



Naledi Pandor, MP
Minister of Home Affairs



Foreword by Ms Naledi Pandor, MP, Minister of Home Affairs

As President Zuma reflected in his 2014 State of the Nation Address, the government's monitoring and evaluation system "indicates that many services continue to improve. For example identity documents now take a shorter time to be processed." Building on such improvements, this plan outlines key actions that will be undertaken by the DHA in order to intensify and ratchet up performance in the provision of civic and immigration services in South Africa. It is crucial that the provision of these services is accessible, efficient and secure.

Accordingly, the DHA will sustain the interventions directed at prompt registration of births, issuing of identity documents (IDs) to 16 year olds and accelerating the issuing of the new smart ID card to the public. The smart ID card represents one of the tangible elements of our drive to build a comprehensive National Identity System and introduce technologically advanced processes that will secure South African citizenship.

The Annual Performance Plan also highlights our interventions that are focused on providing secured and responsive immigration services, such as the improvements in the issuing of visas and permits to foreign nationals.

The DHA sets out four major strategic goals in its Annual Performance Plan.

The first goal is to clean and secure the National Population Register (NPR). An important driver in this regard has been the ongoing National Population Registration campaign. A key target of the campaign is to persuade all parents to register their children within 30 calendar days of birth. Early registration of birth is recognised globally as the only way to secure a population register and thus the identities of all citizens on that register. Currently, the registration of birth is free, but regulations that are going to be introduced will include a charge for those who contravene the law and register the birth of their child after 30 calendar days - currently over 45% are still registered outside of the deadline. The DHA has provided services for the registration of birth at the majority of health facilities, most of them digitally connected so that the birth can be registered online.

The second goal is to digitise DHA data and records. The DHA currently uses outdated manual systems. The goal is to secure, integrate and automate processes and systems and create a paperless data environment. Critical elements of an integrated platform are the live capture of biometrics; the smart ID card; a fully electronic document management system; and a visa and permitting system linked to enhanced movement control. The platform will be built around a comprehensive National Identity System that will enable better service delivery across government.

The third goal is to manage migration and immigration competently. This means meeting a range of objectives, from facilitating tourist visits, to the introduction of people with much needed high-level skills, to upholding our international obligations in relation to refugees. Our asylum system was designed to deal with relatively small numbers. It has come under severe pressure as a result of the arrival of a very large number of asylum seekers. Many of these asylum seekers are actually economic migrants who use the asylum-seeker process to avoid applying for a visa or permit under the Immigration Act. This has put genuine asylum seekers at a disadvantage and created risks for migrants in general. We are actively seeking a solution as to how best to separate and accept the genuine refugees from economic migrants who may also have a legitimate role to play in enriching South African society.

The fourth goal is to improve the services DHA provides by building a collective of professional officials. The Learning Academy has put in place accredited courses that in partnership with universities give officials access to education and training of high quality. In addition a team of thirty experienced trainers conducts intensive courses supported by trainers at provincial level. These and other measures are having a visible and positive impact on the morale and performance of staff at all levels.

**NALEDI PANDOR, MP
MINISTER OF HOME AFFAIRS**

Fatima Chohan, MP
Deputy Minister of Home Affairs



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

The core mandate of the Department of Home Affairs is to register and affirm the identity and status of citizens and to regulate immigration efficiently and securely. The DHA thus enables citizens to exercise their constitutional rights and access services. It also enables South Africans to play an active role in the global community, whether traveling abroad or hosting large international events. The strategic objectives set out in this Annual Performance Plan are aimed at significantly improving delivery against this mandate in terms of people, processes and the use of technology.

