16/17	17/18	18/19
Good governance and administration	No audit qualification by 2019/20	Qualified	Disclaimer	Qualified audit report	Unqualified audit report	Unqualified audit report	No audit qualifications	No audit qualifications
Collaboration with stakeholders in support of enhanced service delivery and core business objectives	Communication Strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	NA	NA	Communication strategy implemented	Communication Strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in Annual Performance Plan (APP) implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements
Refugees and asylum seekers are managed and documented efficiently	Establishment of asylum processing centres closer to the country's borders	New PI	New PI	New PI	New PI	Preparatory work for establishment of asylum processing centres closer to the country's borders conducted (feasibility study for building of asylum processing centres)	Rollout dependent on outcome of feasibility study	Rollout dependent on outcome of feasibility study

Table 5: Programme 1 (Administration) - Annual Targets for the 2016/17 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Target: National Identity System (NIS) operational (2018/19)										
Link to National Outcome 3: All people in SA are and feel safe										
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.2: An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system										
1.2.1	National Identity System (NIS) designed and operational	Automated processes for: - Births, marriages and deaths (BMD) (2016/17) - Amendments and citizenship (2017/18) Business Intelligence system for DHA Contact Centre operational (2018/19) NIS operational (single view of client) (2018/19)	New PI	New PI	New PI	Live capture system in operation	BMD processes developed onto live capture	Amendments and citizenship processes developed onto live capture	Business Intelligence system for Contact Centre in place NIS operational	DDG: Information Services (IS)
Quarterly Target Information for 2016/17										
Performance Indicator: Automated processes for: Births, marriages and deaths (BMD)										
Annual Target: BMD processes developed onto live capture										
Reporting Period: Quarterly										
Quarter 1 Target: User requirements for BMD module finalised and approved by DDG: CS										
Quarter 2 Target: Technical and functional specifications for BMD module approved by DDG: IS										
Quarter 3 Target: NA										
Quarter 4 Target: Live capture BMD module developed										

31

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
1.2.2	National Identity System (NIS) designed and operational	Live capture functionality for refugee smart ID cards and travel documents tested as per user requirements (2016/17) DHA frontline offices with ability to process refugee smart ID cards and travel documents (2017/18 and 2018/19)	New PI	New PI	New PI	Live capture for smart ID cards and passports for citizens	Live capture for refugee smart ID cards and travel documents developed and tested	Live capture for refugee smart ID cards and travel documents rolled out to all DHA offices	Live capture for refugee smart ID cards and travel documents rolled out to all DHA offices	DDG: Information Services (IS)

Quarterly Target Information for 2016/17
Performance Indicator: Live capture functionality for refugee smart ID cards and travel documents tested as per user requirements
Annual Target: Live capture for refugee smart ID cards and travel documents developed and tested
Reporting Period: Quarterly

Quarter 1 Target: Report on review of current status conducted and approved by DDG: IS
Quarter 2 Target: User requirements approved by DDG: CS
Quarter 3 Target: Live capture to cater for refugees developed
Quarter 4 Target: Live capture for refugee smart ID cards and travel documents tested

32

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
1.2.3	National Identity System (NIS) designed and operational	e-Permit prototype developed (2016/17) Ability of foreign missions to use e-Permit system (2017/18) System functionality monitored (2018/19)	New PI	New PI	New PI	VFS front end and DHA Visa Adjudication System operational	End-to-end e-Permit system developed (prototype)	Roll-out of e-Permit system to foreign missions	Monitoring of functionality of system	DDG: Information Services (IS)

Quarterly Target Information for 2016/17
Performance Indicator: e-Permit prototype developed
Annual Target: End-to-end e-Permit system developed (prototype)
Reporting Period: Quarterly
Quarter 1 Target: User requirements finalised and approved by DDG: IMS
Quarter 2 Target: e-Permitting system functional and technical specifications approved by DDG: IS
Quarter 3 Target: NA
Quarter 4 Target: e-Permitting system developed (prototype)

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Target: 100% of all designated ports of entry equipped with biometric systems capable of processing 100% of travellers (at ports equipped with EMCS) by 2018/19										
Strategic Objective 1.3: Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally										
1.3.1	Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)	Pilot of full biometric scope conducted at one port of entry as per signed business requirements (2016/17) Number of ports with biometric functionality as per signed business requirements (2017/18 to 2018/19) Trusted Traveller programme developed (2017/18) Number of ports with Trusted Traveller programme (2018/19)	New PI	New PI	New PI	Phase 2 of EMCS implemented in line with new Immigration Regulations (Undesirable solution) Temporary solution for biometrics rolled out to ORTIA, King Shaka, Lanseria and Cape Town airports	EMCS (full biometrics scope) developed and piloted at one port of entry	EMCS (full biometrics solution) rolled out to additional 28 ports Trusted Traveller programme developed (prototype)	EMCS (full biometrics solution) rolled out to remaining ports of entry Trusted Traveller system rolled out to 6 ports of entry	DDG: Information Services (IS)

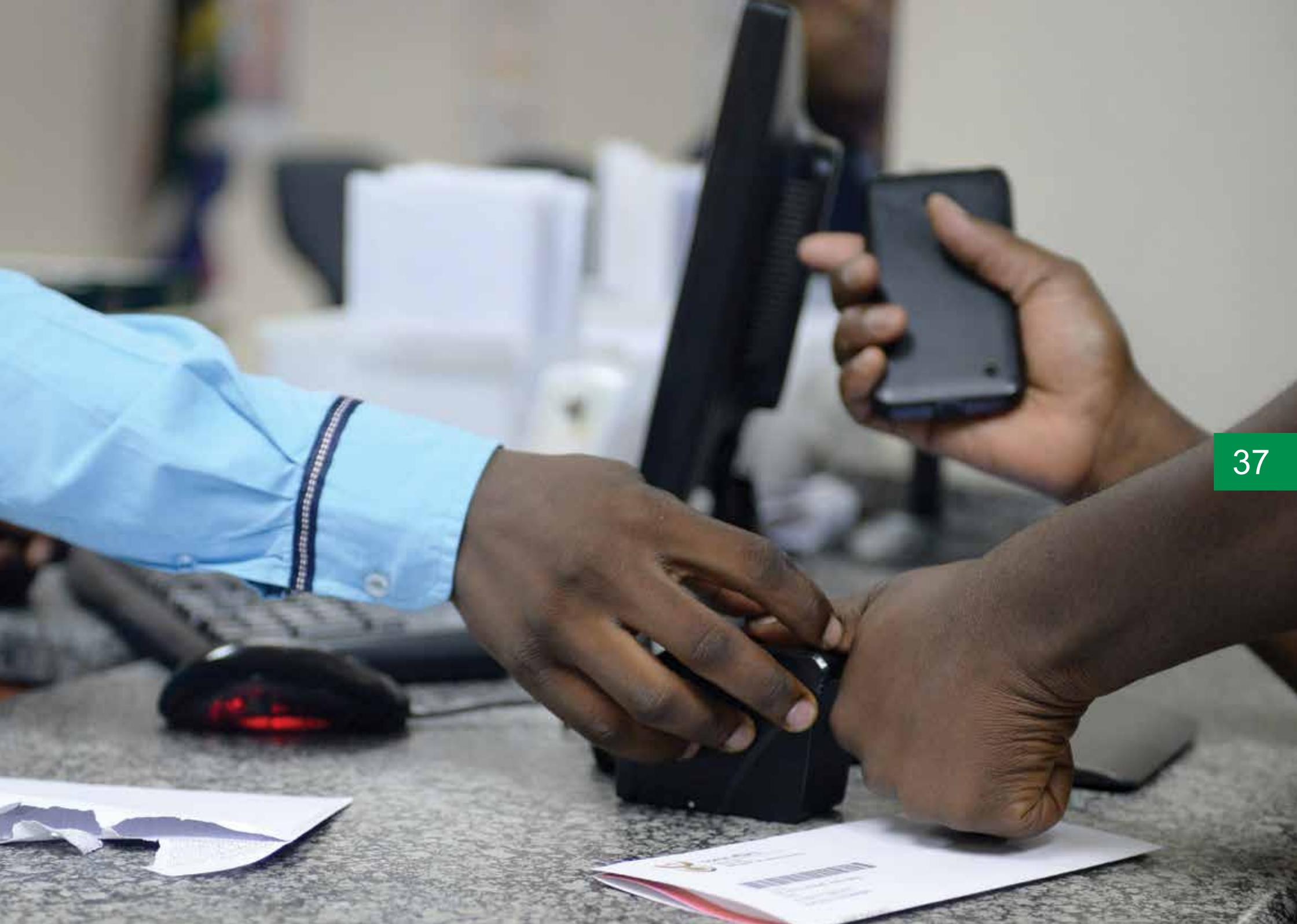| Quarterly Target Information for 2016/17 |
|---|
| **Performance Indicator**: Pilot of full biometric scope conducted at one port of entry as per signed business requirements |
| **Annual Target**: EMCS (full biometrics scope) developed and piloted at one port of entry |
| **Reporting Period**: Quarterly |
| **Quarter 1 Target:** Reviewed and detailed user requirements for the full biometric system at the ports approved by DDG: IMS |
| **Quarter 2 Target:** Technical and functional specifications approved by DDG: IS |
| **Quarter 3 Target(s):**
Biometric system developed and tested
Equipment for the pilot site procured |
| **Quarter 4 Target(s):**
User acceptance testing (UAT) and bug fixing of the system completed
EMCS with full biometrics tested and piloted at one port of entry |

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Link to National Outcome 12: An efficient, effective and development oriented public service										
DHA Outcome 3: Services to citizens and other clients that are accessible and efficient										
Strategic Objective 3.1: Secure, effective, efficient and accessible service delivery to citizens and immigrants										
3.1.1	Leadership and management skills provided to support Moetapele	Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation	143	129	161	250	300	300	300	DDG: Human Resource Management and Development (HRM&D)
Quarterly Target Information for 2016/17										
Performance Indicator: Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation										
Annual Target: 300										
Reporting Period: Quarterly										
Quarter 1 Target: 75										
Quarter 2 Target: 95										
Quarter 3 Target: 70										
Quarter 4 Target: 60										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.1.2	Business case for repositioning Home Affairs as a modern, secure department implemented	Phased implementation of business case for repositioning Home Affairs as a modern, secure department: • Submission to Cabinet for approval (2016/17) • Enabling legislation submitted to Parliament for approval (2017/18) • Key elements of enabling legislation implemented (2018/19)	New PI	New PI	Business case for a sustainable model for civic and immigration services approved by Minister and submitted to National Treasury	First phase of business case implemented: - Cabinet memo on the repositioning of DHA as a modern, secure department approved by Minister	Second phase of repositioning completed (Business case for modern, secure DHA submitted to Cabinet for approval)	Third phase of repositioning completed (Enabling legislation for implementation of approved business case submitted to Parliament)	Fourth phase of repositioning completed (Key elements of enabling legislation for modern, secure DHA implemented)	DDG: Institutional Planning and Support (IPS)

Quarterly Target Information for 2016/17

Performance Indicator: Phased implementation of business case for repositioning Home Affairs as a modern, secure department: Submission to Cabinet for approval

Annual Target: Second phase of repositioning completed (Business Case for modern, secure DHA submitted to Cabinet for approval)

Reporting Period: Quarterly

Quarter 1 Target: Service provider contracted to support the development of a business case for a modern, secure DHA

Quarter 2 Target: Report on research and stakeholder engagements approved by DDG: IPS

Quarter 3 Target: First draft of business case submitted to Minister for consideration

Quarter 4 Target(s):
Final draft of business case submitted to Minister for approval
Business case submitted to Cabinet for approval

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Link to National Outcome 12: An efficient, effective and development oriented public service										
Strategic Objective 3.2: Good governance and administration										
3.2.1	Financial and performance information systems compliant with Public Finance Management Act (PFMA) and Treasury Regulations	Compliance with set deadline for submission of annual financial statements to the Auditor-General by 31 May annually	New PI	New PI	Annual financial statements submitted to the Auditor-General by 31 May 2014	Annual financial statements submitted to the Auditor-General by 31 May 2015	Annual financial statements submitted to the Auditor-General by 31 May annually	Annual financial statements submitted to the Auditor-General by 31 May annually	Annual financial statements submitted to the Auditor-General by 31 May annually	Chief Financial Officer (CFO)
Quarterly Target Information for 2016/17										
Performance Indicator : Compliance with set deadline for submission of annual financial statements to the Auditor-General by 31 May annually										
Annual Target: Annual financial statements submitted to the Auditor-General by 31 May annually										
Reporting Period: Annually										
Quarter 1 Target: Annual financial statements submitted to the Auditor-General by 31 May 2016										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.2.2	Financial and performance information systems compliant with Public Finance Management Act (PFMA) and Treasury Regulations	Compliance with set deadline for submission of In-Year Monitoring reports to National Treasury in respect of required format and accurate information	New PI	New PI	In-Year Monitoring reports submitted to National Treasury on a monthly basis	In-Year Monitoring reports submitted to National Treasury by the 15th of each month	In-Year Monitoring reports submitted to National Treasury by the 15th of each month	In-Year Monitoring reports submitted to National Treasury by the 15th of each month	In-Year Monitoring reports submitted to National Treasury by the 15th of each month	Chief Financial Officer (CFO)

Quarterly Target Information for 2016/17

Performance Indicator: Compliance with set deadline for submission of In-Year Monitoring reports to National Treasury in respect of required format and accurate information

Annual Target: In-Year Monitoring reports submitted to National Treasury by the 15th of each month

Reporting Period: Quarterly

Quarter 1 Target: In-Year Monitoring reports submitted to National Treasury by the 15th of each month

Quarter 2 Target: In-Year Monitoring reports submitted to National Treasury by the 15th of each month

Quarter 3 Target: In-Year Monitoring reports submitted to National Treasury by the 15th of each month

Quarter 4 Target: In-Year Monitoring reports submitted to National Treasury by the 15th of each month

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.2.3	Financial and performance information systems compliant with Public Finance Management Act (PFMA) and Treasury Regulations	Compliance with set deadline for tabling of Annual Report in Parliament as per PFMA	New PI	New PI	Annual Report tabled in Parliament by 30 September 2014	Annual Report tabled in Parliament by 30 September 2015	Annual Report tabled in Parliament by 30 September annually	Annual Report tabled in Parliament by 30 September annually	Annual Report tabled in Parliament by 30 September annually	DDG: Institutional Planning and Support (IPS)

Quarterly Target Information for 2016/17

Performance Indicator: Compliance with set deadline for tabling of Annual Report in Parliament as per PFMA

Annual Target: Annual Report tabled in Parliament by 30 September annually

Reporting Period: Annually

Quarter 2 Target: Annual Report tabled in Parliament by 30 September 2016

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.2.4	Financial and performance information systems compliant with Public Finance Management Act (PFMA) and Treasury Regulations	Number of quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	New PI	New PI	3 DHA 2014/15 and 1 DHA 2013/14 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	3 DHA 2015/16 and 1 DHA 2014/15 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	3 DHA 2016/17 and 1 DHA 2015/16 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	3 DHA 2017/18 and 1 DHA 2016/17 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	3 DHA 2018/19 and 1 DHA 2017/18 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	DDG: Institutional Planning and Support (IPS)

Quarterly Target Information for 2016/17
Performance Indicator: Number of quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter
Annual Target: 3 DHA 2016/17 and 1 DHA 2015/16 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter
Reporting Period: Quarterly
Quarter 1 Target: 1 (2015/16 FY)
Quarter 2 Target: 1 (2016/17 FY)
Quarter 3 Target: 1 (2016/17 FY)
Quarter 4 Target: 1 (2016/17 FY)

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.2.5	Adequate levels of human resources for Home Affairs ensured	Vacancy rate maintained at a set percentage or lower	New PI	New PI	4.9%	7.2%	Vacancy rate maintained at 10% or below by 31 March 2017	Vacancy rate maintained at 10% or below by 31 March 2018	Vacancy rate maintained at 10% or below by 31 March 2019	DDG: Human Resource Management and Development (HRM&D)

Quarterly Target Information for 2016/17
Performance Indicator: Vacancy rate maintained at a set percentage or lower
Annual Target: Vacancy rate maintained at 10% or below by 31 March 2017
Reporting Period: Quarterly
Quarter 1 Target: Vacancy rate maintained at 10% or below
Quarter 2 Target: Vacancy rate maintained at 10% or below
Quarter 3 Target: Vacancy rate maintained at 10% or below
Quarter 4 Target: Vacancy rate maintained at 10% or below

No	Output	Performance Indicator / Measure	12/13	13/14	14/15	15/16	16/17	17/18	18/19	Delegation
3.2.6	Public private partnership (PPP) entered into for improving infrastructure at ports of entry	Treasury Regulation 16 complied with (2016/17) Compliance with Treasury prescripts (2017/18 and 2018/19)	New PI	New PI	New PI	New PI	Feasibility study undertaken and TA I request submitted to National Treasury	Bid issued subject to TA I approval being granted by National Treasury	Contracts concluded subject to TA II approvals being granted by National Treasury and contactor(s) on site	Chief Financial Officer (CFO)

Quarterly Target Information for 2016/17
Performance Indicator: Treasury Regulation 16 complied with
Annual Target: Feasibility study undertaken and TA I request submitted to National Treasury
Reporting Period: Quarterly
Quarter 1 Target: Scope of engagement of Transaction Advisor approved by DG
Quarter 2 Target: Sector needs and option analysis performed by Transaction Advisor and report submitted to DG
Quarter 3 Target: Affordability, risk transfer and initial value for money analysis demonstrated by Transaction Advisor and report submitted to DG
Quarter 4 Target: Institutional arrangements for monitoring the implementation of the PPP finalised and TA I approval request submitted to National Treasury

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets				Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19		
Link to National Outcome 12: An efficient, effective and development oriented public service											
Strategic Objective 3.3 : Ethical conduct and zero tolerance approach to crime, fraud and corruption											
3.3.1	Counter Corruption Strategy for Home Affairs implemented	Number of awareness initiatives on ethics, fraud prevention and counter corruption conducted	New PI	New PI	Ethics Management programme developed and approved by EXCO Ethics Management Programme implemented Awareness plan implemented	20	20	20	20		DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2016/17
Performance Indicator: Number of awareness initiatives on ethics, fraud prevention and counter corruption conducted
Annual Target: 20
Reporting Period: Quarterly
Quarter 1 Target: 5
Quarter 2 Target: 5
Quarter 3 Target: 5
Quarter 4 Target: 5

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.3.2	Counter Corruption Strategy for Home Affairs implemented	Percentage of reported cases for fraud and corruption finalised within 90 working days	New PI	New PI	60%	62%	64%	66%	68%	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2016/17
Performance Indicator: Percentage of reported cases for fraud and corruption finalised within 90 working days
Annual Target: 64%
Reporting Period: Quarterly
Quarter 1 Target: 64%
Quarter 2 Target: 64%
Quarter 3 Target: 64%
Quarter 4 Target: 64%

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.3.3	Counter Corruption Strategy for Home Affairs implemented	Number of detection reviews / security evaluations on processes conducted to identify possible vulnerabilities to fraud, corruption and security breaches in business processes (approved by DDG:CCSS and reports submitted to affected business units for implementation of recommendations)	4	4	4	2	2	2	2	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2016/17

Performance Indicator : Number of detection reviews / security evaluations on processes conducted to identify possible vulnerabilities to fraud, corruption and security breaches in business processes (approved by DDG:CCSS and reports submitted to affected business units for implementation of recommendations)

Annual Target: 2

Reporting Period: Quarterly

Quarter 1 Target: Plan developed (research and information gathering) and approved by DDG:CCSS for first business process to be reviewed