The Management of Refugees and Asylum Seekers

South Africa is committed to extending protection to asylum seekers while their cases are being adjudicated; and offering refuge to those found to be fleeing from persecution until it is safe for them to return to their countries. The cessation of Angolan Refugee Status was implemented effective from 31 August 2013. A total of 2 239 Angolans were provided with documents that either provided them with temporary residence status or enabled them to return to Angola. Another positive development is the establishing of a closer working relationship with the United Nations High Commissioner for Refugees (UNHCR). Improvements to the efficacy of the process of determining the status of asylum seekers is discouraging abuse of the system and is assisting genuine refugees.

Efforts to improve the quality and security of the adjudication process will continue and include fast-tracking cases that are manifestly unfounded and enhancing systems and support services. In order to ensure humanitarian considerations are addressed, the DHA is collaborating with the UNHCR, the Department of International Relations and Cooperation (DIRCO), neighbouring and transit states, NGOs and community stakeholders. As indicated in the Annual Performance Plan, steps are being taken to improve the provision of refugee identity and travel documents.

Film and Publication Board (FPB)

As part of the FPB's contribution to social cohesion, the FPB conducted an outreach programme aimed at encouraging community dialogues and preventing abuse against women and children in Bredasdorp, in the Western Cape and the village of Tholeni, in the Eastern Cape. Bredasdorp is infamous for the rape and murder of teenager Anene Booysen and Tholeni was terrorised by a serial killer who murdered more than 20 women and girls between 2007 - 2012.

A new CEO has been appointed to lead the FPB. Mr. Themba P. Wakashe is a former Director-General of Arts and Culture and has extensive experience in the public sector spanning over 14 years. We wish him well in his new task.

Legal matters

The Births and Deaths Registration Regulations should come into operation during April 2014. The draft Immigration Regulations have been published in the Government Gazette for public comment and it is envisaged they will come into operation during April 2014. The amendments and related regulations will assist the DHA to improve both security and service delivery. Looking ahead, a priority is the drafting of legislation relating to the creation or establishment of the Border Management Agency.

Legal Services has played an important part in drafting and vetting the commercial contracts that enable the modernisation of the Department, including the roll-out of the smart ID card and will continue providing support.

FATIMA CHOHAN, MP
DEPUTY MINISTER OF HOME AFFAIRS



Mkuseli Apleni
Director-General

FOREWORD BY THE DIRECTOR-GENERAL OF HOME AFFAIRS

Over the past five years the Department of Home Affairs has made considerable progress towards achieving its medium-term strategic goals.

In the civics environment the National Population Registration Campaign has made South Africans much more aware of the importance of safeguarding their citizenship and identity. Working with local stakeholders and partner departments the officials of the Department systematically visited every community to ensure that the birth and civil status of every citizen is verified and recorded. Access to birth registration services has been greatly improved, chiefly through establishing online facilities at health facilities and by enabling secure birth certificates to be printed in full at frontline offices. Visits to schools and other outreach programmes have made it relatively easy for most 16 year olds to apply for and

receive an identity document. The average turnaround times for the green ID book is under six weeks and passports applied for at offices equipped with online digital capture (“live capture”) is under two weeks.

With regard to immigration, the focus has been on mobilising limited resources to meet priority objectives while building capacity and relationships with key partners in the security cluster. Successfully delivering against the 2010 Soccer World Cup guarantees was important in demonstrating that managing immigration requires a coordinated risk-based approach. The DHA has since helped make South Africa a premier destination for large international events. Major blockages at ports of entry during peak seasons no longer occur and an enhanced movement control system is being rolled out. Infrastructure



is being improved at key ports and a joint operations centre is being established at Cape Town harbour. Robust steps are being taken to stabilise and improve the permitting environment, starting with those permits that directly impact on the economy. Backlogs have been largely cleared and service has improved. From 2014, a partnership with a visa facilitation company will ensure greater efficiencies in receiving applications. Much work has gone into understanding immigration challenges and the kind of approach and systems that are required to manage immigration securely, humanely and strategically.