Quarter 2 Target: 1 review report signed off by DDG: CCSS and submitted to affected business unit for implementation of recommendations (Modernisation of systems in terms of BMD)

Quarter 3 Target: Plan developed (research and information gathering) and approved by DDG:CCSS for second business process to be reviewed

Quarter 4 Target: 1 review report signed off by DDG: CCSS and submitted to affected business unit for implementation of recommendations (Asylum Seeker Management (ASM) process of application until obtaining refugee status)

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.3.4	Counter Corruption Strategy for Home Affairs implemented	Number of Threats and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information- (MISS) and / or Physical Security Standards (MPSS)	New PI	New PI	80	80	80	80	80	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2016/17
Performance Indicator: Number of Threats and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information- (MISS) and / or Physical Security Standards (MPSS)
Annual Target: 80
Reporting Period: Quarterly:
Quarter 1 Target: 20
Quarter 2 Target: 20
Quarter 3 Target: 20
Quarter 4 Target: 20

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
3.3.5	Counter Corruption Strategy for Home Affairs implemented	Number of vetting files finalised and referred to State Security Agency (SSA) for evaluation	New PI	New PI	468	980	620	470	470	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2016/17
Performance Indicator: Number of vetting files finalised and referred to State Security Agency (SSA) for evaluation
Annual Target: 620
Reporting Period: Quarterly
Quarter 1 Target: 168 (90 confidential and 78 secret and top secret files)
Quarter 2 Target: 168 (90 confidential and 78 secret and top secret files)
Quarter 3 Target: 142 (90 confidential and 52 secret and top secret files)
Quarter 4 Target: 142 (90 confidential and 52 secret and top secret files)

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Link to National Outcome 12: An efficient, effective and development oriented public service										
Link to National Outcome 14: Nation building and social cohesion										
Strategic Objective 3.4: Collaboration with stakeholders in support of enhanced service delivery and core business objectives										
3.4.1	Implementation of the communication strategy and action plan in respect of corporate communication services, media relations and public awareness activities and engagements	Compliance with set number of interventions implemented in support of communication strategy and action plan	New PI	Communi-cation strategy in place	Communi-cation strategy and action plan developed and implemented in respect of: • External communi-cation • Internal Communi-cation	Communication strategy and action plan implemented with a focus on: Corporate Communication Services (23) Media Relations (12) Public Awareness Engagements (12)	Communication strategy and action plan implemented with a focus on: • Corporate Communi-cation Services • Media Relations • Public Awareness Engagements (4 publications of Ikhaya internal newsletter 12 media briefings 6 Ministerial Izimbizo and Budget Vote Communication event 11 publications of Ministerial Home Affairs Today 2 Campaigns conducted)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 publications of Ikhaya internal newsletter 12 media briefings 6 Ministerial Izimbizo and Budget Vote Communication event 11 publications of Ministerial Home Affairs Today 3 Campaigns conducted)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 publications of Ikhaya internal newsletter 12 media briefings 6 Ministerial Izimbizo and Budget Vote Communication event 11 publications of Ministerial Home Affairs Today 4 Campaigns conducted)	Head of Communi-cation Services

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Quarterly Target Information for 2016/17										
Performance Indicator: Compliance with set number of interventions implemented in support of communication strategy and action plan										
Annual Target: Communication strategy and action plan implemented with a focus on Corporate Communication Services, Media Relations and Public Awareness Engagements (11 publications of Ministerial Home Affairs Today, 4 publications of Ikhaya internal newsletter, 12 media briefings, 6 Ministerial Izimbizo and Budget Vote Communication event and 2 campaigns conducted)										
Reporting Period: Quarterly										
Quarter 1 Target(s): 1 publication of Ikhaya Internal newsletter 3 media engagements Budget Vote Communication Event 1 Ministerial Imbizo 3 Home Affairs Today publications 1 Campaign conducted										
Quarter 2 Target(s): 1 publication of Ikhaya Internal newsletter 3 media engagements 2 Ministerial Izimbizo 3 Home Affairs Today publications										
Quarter 3 Target(s): 1 publication of Ikhaya Internal newsletter 3 media engagements 2 Ministerial Izimbizo 3 Home Affairs Today publications 1 Campaign conducted										
Quarter 4 Target(s): 1 publication of Ikhaya Internal newsletter 3 media engagements 1 Ministerial Imbizo 2 Home Affairs Today publications										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
DHA Outcome 2: Secured and responsive immigration system										
Strategic Objective 2.1: Refugees and asylum seekers are managed and documented efficiently										
2.1.1	Establishment of asylum processing centres closer to the country's borders	Submission of feasibility study, including financial model, for building asylum processing centres closer to the country's borders to Minister for approval	N/A	N/A	N/A	New PI	Feasibility study, including financial model, for building asylum processing centres completed and submitted to Minister for approval	Further rollout dependent on outcome of feasibility study	Further rollout dependent on outcome of feasibility study	Chief Financial Officer (CFO)
Quarterly Target Information for 2016/17										
Performance Indicator: Submission of feasibility study, including financial model, for building asylum processing centres closer to the country's borders to Minister for approval										
Annual Target: Feasibility study, including financial model, for building asylum processing centres completed and submitted to Minister for approval										
Reporting Period: Quarterly:										
Quarter 1 Target(s): Concept document for refugee processing centres updated by DDG:IMS and submitted to Minister for approval Tender for suitable service provider advertised										
Quarter 2 Target(s): Tender for suitable service provider awarded Service provider appointed by DG										
Quarter 3 Target: First draft of feasibility study approved by CFO										
Quarter 4 Target: Feasibility study, including financial model, completed and submitted to Minister for approval.										

Table 6: Reconciling performance targets with the budget and the MTEF for Programme 1: Administration

Rand thousand	2012/13 Audited outcome	2013/14 Audited outcome	2014/15 Audited outcome	2015/16 Voted (Main appropriation)	2015/16 Adjusted Appropriation	2016/17 Medium Term Expenditure Allocations	2017/18 Medium Term Expenditure Allocations	2018/19 Medium Term Expenditure Allocations
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes								
Ministry	26,633	27,151	28,415	43,771	44,263	43,757	45,169	46,975
Management Support Services	179,746	184,765	193,374	215,588	217,347	208,525	214,690	222,001
Corporate Services	684,213	630,692	728,767	589,111	613,434	630,663	659,283	684,617
Transversal Information Technology Management	333,228	675,848	682,267	476,245	532,509	872,673	916,262	965,049
Office Accommodation	327,515	387,819	398,692	379,487	469,487	467,272	487,601	515,882
Total	**1,551,335**	**1,906,275**	**2,031,515**	**1,704,202**	**1,877,040**	**2,222,890**	**2,323,005**	**2,434,524**
Economic classification	-	-	-					
Current payments	**1,446,837**	**1,646,348**	**1,764,154**	**1,690,797**	**1,863,635**	**2,209,717**	**2,309,229**	**2,419,949**
Compensation of employees	370,736	367,978	420,430	461,883	490,521	575,153	590,638	609,633
Salaries and wages	323,811	322,205	370,655	401,519	428,922	531,311	545,899	564,264
Social contributions	46,925	45,773	49,775	60,364	61,599	43,842	44,739	45,369
Goods and services	1,076,101	1,278,370	1,343,724	1,228,914	1,373,114	1,634,564	1,718,591	1,810,316
Transfers and subsidies	**2,333**	**9,616**	**9,779**	**2,512**	**2,512**	**2,280**	**2,395**	**2,534**
Payments for capital assets	**101,807**	**250,211**	**257,582**	**10,893**	**10,893**	**10,893**	**11,381**	**12,041**
Payments for financial assets	358	100	-	-	-	-	-	-
Total	**1,551,335**	**1,906,275**	**2,031,515**	**1,704,202**	**1,877,040**	**2,222,890**	**2,323,005**	**2,434,524**

PROGRAMME 2: CITIZEN AFFAIRS

Programme Purpose:
Provide 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 (NPR). These include: Maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; amendment of personal particulars on the NPR, 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.
- *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. Funding for the Represented Political Parties' Fund is included under this sub-programme.
- *Represented Political Parties' Fund (RPPF)* – the sub-programme facilitates the participation of parties in regular free and fair elections.

For programme 2, Citizen Affairs, **the spending focus over the MTEF period will be on:**
- Continued rollout of the national population registration campaign with the focus on birth, marriage and death registrations, and the issuance of identity documents.
- Providing travel and citizenship documents.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents in the civics and immigration environment.
- Implementing an operating model that is appropriate to a department that must deliver services effectively and securely to every citizen and to other clients and sectors.
- Maintaining of the Home Affairs National Identification System (HANIS) and updating of the National Population Register (NPR).
- Transferring of funding to public entities (Electoral Commission, Government Printing Works and Represented Political Parties' Fund).
- Digitising of records as part of the Electronic Document Management System. The allocation is mainly to improve access to records for the issuance of unabridged birth certificates.

Table 7: Post establishment for Citizen Affairs as at 31 January 2016

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2016/17			
	Filled	Vacant	Total	
3 - 6	5 351	169	5 520	69.3%
7 - 10	2 243	53	2 296	28.8%
11 - 12	92	4	96	1.2%
13 - 16	57	1	58	0.7%
TOTAL	**7 743**	**227**	**7 970**	**100%**

DHA Outcome and Strategic Objectives:
Outcome 1: Secured South African citizenship and identity

Strategic Objectives
1.1 Eligible citizens are issued with enabling documents relating to identity and status.
1.2 An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system.
1.3 Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally.

Table 8: Programme 2 (Citizen Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets		
		12/13	13/14	14/15		16/17	17/18	18/19
Eligible citizens are issued with enabling documents relating to identity and status	Enabling documents issued to 100% of identified citizens (births registered within 30 calendar days and smart ID cards issued to a projected 7.95 million citizens)	8% • 602 530 births • NA for smart ID cards	10% • 650 682 for births • 125 112 for smart ID cards • Total of 775 794	29% • 704 527 for births • 1 638 387 for smart ID cards • Total of 2 342 914	37% • 750 000 for births • 2.2 million for smart ID cards • Total of • 2 950 000`	37% (2 950 000)	47% (3 750 000)	75% (5 950 000)
	Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) by 2019/20	Not achieved for IDs 1st issues (92.2%) Achieved for IDs re-issues (98.15%)	Not achieved for IDs 1st issues (91.7%) Achieved for IDs re-issues (98.2%)	Not achieved for IDs 1st issues (86.7%) Not achieved for IDs re-issues (92.3%) Passports – new PI	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system)

Table 9: Programme 2 (Citizen Affairs) – Annual Targets for the 2016/17 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets			Delegation
			12/13	13/14	14/15		16/17	17/18	18/19	
MTSF Target: 90% (approximately 950 000) of all births in South Africa captured within 30 days by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
Link to National Outcome 12: An efficient, effective and development oriented public service										
Link to National Outcome 14: Nation building and social cohesion										
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.1: Eligible citizens are issued with enabling documents relating to identity and status										
1.1.1	Births registered within legally prescribed period	Number of births registered within 30 calendar days	602 530	650 682	704 527	750 000	750 000	750 000	* 950 000	DDG: Civic Services (CS)
Quarterly Target Information for 2016/17										
Performance Indicator: Number of births registered within 30 calendar days										
Annual Target: 750 000										
Reporting Period: Quarterly										
Quarter 1 Target: 185 645										
Quarter 2 Target: 185 873 (accumulative total of 371 518)										
Quarter 3 Target: 177 688 (accumulative total of 549 206)										
Quarter 4 Target: 200 794 (accumulative total of 750 000)										

* 2018/19 annual target to be amended with next MTSF review

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets			Delegation
			12/13	13/14	14/15		16/17	17/18	18/19	
1.1.2	Smart ID cards issued to citizens 16 years of age and above	Number of smart ID cards issued to citizens 16 years of age and above	Smart ID card piloted with population of 100	125 112	1 638 387 million	2.2 million	2.2 million	3 million	5 million	DDG: Civic Services (CS)

Quarterly Target Information for 2016/17
Performance Indicator: Number of smart ID cards issued to citizens 16 years of age and above
Annual Target: 2.2 million
Reporting Period: Quarterly
Quarter 1 Target: 500 000
Quarter 2 Target: 550 000 (accumulative total of 1 050 000)
Quarter 3 Target: 600 000 (accumulative total of 1 650 000)
Quarter 4 Target: 550 000 (accumulative total of 2.2 million)

No	Output	Performance Indicator	12/13	13/14	14/15	15/16	16/17	17/18	18/19	Delegation
1.1.3	Identity documents (green barcoded ID) and passports delivered according to set service standards	Percentage (%) of IDs (First issues) issued within 54 working days for applications collected and processed within the RSA (from date of receipt of application until ID is scanned at office of application)	92.16%	91.7%	86.7%	90%	90%	90%	90%	DDG: Civic Services (CS)

Quarterly Target Information for 2016/17
Performance Indicator: Percentage (%) of IDs (First issues) issued within 54 working days for applications collected and processed within the RSA
Annual Target: 90%
Reporting Period: Quarterly
Quarter 1 Target: 90%
Quarter 2 Target: 90%
Quarter 3 Target: 90%
Quarter 4 Target: 90%

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets			Delegation
			12/13	13/14	14/15		16/17	17/18	18/19	
1.1.4	Identity documents (green barcoded ID) and passports delivered according to set service standards	Percentage (%) of IDs (Re-issues) issued within 47 working days for applications collected and processed within the RSA (from date of receipt of application until ID is scanned at office of application)	98.%	98.2%	92.3%	95%	95%	95%	95%	DDG: Civic Services (CS)
Quarterly Target Information for 2016/17										
Performance Indicator: Percentage (%) of IDs (Re-issues) issued within 47 working days for applications collected and processed within the RSA										
Annual Target: 95%										
Reporting Period: Quarterly										
Quarter 1 Target: 95%										
Quarter 2 Target: 95%										
Quarter 3 Target: 95%										
Quarter 4 Target: 95%										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets			Delegation
			12/13	13/14	14/15		16/17	17/18	18/19	
1.1.5	Identity documents (green barcoded ID) and passports delivered according to set service standards	Percentage (%) of machine readable passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	New PI	New PI	New PI	90%	90%	90%	90%	DDG: Civic Services (CS)

Quarterly Target Information for 2016/17
Performance Indicator: Percentage (%) of machine readable passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA
Annual Target: 90%
Reporting Period: Quarterly
Quarter 1 Target: 90%
Quarter 2 Target: 90%
Quarter 3 Target: 90%
Quarter 4 Target: 90%

Table 10: Reconciling performance targets with the Budget and the MTEF for Programme 2: Citizen Affairs

	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
	Audited outcome	Audited outcome	Audited outcome	Voted (Main appropriation)	Adjusted Appropriation	Medium Term Expenditure Allocations		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes								
Citizen Affairs Management	25,794	20,991	25,272	24,400	24,703	21,975	22,898	23,742
Status Services	302,282	440,166	561,953	107,901	869,975	116,757	119,703	123,699
Identification Services	242,549	210,884	204,925	275,158	278,194	292,429	303,925	316,508
Access to Services	-	-	-	-	-	-	-	-
Service Delivery to Provinces	1,342,390	1,514,740	1,607,794	1,973,426	2,008,810	1,749,357	1,783,448	1,837,983
Film and Publication Board	-	-	-	-	-	-	-	-
Government Printing Works	135,219	134,005	-	-	-	-	-	-
Electoral Commission	762,156	1,463,994	1,553,617	1,517,104	1,517,104	1,586,561	1,299,912	1,184,867
Represented Political Parties' Fund	109,180	115,185	122,096	127,712	127,712	134,480	141,204	149,394
Total	**2,919,570**	**3,899,965**	**4,075,657**	**4,025,701**	**4,826,498**	**3,901,559**	**3,671,090**	**3,636,193**
Economic classification	-	-	-					
Current payments	**1,901,157**	**2,174,420**	**2,381,002**	**2,378,796**	**3,179,593**	**2,178,319**	**2,227,665**	**2,299,490**
Compensation of employees	1,335,013	1,500,364	1,630,226	2,035,418	2,076,215	1,902,296	1,953,562	2,011,489
Salaries and wages	1,119,282	1,265,517	1,382,592	1,723,641	1,756,979	1,597,684	1,629,239	1,677,168
Social contributions	215,731	234,847	247,634	311,777	319,236	304,612	324,323	334,321
Goods and services	566,144	674,056	750,776	343,378	1,103,378	276,023	274,103	288,001
Transfers and subsidies	**1,016,059**	**1,721,766**	**1,691,897**	**1,646,905**	**1,646,905**	**1,723,240**	**1,443,425**	**1,336,703**
Payments for capital assets	**2,354**	**3,779**	**2,758**	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-
Total	**2,919,570**	**3,899,965**	**4,075,657**	**4,025,701**	**4,826,498**	**3,901,559**	**3,671,090**	**3,636,193**

PROGRAMME 3: IMMIGRATION AFFAIRS

Programme Purpose:
Facilitate and regulate 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. Confirm and provide enabling documents to foreign visitors legally residing within the Republic, enforce immigration legislation and effect deportations.

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 – Air and Maritime 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 *Permits* issues visas, controls the processing of applications for permanent and temporary residence visas; including work, study, business and other temporary visas.
- *Immigration Services – International Immigration Services* deals with immigration matters in foreign countries; and *Domestic Immigration Services*, detains and deports illegal immigrants in terms of the Immigration Act (2002); conducts investigations in cooperation with other law enforcement entities and provides policy directives on immigration matters.
- *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.

For programme 3, Immigration Affairs, **the spending focus over the MTEF period will be on:**
- Facilitating the importation of critical skills and tourism into South Africa according to a risk-based approach.
- Implementing effective and efficient asylum and refugee management strategies and systems, such as developing a framework to guide the establishment of strategically located refugee reception centres.
- Improving access and smooth facilitation of traveller movements at land ports of entry through the implementation of systems such as advance passenger processing, enhanced movement control and biometrics.

- Building capacity, enhancing infrastructure and further system developments at ports of entry.
- Acquisition of forms, labels for temporary residence permits and permanent residence certificates.
- Ensuring that the management of the deportation holding facility – Lindela - is maintained to the highest applicable human rights standards in line with the Constitution (1996) and the Immigration Act.
- Ensuring that the transportation and deportation of persons found to be illegally in South Africa is carried out speedily in line with the Immigration Act.
- Acquisition of adequate resources to combat illegal migration.
- Providing a departmental presence at missions abroad to execute the Department's mandate.
- Strengthening of the Inspectorate capacity to enforce the Immigration Act and Regulations.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents, including the efficient management of refugee centres and ports of entry in provinces.

Table 11: Post establishment for Immigration Affairs as at 31 January 2016

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2016/17			
	Filled	Vacant	Total	
3 - 6	550	23	573	60.8%
7 - 10	314	4	318	33.8%
11 - 12	30	2	32	3.4%
13 - 16	19	0	19	2%
TOTAL	**913**	**29**	**942**	**100%**

DHA Outcome and Strategic Objectives:
Outcome 2: Secured and responsive immigration system

Strategic objectives
2.1 Refugees and asylum seekers are managed and documented efficiently.
2.2 Movement of persons in and out of the country managed according to a risk-based approach.
2.3 Enabling documents issued to foreigners efficiently and securely.