Another critical strategic goal is to transform the Department so it can fully meet the security and service delivery expectations of the nation and contribute effectively to achieving national goals. Key milestones in this regard have been getting financial management on a sound footing; aligning the structure of the DHA with the three spheres of government; establishing a learning academy to drive human resource development; and launching a major modernisation programme of which the smart ID card is one element. Another element is the launch of an e-channel, which will allow applications for IDs and passports to be made online and the processing of these clients will be fast-tracked when they visit an office. Dedicated offices will be established that will increase efficiency where there are high volumes of applications for these documents.

The strategic objectives and targets in the Annual Performance Plan are in support of achieving the three outcomes of the Department, which in turn are aligned to the achievement of the priorities of government. The DHA outcomes are essentially the same as in previous years, but the wording has been streamlined:

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

Programme One (Administration) targets are aimed at taking forward the transformation of the Department in terms of people, processes and technology and combatting corruption. Programme Two (Civic Affairs) targets are aimed at improving on the gains already made in the civics environment by re-engineering and digitising key processes. In Programme

Three (Immigration Affairs) a similar approach will see significant service delivery gains in the immigration environment with respect to visas and permits; the provision of enabling documents to those persons granted refugee status; and the more efficient and secure management of land, sea and air ports.

What makes this Annual Performance Plan and the coming five years different from previous years is the decisive move away from out-dated identity and immigration systems that are compliance based and liable to abuse. New digital systems are being integrated, which greatly improves security and enables the pro-active management of risks. The National Population Register will become part of a National Identity System that will secure the identity and status of all who live in South Africa. This will be linked to immigration systems that will enable the whole immigration value chain to be securely managed: from foreign missions to border posts to the regulation and enforcement of immigration laws within South Africa. Within the next three years the Department will establish a Border Management Agency, which will ensure an integrated approach to securing and managing the border environment.

The DHA aims to ensure that its officials are competent, patriotic and responsive to human rights and needs. They must also be able to respond to economic, social and technological change and protect our identity and immigration systems against transnational criminals and other threats. The modernised systems we are building have the potential to greatly improve access and enable faster and less costly services to be delivered across government and private sector. I am fully confident that the Department will achieve these objectives and contribute significantly to achieving national development and security goals.

On behalf of my colleagues, I would like to thank the Minister and Deputy Minister for their invaluable leadership and guidance.

MKUSELI APLENI
DIRECTOR-GENERAL OF HOME AFFAIRS





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 GNM Pandor;

Was prepared in line with the current Strategic Plan of the Department of Home Affairs and draft 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 2014/15.

Mr Phillip Benade
Chief Financial Officer



Signature

Mr Thulani Mavuso
Chief Operations Officer



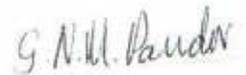
Signature

Mr Mkuseli Apleni
Accounting Officer



Signature

Approved by:
Ms GNM Pandor
Executive Authority



Signature

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Part A
Strategic Overview





home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

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 regulation of immigration to ensure security, promote development and fulfil 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

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

Legislative and Other Mandates

The mandates of the Department of Home Affairs are embedded in legislation, as well as other policy documents including the Constitution of the Republic of South Africa. In order to fulfil its mission the Department executes or participates in the execution of the following mandates.

Constitutional Mandates

The mandate of the Department of Home Affairs is grounded on three sets of principles, which are linked. 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 is founded on human rights; and citizenship is inclusive and participatory and comes with rights and responsibilities. Given South Africa’s history, these principles can only be realised if equity and redress are achieved.

Thirdly, immigration, borders and refugees are not directly mentioned in the Constitution. However, freedom of movement and the right of citizens to travel are entrenched. In addition, the Constitution emphasises that:

- South Africa is a sovereign state and all citizens have a duty to defend it.
- A better life, peace and security for all South Africans, Africans and peoples of the world.
- SA is a good global citizen, respecting international law and our commitments.

Legislative Mandates

The DHA legislative mandates are indicated below.