Table 12: Programme 3 (Immigration Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)			Estimated Performance (Baseline) 15/16	Medium Term Targets		
		12/13	13/14	14/15		16/17	17/18	18/19
Movement of persons in and out of the country mananged according to a risk based approach	SA's borders effectively defended, protected, secured and well- managed through policy, legislation and strategy development and implementation (as outlined in Annual Performance Plans)	Immigration policy and legislative review finalised and submitted to Minister for approval	Cabinet approval for BMA obtained, project manager and support staff appointed

Draft policy proposals developed | BMA feasibility study approved

One borderline survey conducted

Refined immigration policy discussion paper approved by Minister | Policy, legislation and strategy development conducted (Green Paper on International Migration, Draft BMA Bill formally introduced into Parliament, Project plan for Integrated Border Management Strategy (Over-arching strategy) for border environment developed and port control framework and strategy approved by DDG: IMS and implemented in a phased manner) | Policy and strategy further developed (White Paper on International Migration and Over-arching strategy for the border environment) and operationalisation / implementation of developed policies, legislation and strategies | Immigration and Refugee policy and legislation development concluded with implementation of legislation and operational strategies in border environment | Implementation of legislation and operational strategies in border environment |
| Enabling documents issued to foreigners efficiently and securely | Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) by 2019/20 | Not achieved for permanent residence (1.3%)

Not achieved for business and general work visas (49.5%) | Not achieved for permanent residence (28.2%)

Not achieved for critical skills (quota and exceptional) (48.7%) | Not achieved for permanent residence (36.8%)

Achieved for business, critical skills and general work visas (66.4%) | Achieved for critical skills (75%)

Achieved for business and general work visas (70%)

Not achieved for permanent residence (55%) | Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) | Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) | Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) |

Table 13: Programme 3 for Immigration Services (IMS) – 5 Year Targets for Strategic Objectives

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Targets: Legislation promulgated by December 2015; Border Management Agency established and fully operational by 1 April 2017										
Link to National Outcome 3: All people in SA are and feel safe										
Strategic Objective 2.2: Movement of persons in and out of the country managed according to a risk based approach										
2.2.1	Border Management Agency (BMA) established and operational	Ministerial approved project plan for BMA launch implemented (2016/17) BMA operational as per guiding principles (2017/18 and 2018/19)	Decision made that Home Affairs takes a lead in establishment of BMA	Project manager appointed Process commenced for issuance of tender for feasibility study	BMA feasibility study approved by Minister Outline for BMA Draft Bill approved by Minister	Draft BMA Bill formally introduced into Parliament	BMA launched	BMA established and operational	BMA operational with incremental expansions	Director-General (DG)
Quarterly Target Information for 2016/17										
Performance Indicator: Ministerial approved project plan for BMA launch implemented										
Annual Target: BMA launched										
Reporting Period: Quarterly										
Quarter 1 Target: Change Management plan, including project plan for BMA launch, finalised by BMA Project Manager and approved by Director-General										
Quarter 2 Target: Change Management Plan implemented with quarterly reporting to Director-General (progress report to reflect progress against planned milestones as per change management plan)										
Quarter 3 Target: Project Plan for BMA launch event approved by Minister										
Quarter 4 Target: Project Plan for BMA launch event implemented in line with the overall Change Management Plan										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Target: Integrated Border Management Strategy (Over-arching and sub- strategies) to defend, protect, secure and ensure well-managed borders fully implemented by 2018/19										
2.2.2	Integrated Border Management Strategy (Over-arching strategy) to defend, protect, secure and ensure well-managed borders developed and implemented in consultation and cooperation with JCPS cluster departments	Integrated Border Management Strategy approved by Minister for implementation in outer years (2016/17)

Phased implementation of Integrated Border Management Strategy (Over-arching and sub-strategies) (2017/18 and 2018/19) | New PI | New PI | New PI | Draft project plan developed for Integrated Border Management Strategy (Over-arching strategy) | Integrated Border Management Strategy (Over-arching strategy) approved by Minister | Integrated Border Management Strategy (Over-arching and sub-strategies) implemented in phased approach | Integrated Border Management Strategy (Over-arching and sub-strategies) implemented | Director-General (DG) |
Quarterly Target Information for 2016/17										
Performance Indicator: Integrated Border Management Strategy approved by Minister for implementation in outer years										
Annual Target: Integrated Border Management Strategy (Over-arching strategy) approved by Minister										
Reporting Period: Quarterly										
Quarter 1 Target: Project Plan for Integrated Border Management Strategy (IBMS) developed and approved by the Director-General										
Quarter 2 Target: 1st draft of IBMS approved by BMA Project Manager										
Quarter 3 Target: Draft IBMS submitted to EXCO and MMM for consideration										
Quarter 4 Target: Integrated Border Management Strategy (IBMS) submitted to Minister for approval										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Target: Immigration and Refugees Acts assented to and signed by the President by 2018/19										
2.2.3	Immigration and refugee policy and legislation reviewed	Submission of White Paper to Cabinet for approval (2016/17) Ministerial approval of Immigration and Refugees Bills for submission to Parliament (2017/18) Immigration and Refugee Bills passed and come into force (2018/19)	New PI	Draft immigration policy discussion paper, with definite proposals, submitted to Minister for approval for consultation with relevant government departments	Refined international migration policy discussion paper submitted to Minister for approval as a base to Green Paper	Final draft of Green Paper on International Migration submitted to Minister for approval	White Paper on International Migration submitted to Cabinet for approval	Immigration and Refugees Bills approved by Minister for submission to Parliament (subject to approval of White Paper)	Immigration and Refugees Acts assented to and signed by the President by 2018/19	DDG: Immigration Services (IMS)
Quarterly Target Information for 2016/17										
Performance Indicator: Submission of White Paper to Cabinet for approval										
Annual Target: White Paper on International Migration submitted to Cabinet for approval										
Reporting Period: Quarterly										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Quarter 1 Target(s):										
Green Paper gazetted for public consultation										
Stakeholder consultation and communication strategy submitted to Minister for approval										
Quarter 2 Target(s):										
National consultative dialogue on Green Paper conducted										
Green Paper submitted to Home Affairs Portfolio Committee for debate										
A minimum of one engagement with each of the following:										
• NEDLAC										
• Organised Labour										
• Organised Business										
• Civil Society (SA and migrant communities, international organisations and academics)										
Quarter 3 Target(s):										
Draft White Paper submitted to Minister for approval										
White Paper presented to at least 3 ministerial izimbizo										
Quarter 4 Target(s):										
White Paper submitted to 3 FOSAD clusters and 3 Cabinet Committees for recommendations to Cabinet										
White Paper submitted to Cabinet for approval										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
2.2.4	Physical infrastructure at selected ports of entry improved to comply with prescribed infrastructure standards	Number of selected ports of entry with either improved residential or improved office accommodation or both as per set standards	0	11	8	0	15	10	10	DDG: Immigration Services (IMS)

Quarterly Target Information for 2016/17
Performance Indicator: Number of selected ports of entry with either improved residential or improved office accommodation or both as per set standards
Annual Target: 15
Reporting Period: Quarterly
Quarter 1 Target(s): Implementation and roll-out plan for infrastructure improvements at selected ports of entry finalised and approved by DDG: IMS Site readiness of selected sites completed (site visits conducted and site clearance certificates obtained from DPW (land ports) and TNPA (maritime ports)
Quarter 2 Target: 5
Quarter 3 Target: 6
Quarter 4 Target: 4

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
Link to National Outcome 4: Decent employment through inclusive economic growth										
Link to National Outcome 12: An efficient, effective and development oriented public service										
Strategic Objective 2.3 Enabling documents issued to foreigners efficiently and securely										
2.3.1	Permanent residence permits delivered according to set standards	Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	26%	28.2%	36.8%	55%	85%	90%	95%	DDG: Immigration Services (IMS)
Quarterly Target Information for 2016/17										
Performance Indicator: Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)										
Annual Target: 85%										
Reporting Period: Quarterly										
Quarter 1 Target: 85%										
Quarter 2 Target: 85%										
Quarter 3 Target: 85%										
Quarter 4 Target: 85%										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
2.3.2	Temporary residence visas delivered according to set standards	Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	49.5% of temporary residence permits (work, business, corporate) issued within 8 weeks for applications within the RSA and abroad	48.7% of temporary residence permits (critical skills) issued within 8 weeks for applications processed within the RSA and abroad	62% of business, critical skills and general work permits adjudicated within 8 weeks for applications processed within the RSA	70%	80%	90%	95%	DDG: Immigration Services (IMS)

Quarterly Target Information for 2016/17
Performance Indicator: Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)
Annual Target: 80%
Reporting Period: Quarterly
Quarter 1 Target: 80%
Quarter 2 Target: 80%
Quarter 3 Target: 80%
Quarter 4 Target: 80%

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Target: 85% of critical skills visas adjudicated within 4 weeks for applications processed within the RSA by 2018/19										
2.3.3	Temporary residence visas delivered according to set standards	Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	New PI	New PI	New PI	65%	75%	80%	85%	DDG: Immigration Services (IMS)

Quarterly Target Information for 2016/17

Performance Indicator : Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)

Annual Target: 75%

Reporting Period: Quarterly

Quarter 1 Target: 75%

Quarter 2 Target: 75%

Quarter 3 Target: 75%

Quarter 4 Target: 75%

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			12/13	13/14	14/15	15/16	16/17	17/18	18/19	
MTSF Target: 3 DHA Premium Visa & Permit Service Centres for Corporate Account clients and their families opened by 2018/19										
2.3.4	DHA Premium Visa and Permit Service Centres for clients registered with the Corporate Accounts Unit (CAU) opened	Number of DHA Premium Visa and Permit Service Centres for clients registered with the Corporate Accounts Unit (CAU) opened	New PI	New PI	New PI	1 (Johannes-burg)	2	0	0	DDG: Immigration Services (IMS)
Quarterly Target Information for 2016/17										
Performance Indicator: Number of DHA Premium Visa and Permit Service Centres for clients registered with the Corporate Accounts Unit (CAU) opened										
Annual Target: 2										
Reporting Period: Quarterly										
Quarter 3 Target: 2										

The selected performance indicators as published in the Estimates of National Expenditure 2016 are captured as part of the strategic annual targets of civic and immigration services. The number of illegal foreigners deported per year is a projection and is therefore reflected separate from the strategic targets.