CIVIC SERVICES

Births, Marriages and Deaths

- Births and Deaths Registration Act, 1992 (Act No 51 of 1992), as amended
- Regulations made under the Births and Deaths Registration Act, 1992
- 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)
- Civil Union Act, 2006 (Act No 17 of 2006); and
- Regulations made under the Civil Union Act, 2006.

Identity Documents and Identification

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

Citizenship

- South African Citizenship Act, 1995 (Act No 88 of 1995), as amended; and
- Regulations made under the South African Citizenship Act, 1995.

Travel Documents and Passports

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

IMMIGRATION

- Immigration Act, 2002 (Act No 13 of 2002)
- Regulations made under the Immigration Act, 2002
- Refugees Act, 1998 (Act No 130 of 1998)
- Regulations made under the Refugees Act, 1998
- 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.

OTHER 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 the Public Finance Management Act, 1999 (Act No 1 of 1999) and regulations and the Acts establishing the entities. These are:

- The Electoral Commission
- The Government Printing Works
- The Film and Publication Board.

As a government department, the DHA must deliver on its mandate in accordance with all relevant laws and the policies and priorities of government.



Policy Mandates

In 1994 the first democratically elected government had to confront the challenge of re-aligning the machinery of the state with fundamentally different constitutional and political imperatives. It also had to deal with the country suddenly becoming a full part of a community of nations that was globalising in terms of increasingly rapid flows of information, goods and people. These changes had to be reflected in new policies and legislation, government departments and the officials who staffed them. International relations had to be normalised and commitments defined in terms of new principles and a very different view of national interests and priorities.

The policy mandate of civic services is rooted in the Constitution and finds expression in various pieces of legislation dealing with identity and status. The main policy intent is for all citizens to have an identity and status; and for the state to maintain a population register that has integrity and is secure.

With regard to the immigration mandate of the DHA there are three related policy imperatives. The first is to regulate immigration securely so that South Africans can safely interact with the global community. The second imperative is to facilitate immigration efficiently so that South Africa can derive maximum economic, social and cultural benefits. The third imperative is to honour South Africa's international commitments and to regulate immigration in a way that contributes to achieving a safer and better world.

The following broad concerns and principles have emerged in the course of reviewing immigration policy and legislation.

- The effective management of immigration requires a common understanding and approach by the whole of government and civil society.
- The approach to immigration must be risk-based, strategic and coordinated rather than a compliance-based “ticking the box” approach.
- The orderly management of immigration, with enforcement of legislation, creates an environment in which the rights of foreign migrants and citizens can be assured.
- The state needs to put in place the capacity required to manage immigration securely, humanely and efficiently.

Relevant Court Rulings

Not applicable.

Planned Policy Initiatives

Policy development will focus on the following areas of immigration, involving further research, benchmarking, consultation and a review of legislation on:

- Management of asylum seekers and refugees
- Economic migrants within the South African Development Community (SADC)
- Attraction and retention of migrants with critical skills
- Strategic management of residency and the granting of citizenship.

Another area of policy development is the possible policy implications of the modernisation programme and in particular the building of a National Identity System. One area of focus will be on cyber identity in terms of aspects such as security, access and usage. The starting point will be existing policy frameworks for identity and information systems.

Updated Situational Analysis

Each year the Department of Home Affairs (DHA) tables an Annual Performance Plan aligned with the Medium Term Expenditure Framework (MTEF) and the budget. The situational analysis is presented in two parts: Performance and Service Delivery Environment and Organisational Environment.

Performance and Service Delivery Environment

Through its core mandate the DHA is connected to every citizen and to all foreign nationals that have entered South Africa or have applied to enter. At a meeting with senior DHA managers in November 2012, Minister Naledi Pandor pointed out that in the context of South Africa, the services delivered by the DHA have a profound impact on our lives and our position in the global community of nations.

“It is linked in a very significant fashion to overturning the negative imprint of apartheid that characterised our society for many decades. The issues we deal with are those that restore the full status and identity to persons who were denied such features in their life for many decades. So we play an extremely important role in the process of nation building for South Africa. We have a role to play in every one of the five priorities that government had set for itself.

Beyond that we also have a very significant contribution in the international domain of South African relations with the global community of nations, because we are the ones who determine how migrants come into our country, how they are treated when they are in our country and how in particular our humanitarian obligations are met by South Africa including every important obligation arising from the Geneva Convention and many UN Conventions that influence how we relate to those who are not nationals.”

The immigration environment is particularly complex and challenging in terms of policy, legislation, strategy, organisation, management, systems and operations. Interventions therefore require the co-ordination of multiple role players. The historical under-resourcing of immigration and the lack of a coordinated response by the state and civil society will, in part, be addressed by the establishment of a Border Management Agency (BMA) and in part by the extensive work being done over the past months in understanding the problems and formulating policies and strategies.

In the civics environment the major challenge in meeting targets has been reliance on out-dated systems and the speed with which they can be replaced through the modernisation programme. Performance is also dependent on the performance of external providers such as the State Information Technology Agency (SITA) and the Department of Public Works (DPW).

With regard to the modernisation of the DHA, considerable work has been done at the level of research, conception, design and ensuring contracts are in order. The programme is large and involves a number of role players and dependencies. However, a solid foundation has been laid and the launch of the smart ID card is testimony to this.

The DHA, as an organisation, has showed some marked improvement in a number of support areas. The Learning Academy is well established and offers dedicated

courses. Planning has steadily improved in spite of a lack of dedicated capacity at branch level. Efforts have been made to improve budgeting and the use of resources. Management engages on substantive issues at various forums and the communication branch has developed effective channels through which staff are kept informed of developments.

The restructuring of the DHA to align with local and provincial government has enabled better coordination and cooperation. Empowering managers by providing them with financial and HR delegations as well as related systems is underway and is beginning to bear fruit. This does however carry risks that require effective controls and monitoring mechanisms.

The goal of obtaining improved audit outcomes and building the DHA as an effective organisation is closely linked. A large effort over the past three years has been made to improve financial management across the Department. There is no room for complacency, as there are many underlying problems to deal with in terms of the ability of the DHA to manage and secure systems that stretch over more than 400 service delivery points within South Africa and abroad.

Changes in the Internal and External Environment Affecting Performance

South Africa is committed to implementing its development priorities in the face of fiscal constraints due to global and domestic economic factors. In order to achieve the objectives set out in the National Development Plan all departments have to review their programmes in order to prioritise those activities that will have the biggest impact. This needs to be supported by further efforts to find savings within allocated budgets; increases in labour productivity; and improved controls over human resource administration such as leave management.

The operational model of the DHA is designed to correspond with all three spheres of government: national, provincial and local. Managers have been given delegations that ensure they can manage human resource and finance functions at their respective levels. At the same time, steps are being taken to optimise the functioning of the current operating model, improve the capacity of managers to manage effectively and hold them accountable. One measure has been to provide skills and management training; and the monitoring and evaluation function in the DHA is being greatly strengthened.





Factors Impacting on the Development of the Plan

The main focus of the Annual Performance Plan of the Department is on the implementation of DHA priorities in order for the Department to fulfil its mandate and improve service delivery to the public. Some of the key factors that have impacted on the development of the Annual Performance Plan are summarised below.

- The complexity of the modernisation process, involving the use of people, processes and technology in an integrated manner.
- Dependencies on outside role-players such as the Department of Public Works (DPW) and SITA created a challenge and have impacted negatively on time-lines set for completion of projects and other initiatives.
- The finalisation of contractual agreements; the development of detailed project plans; and establishing programme management offices for the Border Management Agency and modernisation programme had to be taken into account.
- The DHA has put robust measures in place to respond to the findings of the audits of the 2012/13 and 2013/14 financial years. For the 2014/15 financial year, particular emphasis will be placed on addressing asset management, revenue management, human resources, predetermined objectives, procurement and accounting policies to mitigate possible adverse audit reports. An audit action plan will serve as a mechanism to strengthen the Department's internal controls in the various areas of administration.