Projection from the Estimates of National Expenditure 2016

Indicator	Programme	Outcome	Past			Current	Projections		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Number of illegal foreign-ers deported per year	Immigration Affairs	Outcome 3: All people in South Africa are and feel safe	105 392	131 907	54 169	90 000	50 000	50 000	50 000

Table 14: Reconciling performance targets with the Budget and the MTEF for Programme 3: Immigration Affairs

	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
	Audited outcome	Audited outcome	Audited outcome	Voted (Main appropriation)	Adjusted Appropriation	Medium Term Expenditure Allocations		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes								
Immigration Affairs Management	99,902	60,265	63,909	30,687	31,001	31,120	32,496	33,848
Admission Services	474,798	603,676	564,211	259,577	267,928	515,080	536,933	555,921
Immigration Services	223,198	261,436	200,655	365,137	277,552	287,109	273,683	281,501
Asylum Seekers	126,157	129,958	133,510	65,518	68,706	209,382	223,231	231,688
Total	**924,055**	**1,055,335**	**962,285**	**720,919**	**645,187**	**1,042,691**	**1,066,343**	**1,102,958**
Economic classification								
Current payments	**922,433**	**1,053,288**	**956,110**	**720,916**	**645,184**	**1,042,324**	**1,065,958**	**1,102,551**
Compensation of employees	431,922	517,481	549,560	370,824	332,666	669,376	689,545	707,256
Salaries and wages	366,994	440,068	463,850	336,574	296,853	588,700	606,035	621,337
Social contributions	64,928	77,413	85,710	34,250	35,813	80,676	83,510	85,919
Goods and services	490,511	535,807	406,550	350,092	312,518	372,948	376,413	395,295
Transfers and subsidies	**1,132**	**1,776**	**1,794**	**3**	**3**	**367**	**385**	**407**
Payments for capital assets	**490**	**271**	**4,381**	**-**	**-**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**924,055**	**1,055,335**	**962,285**	**720,919**	**645,187**	**1,042,691**	**1,066,343**	**1,102,958**

PART C

LINKS TO OTHER PLANS

8   INFRASTRUCTURE PLAN (PROJECTS)

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

Table 15: Infrastructure Projects for 2016/17 to 2018/19

Project name	Current project stage	Total project cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
		R million	2012/2013	2013/2014	2014/15	2015/16	2016/17	2017/18	2018/19
Departmental Infrastructure									
Small projects (total project cost of less than R250 million over the project life cycle)									
Sebokeng	Complete	10 008	1 110	-	-	-	-	-	-
Phutaditjaba	Construction	34 531	1 110	18 116	26 000	6 365	2 166	-	-
Taung	Design	22 782	2 000	4 900	-	2 953	19 829	-	-
Hluhluwe	Feasibility	35 801	-	-	11 412	23 119	1 270	-	-
Stanger	Feasibility	29 840	-	-	11 412	13 830	4 598	-	-
Lusikisiki	Various	25 635	2000	5 000	-	1 000	6 970	-	-
Randfontein	Various	43 373	-	5 000	-	15 874	9 546	17 953	-
Marabastad	Various	4 950	3 900	500	4 950	-	-	-	-
Repair and maintenance Group 2011	Handed over	30 129	4 720	-	-	-	-	-	-
Repair and maintenance Group 2012	Identification	45 354	6 001	31 229	3 194	-	-	-	-
Other capital works projects	Hand over	11 470	-	-	-	-	-	-	-
New Head Office	Design	2 663	-	2 038	500	500			-
Ganyesa	Pre-feasibility	21 661	-	-	300	3 664	9 497	10 964	11 864
Bushbuckridge	Pre-feasibility	15 693	-	-	300	1 500	6 277	6 828	7 695
Modimolle	Pre-feasibility	15 693	-	-	300	(5 161)	6 277	6 828	7 695
Bochum	Pre-feasibility	15 693	-	-	-	300	300	6 277	7 695
Mokopane	Pre-feasibility	-	-	-	-	-	-	-	-
Ministry	Pre-feasibility	20 000	-	-	-	20 000	-	-	-
Lebombo Refugee Reception Centre	Feasibility	33 000	-	-	10 000	-	11 000	12 000	-

Project name	Current project stage	Total project cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
		R million	2012/2013	2013/2014	2014/15	2015/16	2016/17	2017/18	2018/19
Sea port of entry- new offices	Feasibility	31 000	-	-	10 000	-	10 000	11 000	-
Lebombo official residential accommodation	Feasibility	31 000	-	-	10 000	-	10 000	11 000	-
Oshoek	Feasibility	33 800	-	-	13 800	-	10 000	10 000	-
Maseru	Feasibility	61 100	-	-	12 100	-	25 000	24 000	-
Beit Bridge	Feasibility	20 600	-	-	11 100	-	4 000	5 500	-
Sea port of entry: New Offices	Feasibility	23 000	-	-	23 000	-	-	-	-
Planned maintenance	Construction	33 900	3 000	4 500	3 000	3 500	-	-	-
Maintenance	Hand over	3 882	-	1 329	-	-	-	-	-
New Corporation Building – Replacement of lifts	Hand over	2 526	-	368	-	-	-	-	-
New Corporation Building – Power upgrade	Hand over	11 978	-	5 243	-	-	-	-	-
Look and feel	Construction	58 757	3 724	-	-	-	-	-	-
Itsoseng	Construction	10 300	-	-	-	300	300	6 200	3 500
Christiana	Construction	6 800	-	-	--	300	300	6 200	3 500
Thohoyandou	Construction	6 800	-	-	--	300	300	6 200	3 500
Lichtenburg	Construction	5 300	-	-	-	300	5 000	-	-
Louis Trichardt	Construction	6 800	-	-	-	300	300	6 200	3 500
Phalaborwa and Mhala	Construction	2 836	-	-	-	100	2 736	-	-
New Head Office	Feasibility	68 000	-	-	-	1 500	1 500	30 000	5 000
Atamelang, Molopo and Mankwe	Construction	14 827	-	-	-	7 785	6 642	400	-
New Corporation Building	Construction	4000	-	-	-	4 000	-	-	-
Harding	Feasibility	10 300	-	-	-	300	300	6 200	3 500
Ingwavuma	Feasibility	10 300	-	-	-	300	300	6 200	3 500
Komanga	Feasibility	10 300	-	-	-	300	300	6 200	3 500
Cowrie Place: Refurbishment	Construction	16 263	-	16 263	-	-	-	-	-
Cowrie Place: Project Management	Construction	2 242	-	2 242	-	-	-	-	-
Cowrie Place: Refurbishment for Border Management Agency	Construction	1 782	-	1 782					
Border Post Infrastructure	Construction		-	-	-	-	-	-	77 763
Total		**906 669**	**27 565**	**98 510**	**151 368**	**103 229**	**154 708**	**196 150**	**142 212**

9. DHA MODERNISATION PROGRAMME FOR 2016/17

The most critical element of the Information Communication Technology (ICT) modernisation programme is a comprehensive National Identity System (NIS) that will secure the identity data (biographical and biometric) of all citizens and of all known foreign nationals in South Africa.

National Identity System (NIS)
Information on individual identities is the backbone of all DHA civic and immigration systems. The Department aims to implement a single integrated source of biographic and biometric information of all Home Affairs clients using appropriate technologies to secure the systems and deliver services efficiently.

The current National Population Register (NPR) and Home Affairs National Identification System (HANIS) will be replaced by the National Identity System (NIS) and all processes such as the registration of birth, marriage and death will be digitised and secured. The NIS will also be linked to immigration systems, most importantly the Movement Control System (MCS); the system used to process asylum seekers and refugees; the visa and permitting system; and the system used to process deportations. In summary, the NIS will have:

• Records of a person throughout their life cycle (cradle to grave);
• Birth, marriage and death records of residents (citizens, permanent residents, asylum seekers and refugees);
• All persons entering the country will have their biometrics captured during the application for visa or at the point of entry;
• Processing and storing of asylum seeker and refugees applications;
• Records of visitors who enter and leave the country; and
• Records of persons who are illegally in the country and who are detected (registration of identity, birth and death).

The successful implementation of NIS will lead to a substantial reduction in fraudulent transactions across the state and society. The reduction in social grant fraud alone will more than pay for its development over the medium term; new revenue streams could be generated; and many forms of partnerships developed. With regard to national security, it will be much more difficult to obtain citizenship fraudulently and acquire South African passports. Several related National Development Plan (NDP) objectives will be advanced, most importantly reducing the cost of doing business; reducing fraud; underpinning social stability; and increasing the number of citizens that participate in the formal economy.

The system will be developed in phases based on open standards to ensure seamless integration of all government IT systems. The development of all modules, as required, will be based on the functional and technical specifications that are based on re-engineered business processes. The development of NIS modules will be fully implemented once the data from the legacy systems (NPR, HANIS and NIIS) have been cleaned up.

Border Management Solution including the Trusted Traveller
A comprehensive border management solution is required to enable the legal migration and movement of people and goods through the 72 land, air and sea ports.

The Trusted Traveller programme will be linked to the Border Management Solution. This solution will require integration of existing or newly designed systems, including amongst others, the existing Movement Control System and the new Visa/Permit solution. These systems are part of a broader Border and Immigration Management Solution to ensure the secure management of immigration.