- The finalisation of the Medium Term Strategic Framework (MTSF) also impacts on the content of the plan as the DHA contributes to the achievement of outputs in the plans of several clusters of departments. The DHA works closely with the Department of Performance Monitoring and Evaluation (DPME) and the National Treasury on aligning its plans to the outcomes that government has set out to achieve.

Organisational Environment

The Department of Home Affairs has an approved organisational structure that is designed in line with its core and support functions. It is differentiated in accordance with its head office and provincial functional areas.

The organisational structure allows for a matrix reporting arrangement where provincial managers must report directly to the Deputy Director-General: Civic Services for operational excellence, functional and performance management and also report to the Deputy Director-General: Immigration Services for immigration policy and strategy-related expertise.

The Department has also appointed a Chief Operations Officer (COO) with effect from November 2013. Please refer to Annexure A for the organisational structure.

Steps taken to improve planning

The Annual Performance Plan was informed by the priorities and programmes of government through various planning initiatives such as “bottom up” planning, development of models to ensure integrated planning and a new approach to strategic planning workshops.

One of the key objectives of the planning process was to involve all levels of senior management and to involve as many staff as possible from lower levels at head office and in provinces. Assistance was given by the Technical Assistance Unit from National Treasury and there were useful engagements with the team from the Auditor-General that audits the Department.

It should be noted that the Framework for Strategic Plans and Annual Performance Plans published by the National Treasury in 2010 was used as the basis for compiling the Annual Performance Plan of the Department of Home Affairs. Some of the sections and templates were however customised to provide the reader with a more informed view of the Department.

Revisions to Legislative and Other Mandates

The Department introduced the Electoral Amendment Bill, 2013 into Parliament in the second quarter of 2013 in order to amend the Electoral Act, 1998 (Act No. 73 of 1998) so as to revise provisions relating to: registration as a voter, special votes in elections for the National Assembly and provincial legislatures and the procedure related thereto, and the number of party agents to be present at a voting station. The Act also gives effect to the Constitutional Court decision in 2009 that allows citizens living abroad to register to vote.

The Department intends to introduce the Films and Publications Amendment Bill into Parliament in 2014 in order to amend the Films and Publications Act, 1996 (Act No. 65 of 1996).

Cabinet confirmed that the responsibility for establishing and managing the Border Management Agency (BMA) rests with the DHA. This will include the drafting of appropriate legislation in close consultation with other departments involved in managing the border environment.



Overview of 2014/15 Budget and MTEF Estimates

Expenditure estimates

Table 1: Department of Home Affairs expenditure estimates over the MTEF 2014-2017

Programme	Audited outcome			Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
R thousand								
Administration	1,692,261	1,888,805	1,476,591	1,871,570	1,845,499	1,860,295	1,627,607	2,174,878
Citizen Affairs	3,967,246	3,230,941	3,286,672	4,048,711	4,388,151	4,106,885	4,241,744	4,497,146
Immigration Affairs	960,282	632,726	750,199	647,488	761,067	656,522	691,441	734,446
Total for Programmes	6,619,789	5,752,472	5,513,462	6,567,769	6,994,717	6,623,702	6,560,792	7,406,470
Economic classification								
Current payments	4,487,061	4,013,531	4,319,094	4,756,921	5,134,954	4,853,791	4,792,560	5,544,524
Compensation of employees	2,051,901	1,944,902	2,179,593	2,538,205	2,496,534	2,669,957	2,832,125	3,021,090
Salaries and wages	1,808,674	1,653,178	1,852,009	2,164,762	2,172,424	2,281,557	2,425,734	2,592,144
Social contributions	243,227	291,724	327,584	373,443	324,110	388,400	406,391	428,946
Goods and services	2,330,899	2,055,950	2,139,501	2,218,716	2,638,420	2,183,834	1,960,435	2,523,434
Interest and rent on land	104,261	12,679	-	-	-	-	-	-
Transfers and subsidies	1,699,560	1,147,642	1,089,359	1,800,007	1,799,357	1,759,018	1,756,838	1,849,948
Payments for capital assets	404,622	591,081	104,651	10,841	8,403	10,893	11,394	11,998
Payments for financial assets	28,546	218	358	-	52,003	-	-	-
Total economic classification	6,619,789	5,752,472	5,513,462	6,567,769	6,994,717	6,623,702	6,560,792	7,406,470