Table 16: DHA MODERNISATION PROGRAMME 2016/17 to 2018/19

Phase No	Project Name	Output	Medium Term Budget for DHA Modernisation		
			2016/17 R million	2017/18 R million	2018/19 R million
Phase 1	Identity document and passport applications (Live Capture rollout)	Maintenance and support of live capture in 190 offices (contractual obligations - maintenance, support and licenses)	249 925	175 000	160 000
	Mobile Units for Live Capture system	Development of mobile compatible live capture solution Procurement and rollout of mobile units	0	80 000	20 000

Phase No	Project Name	Output	Medium Term Budget for DHA Modernisation		
			2016/17 R million	2017/18 R million	2018/19 R million
Phase 2	National Identity System (NIS)	Develop an integrated National Identity System with biometric functionality	0	100 000	175 000
	Border Management Solution EMCS Enhancement	Enhance EMCS in line with immigration regulations and biometrics capability Integrate movement control modules, multi biometric features and rollout	65 000	48 000	44 000
	Trusted Traveller System	Develop and roll-out the Trusted Traveller system	0	40 000	115 000
Phase 3	Civic Services Business Processes	Automate duplicate, birth, marriage, divorce, amendment, citizenship and death business processes	55 000	30 000	10 000
	e-Permit System	Develop a full end-to-end e-Permit system Rollout at missions in FY 17/18	37 000	20 000	10 000
	Asylum Seeker and Refugee System	Develop, integrate and roll-out the asylum seeker and refugee system with e-Permit system	30 000	10 000	10 000

Phase No	Project Name	Output	Medium Term Budget for DHA Modernisation		
			2016/17 R million	2017/18 R million	2018/19 R million
Phase 4	Contact Centre System	Develop a contact centre system that provides business intelligence information of live capture and e-Permit system	0	10 000	5 012
	Case Management System	Develop and rollout of the Inspectorate case management system	0	5 915	0
Total			436 925	518 915	549 012

ASSET MANAGEMENT PLAN

The objective of the Asset Management Plan is to ensure that assets are properly managed and implemented in terms of the Asset Management Policy and Treasury Regulations' prescripts. The Asset Management Plan is aimed at providing proper controls and management systems that will ensure effective, efficient, economical and transparent use of the Department's assets; establishing controls that will ensure proper management of risks associated with ownership and safeguarding of assets; fostering accountability and the optimal utilisation of the Department's assets.

The Department of Home Affairs has developed an Asset Management Policy in line with Treasury Regulations and other financial management prescripts.

The Department maintains its asset register on the BAUD asset system. The asset register is reconciled monthly to the financial accounting system and any discrepancies are followed up and corrected accordingly. Physical verification of all departmental assets is conducted quarterly at scheduled times.

With regard to movable assets, the Department is making a concerted effort to improve its asset management function. The Department continuously updates the asset register. Furthermore, the asset register of the Department complies with the set minimum asset requirements.

All assets are expected to perform to their full capacity and will be assessed on their physical condition regularly to ascertain their usability to avoid casualties on duty. The Department will ensure that assets are maintained regularly and are performing according or usable to their life span.

The obsolete, redundant and damaged assets for the 2015/16 financial year have been identified. The Department will continue assessing the conditions of the assets to ensure that all assets are in good working condition.

10. CONDITIONAL GRANTS

Not Applicable

11. 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.

The table below outlines the mandate, outputs, budget allocations for 2016/17 and evaluation frequency for the public entities:

Table 17: Mandate, Outputs and Budget Allocations for Public Entities

Name of Public Entity	Mandate	Outputs	Current Annual Budget (2016/17) in Millions	Evaluation Frequency
Government Printing Works (GPW)	Provides security printing services to the South African government and some states in SADC	Supply of security documents	-	Quarterly
		Supply of non-security documents		
		Outsourcing of printing services for security documents and other commercial work to private sector suppliers		
Electoral Commission	Manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period	Maintain systems and procedures which will ensure an accurate and up to date national voters' role	1 586 561	Quarterly
		Deliver well run elections which produce credible results		
		Educate and inform civil society to optimise citizen participation in democracy and electoral processes		
		Implement and promote effective electoral processes that will facilitate the participation of political parties and candidates in the management and delivery of free and fair elections		
Represented Political Parties' Fund	Provides funding for political parties participating in Parliament and provincial legislatures.	Governs the eligibility of parties and the allocations they receive	134 480	Quarterly

12. PUBLIC PRIVATE PARTNERSHIPS

The Department does not currently have Public Private Partnerships (PPP) that will be expiring in the next five years. However, the DHA is currently in the process of initialising two PPPs for the following:

Developing a master plan for ports of entry
The PPP aims to have a complete redesign of ports of entry to meet the current and future demands for movement of goods and people entering and leaving South Africa. Due to the current fiscal pressures, the adviser will also develop funding models that will involve the private sector.

Engagement of the banking sector on the live capture roll-out through Public-Private Partnership
The PPP is aimed at increasing the footprint of the DHA and improving access to DHA services for the public through selected banking institutions. This means that DHA services (currently smart ID cards and passports) can be delivered outside the normal delivery channel of DHA branches in a secure and efficient manner. The partnership will assist in delivering efficient services and replacement of the Green barcoded ID book within the stipulated 5 year period for the project. Due to resource constraints at DHA, the partnership will provide the Department with the required financial and human resources depending on the model to be agreed upon.

13. ANNEXURES

ANNEXURE A: ORGANISATIONAL STRUCTURE
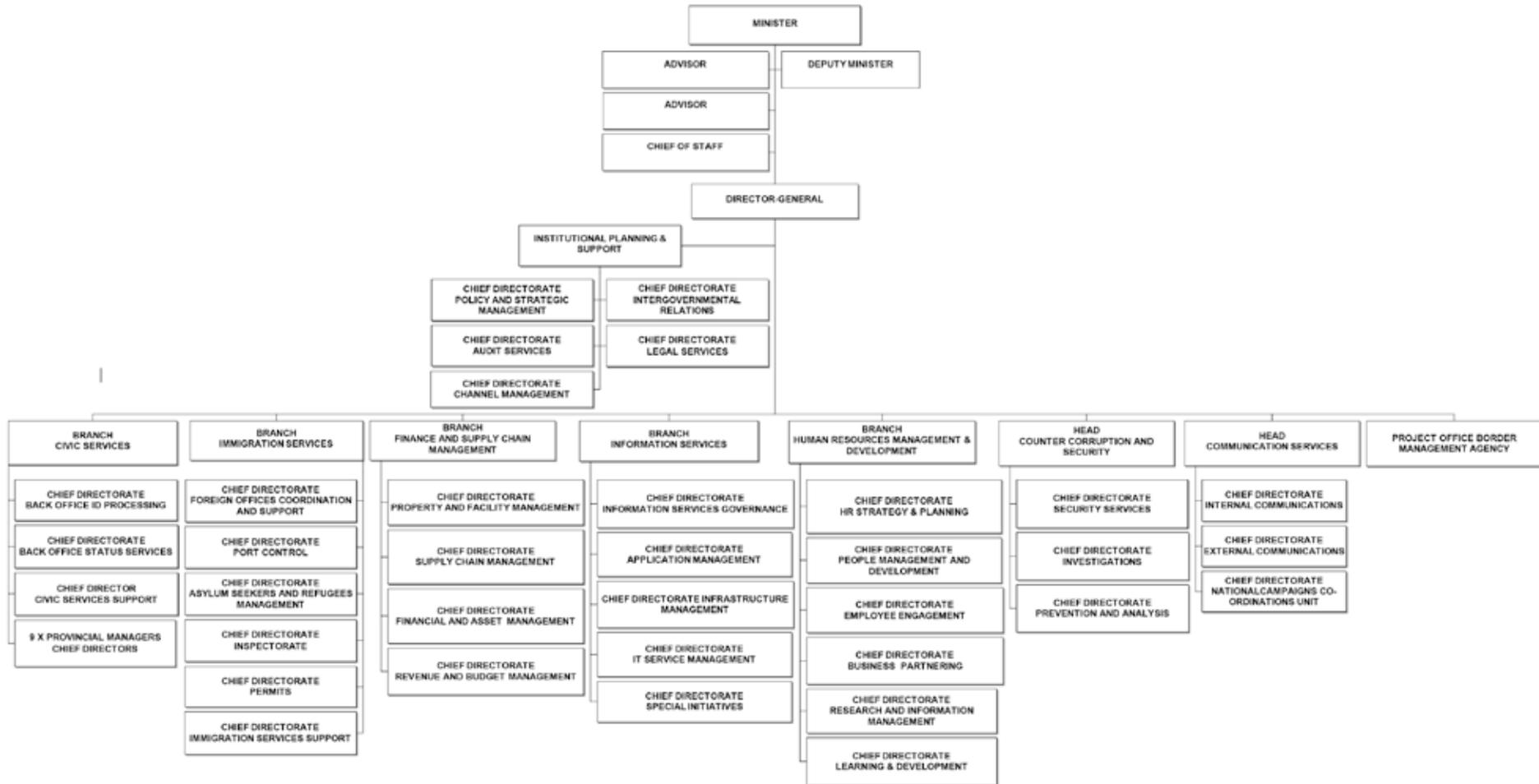
ANNEXURE B: GLOSSARY OF TERMS

Acronym	Description
AFIS	Automated Fingerprint Identification System
APP	Advance Passenger Processing System (IMS)
	Annual Performance Plan (Planning)
BACM	Biometric Access Control Management
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:HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPME	Department of Planning, Monitoring and Evaluation
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
EC	Electoral Commission
EDMS	Electronic Document Management System
EMCS	Enhanced Movement Control System
GPW	Government Printing Works
HANIS	Home Affairs National Identification System
HR	Human Resources
IBMS	Integrated Border Management Strategy
ICT	Information Communication Technology
ID	Identity Document
IMS	Immigration Services

Acronym	Description
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MoU	Memorandum of Understanding
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGO	Non-governmental Organisations
NIS	National Identity System
NIIS	National Immigration Information System
NPR	National Population Register
PFMA	Public Finance Management Act
PoE	Port of Entry
PR	Permanent Residence
RSA / SA	Republic of South Africa / South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SONA	State of the Nation Address
TA	Treasury Approval
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
UAT	User Acceptance Testing
UNHCR	United Nations High Commissioner for Refugee Affairs
VFS	Visa Facilitation Centre

ANNEXURE C: KEY DEFINITIONS

The following key definitions are used in the Annual Performance Plan Targets for 2016/17 to 2018/19:

- **Strategic Outcome Oriented Goals (Outcomes)**
  Strategic outcome oriented goals (Outcomes) identify areas of institutional performance that are critical to the achievement of the departmental mission. These outcomes should relate to the national priorities and the focus is on impact. These outcomes must be future orientated and indicate where a Department ultimately wants to be with its service delivery / performance. Strategic Outcome Oriented Goals normally span a period of five years.