Relating expenditure trends to meeting outcomes and objectives

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

- (1) Implementing the modernisation programme of the Department;
- (2) Developing and implementing a risk-based approach to immigration and policies in support of national priorities;
- (3) Strengthening the effectiveness and efficiency of the asylum seeker and refugee management process;
- (4) Establishing the border management agency;
- (5) Improving infrastructure at ports of entry; and
- (6) Establishing and maintaining secure identity systems and issuing of enabling documents.

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

Table 2 below indicates that the DHA's post establishment will remain constant. An allocation letter from National Treasury was received that states that the DHA will not receive an additional budget for funding of posts.

Table 2: DHA post establishment over the MTEF

Salary Level	Number of Employees per Salary Level	Revised Estimates	Medium Term Expenditure Estimate				Total Average (%)
		2013/14	2014/15	2015/16	2016/17		
1 - 6	7236	7236	7236	7236	7236	69.8%	
7 – 10	2649	2649	2649	2649	2649	25.5%	
11 – 12	291	291	291	291	291	2.8%	
13 – 16	193	193	193	193	193	1.9%	
TOTAL	10369	10369	10369	10369	10369	100%	

In view of the aforesaid, the Department has begun a process of building a competent and capable workforce that is able to adapt to the changing public service landscape and ensure optimal delivery of services. The DHA is in the process of upskilling and reorienting employees in support of the modernisation roll-out plan. Some of the strategies that will be employed to manage the modernisation process include the reprioritisation of posts, employee rotation,

talent management and coaching. Consultation with all relevant stakeholders, including labour unions, will continue to ensure buy-in and ownership of the change process.

An HR strategy is being implemented to attain a representative workforce in terms of race, gender and disability. Furthermore, there is a drive to ensure that the norm of 2% of the post establishment will be occupied by people with disabilities. Filling of vacant funded posts will contribute to the goals set out in the provisions of the Job Access Framework (2006 – 2010).

Specific DHA functions, as well as associated resources, have been decentralised to the sites of service delivery in order to improve access to DHA services by citizens. Capacity gaps will continuously be assessed based on evidence and necessary plans will be put in place to address these gaps to enable proper utilisation of resources and ensure optimal service delivery.

Due to national budget constraints the baseline allocation of the Department could not be increased to accommodate the higher production costs of smart ID cards and more secure passports. National Treasury has therefore agreed to increase tariffs for such documents, and the revenue collected to be retained by the Department through the Adjustment Estimates. The funds generated will be utilised for:

- Costs associated with cash-in-transit services
- Courier costs for application forms and face value documentation
- Printing costs of application forms and face value documentation

The appropriation of R6 623,702 million is R371 012 million less than the Adjustment Estimates of R6 994, 714 million for the 2013/14 financial year. To accommodate this decrease in budget, as well as simultaneously absorb the cost of inflation of 6%, serious cost cutting and cost saving measures have been identified to ensure that the Department spends within its means. In addition, the priority projects and targets set for 2014/15 have been down-managed to ensure that they are realistic and achievable. The Department will however continue to prioritise:

- Modernisation of its systems
- Increasing the issuing of smart ID cards
- The planning for a Border Management Agency
- An increase in the number of deportees
- Providing improved fiscal infrastructure
- Implementing the Advance Passenger Processing system.





Part B
Programme and Sub-programme Plans



Key Strategy Components for 2014/15

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

<p align="center">Home Affairs Contribution to Government Priorities</p> <ul style="list-style-type: none"> • All people in South Africa are and feel safe (3) • A skilled and capable workforce to support an inclusive growth path (5) • An efficient, effective and development oriented public service (12) <ul style="list-style-type: none"> • Nation building and social cohesion (14) 		
<p align="center">Mandate</p> <p>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, regulates 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</p>		
<p align="center">Vision</p> <p>A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship</p>	<p align="center">Mission</p> <p>The efficient determination and safeguarding of the identity and status of citizens and the regulation of immigration to ensure security, promote development and fulfill our international obligations</p>	<p align="center">Values</p> <p>The DHA is committed to being - People-centred & caring, Patriotic, Professional & having integrity, Corruption free & ethical, Efficient & innovative, Disciplined & security conscious</p>
<p align="center">Outcomes</p> <p>Secured South African citizenship and identity Secured and responsive immigration system Services to citizens and other clients that are accessible and efficient</p>		
<p align="center">Strategic Objectives for Outcome 1</p> <p>All 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</p>	<p align="center">Strategic Objectives for Outcome 2</p> <p>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</p>	<p align="center">Strategic Objectives for Outcome 3</p> <p>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</p>
<p align="center">Programme 2: Citizen Affairs</p> <p>Purpose: Provide secure, efficient and accessible services and documents for citizens and lawful residents.</p> <p>Sub-programmes: Citizen Affairs Management, Status Services, Identification Services, Access to Services, Service Delivery to Provinces, Film and Publication Board, Government Printing Works Electoral Commission</p>	<p align="center">Programme 3: Immigration Affairs</p> <p>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.</p> <p>Sub-programmes: Immigration Affairs Management, Admission Services, Immigration Services and Asylum Seekers</p>	<p align="center">Programme 1: Administration</p> <p>Purpose: Provide leadership, management and support services to the Department.</p> <p>Sub-programmes: Ministry Management Support Services Corporate Services Transversal Information Technology Management Office Accommodation</p>
<p align="center">Key Strategies to Achieve DHA Outcomes and Strategic Objectives</p> <p>Developing a cadre of disciplined, professional officials who are security conscious and 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 in order to secure the identity and status of all persons residing in South Africa Implementing an operating model that is appropriate to a secure Department 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.</p>		
<p align="center">Key Measures of Success</p> <p>Customer Experience, Security, Compliance, Efficiency and Effectiveness</p>		



Overview

Mandate of the Department of Home Affairs

The Department of Home Affairs fulfils its civic mandate by acting as the custodian of citizenship and identity. The Department also has a mandate to regulate 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.

Contribution to the National Outcomes of Government

For the 2014 – 2019 cycle, government has increased the number of national outcomes from twelve to fourteen. The two additional outcomes are 13) social protection and 14) nation building and social cohesion. The 14 outcomes are:

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path



6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and World
12. An efficient, effective and development oriented public service
13. Social protection
14. Nation building and social cohesion.

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

Outcome 3: All people in South Africa are and feel safe

The backbone of any national security system is the management of identity and immigration. Poorly managed immigration, for example, can give rise to identity fraud and pose a risk to the country. Securing the identity of all persons in South Africa will also assist in combating fraud and corruption through minimising identity theft and enhancing accountability. Enhanced efficiency and security will be supported by our modernisation programme which will introduce a paperless environment through the use of biometrics and digital technology such as the smart ID card.

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

Outcome 5: A skilled and capable workforce to support an inclusive growth path

The importation and retention of critical skills is a key component of enhancing economic growth