- **Strategic Objectives**
  Strategic objectives must clearly state what the institution intends doing (or producing) to achieve its outcomes. It must describe things that the institution is directly responsible for doing / delivering under its respective programmes and sub-programmes. Strategic objectives should generally be stated in the form of an output statement, although in exceptional circumstances institutions might specify them in relation to inputs and activities or outcomes.

- **Measurable Outputs**
  Measurable outputs are the products, goods and services that result from planned interventions and initiatives indicating the achievement of measurable objectives.

- **Performance Indicators**
  Performance indicators are quantitative measures but may also be qualitative observations. They specify how performance will be measured along a scale or dimension without specifying a particular level of achievement. In order to be evaluated, performance indicators are linked to target values, so that the value can be assessed as meeting expectations or not. It specifically tells us what to measure to determine whether the objective has been met. Performance indicators must be reliable, well defined, verifiable, cost effective, appropriate and relevant. Management processes must be in place to collect information to track performance.

- **Targets**
  Targets are outputs of the performance indicator that can be measured in terms of quantity and/or quality and/or time dimension.

- **Baseline**
  Baseline refers to the level of performance recorded in the year prior to the planning period.

ANNEXURE D: UPDATES TO STRATEGIC PLAN 2015 TO 2020

As part of the Strategic Plan 2015 to 2020, the DHA developed nine strategic objectives in support of the 3 DHA outcomes. The review of the 2015 to 2020 Strategic Plan has necessitated the addition of one strategic objective and the reformulation of some of the strategic objectives. Objective statements have also been amended to make provision for changes to targets and relevant timelines. The DHA has also added 5 year targets for each of its strategic objectives. The 5 year targets and technical indicator description sheets for strategic objectives are available on the DHA website.

The Strategic Outcome Oriented Goals outlined in the Strategic Plan for 2015 to 2020 indicate the linkages with the relevant MTSF 2014 to 2019 outcomes. The detail of some of the MTSF commitments have changed and the section dealing with strategic objectives contains these updates.

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

Strategic Objective	Eligible citizens are issued with enabling documents relating to identity and status
Objective statement	To ensure that: (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. • Improve the birth registration rate within 30 calendar days from 750 000 in 2015/16 to 950 000 in 2018/19 (as per MTSF). (2) Eligible citizens turning 16 years of age and those 16 years and older are in possession of identity documents / identity cards. • Increase the issuance of smart ID cards from 2.2 million per annum in 2015/16 to 7 million per annum by 2019/20. 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 2019). • Maintain the issuance of 95% of identity documents (re-issues) within 47 working days over the medium term period (2015 to 2019). (3) Passports are issued in a secure and efficient manner. • Maintain the issuance of 90% of passports (new live capture system) within 13 working days over the medium term period (2015 to 2019).
5 Year Strategic Plan Targets	Issuance of enabling documents to 100% of identified citizens (births registered within 30 calendar days and smart ID cards issued to 7.95 million citizens) Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) by 2019/20

Changes	The word "all" was removed from the formulation of the strategic objective and 5 year targets were added. The objective statement was amended to make provision for changes to timelines.
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	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. 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. The aim is to have the NIS fully operational by 2018/19.
5 Year Strategic Plan Target	NIS operational by 2018/19 (as per MTSF).
Changes	A 5 year target was added to the strategic objective. The MTSF was amended to read as "NIS operational by 2018/19". The objective statement was amended to make provision for the new strategic objective dealing with biometrics at ports of entry.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

Strategic Objective	**Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally**
Objective statement	National and personal security depends to a significant degree on the state knowing and protecting the identity and status of every citizen and every foreigner who wishes to enter the country legally. The aim is to ensure that the biometric data of all travellers who enter and exit the country legally are captured at all ports of entry equipped with the Enhanced Movement Control System.
5 Year Strategic Plan Target	100% of all designated ports of entry equipped with biometric systems capable of processing travellers (at ports equipped with eMCS) by 2018/19 (as per MTSF).
Changes	A new strategic objective was formulated to support the MTSF. This priority was previously incorporated under the strategic objective dealing with an integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system. A 5 year target was added to the strategic objective.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

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	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. This will achieved through the establishment of the Border Management Agency (BMA), immigration policy development, effective leadership and management practices as well as capacity, process, infrastructure and system improvement. The aim is to have: • The Border Management Agency established and operational by 1 April 2017 (as per MTSF). • Border management strategies, including sub-strategies, to defend, protect, secure and ensure well-managed borders implemented by 2018/19 (as per MTSF). • Immigration and Refugees Acts assented to and signed by the President by 2018/19 (as per MTSF). • Surveys amongst borderline communities conducted by 2015/16. • Physical infrastructure for office / residential accommodation improved at 35 ports of entry by 2018/19.
5 Year Strategic Plan Target	SA's borders effectively defended, protected, secured and well-managed through policy, legislation and strategy development and implementation

Changes	A 5 year target was added to the strategic objective. The objective statement was amended to make provision for the changes in targets and timelines. The MTSF was amended to read as "BMA Operational by 1 April 2017". The formulation of "New immigration and refugee legislation in place by 2017/18" was replaced with "Immigration and Refugees Acts assented to and signed by the President by 2018/19". The roll-out of the port control strategy by 2018/19 was omitted from the 2016/17 APP and replaced by the priority for improvement of physical infrastructure for office / residential accommodation at 35 ports of entry by 2018/19. The port control strategy was developed and approved by the DDG: IMS and the implementation thereof will become part of operations. No further surveys amongst borderline communities will be conducted with effect from 2016/17.
Links to national outcomes	Outcome 3
Financial Programme	Immigration Affairs

Strategic Objective	Refugees and asylum seekers are managed and documented efficiently
Objective statement	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. The focus is on implementing a strategy for local integration, repatriation and resettlement of refugees. The aim is to have the strategy fully implemented by 2019/20. The implementation will be subject to the approval of the strategy. The processing of asylum seekers will be made more effective and efficient through establishing processing centres closer to borders.
5 Year Strategic Plan Target	Establishment of asylum processing centres closer to the country's borders (the target is subject to the outcome of the feasibility study to be conducted in 2016/17).
Changes	The objective statement was amended to make provision for the changes in targets and timelines. A 5 year target was added to the strategic objective. This 5 year target is different from the document on the DHA website in support of the 2015/16 APP which deals with the issuance of refugee IDs and travel documents. The implementation of the strategy for the local integration, repatriation and resettlement of refugees, as indicated in the 2015/16 APP, was removed from the 2016/17 APP as the strategy was not approved by the time of publishing of the 2016/17 APP and the phased implementation of the strategy could therefore not be defined. The targets dealing with the issuance of refugee IDs and travel documents were removed from the 2016/17 APP due to significant changes in business processes.
Links to national outcomes	Outcome 3, 12, 14
Financial Programme	Immigration Affairs

Strategic Objective	Enabling documents issued to foreigners efficiently and securely
Objective statement	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. The aim is to have: • 95% of permanent residence applications adjudicated within 8 months by 2019/20 (applications processed within the RSA) for the following categories: Critical skills (s27b), general work (s26a) and business (s27c) only. • 95% of business and general work visas adjudicated within 8 weeks by 2019/20 (applications processed within the RSA). • 85% of critical skills visas adjudicated within 4 weeks (applications processed within the RSA) by 2018/19 (as per MTSF).
5 Year Strategic Plan Target	Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) by 2018/19 and 2019/20.
Changes	The objective statement was amended to make provision for the changes in targets and timelines. The percentages and timelines for the adjudication of permanent residence permits, business and general work visas and critical skills visas have been amended. A 5 year target was added to the strategic objective.
Links to national outcomes	Outcome 4, 12 and 14
Financial Programme	Immigration Affairs

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	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 2019/20 financial years through training of nominated staff as outlined in the various APPs. • Development of a business case to reposition the DHA as a modern and secure department. This will include key organisational design issues as well as legislative changes.
5 Year Strategic Plan Targets	100% of nominated staff trained. DHA repositioned as a modern and secure department by 2019/20.
Changes	The objective statement was amended to make provision for the changes in targets and timelines. 5 year targets were added to the strategic objective. The number of officials to be trained and the various training programmes have been amended due to reprioritisation (review of departmental priorities and resource considerations). The target dealing with the implementation of the Home Affairs contact centre has been removed as it will be achieved in 2015/16.
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Good governance and administration
Objective statement	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 no audit qualifications on a regular basis through, inter alia, the submission of: • 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 each quarter. • Compliance with National Treasury Regulations in respect of entering into a Public-Private Partnership. The vacancy rate of the DHA will be maintained at 10% or below as per DPSA prescripts.
5 Year Strategic Plan Target	No audit qualification by 2019/20.
Changes	The objective statement was amended to make provision for the changes in targets and timelines. The entering into public-private partnership was added. The implementation of a sustainable model for civic and immigration services has been moved to the strategic objective dealing with "Secure, effective, efficient and accessible service delivery to citizens and immigrants". A 5 year target was added to the strategic objective.
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	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 through conducting / concluding by 2018/19: • 80 awareness initiatives on ethics, fraud prevention and counter corruption. • 68% of reported cases within 90 working days. • 8 additional reviews of key business processes. • 320 additional Threats and Risk Assessments (TRAs in accordance with the requirements of Minimum Information- (MISS) and / or Minimum Physical Security Standards (MPSS). • 2 540 vetting fieldwork investigations.
5 Year Strategic Plan Target	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20.
Changes	The objective statement was amended to make provision for the changes in targets and timelines. The numbers and percentages of the various priorities and timelines have been amended and indicated until 2018/19. A 5 year target was added to the strategic objective.
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	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. The detail of the communication strategy will be captured annually in the quarterly breakdown of targets for the medium term.
5 Year Strategic Plan Target	Communication strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements.
Changes	A 5 year target was added to the strategic objective.
Links to national outcomes	Outcome 12, 14
Financial Programme	Administration

NOTES:

87

NOTES: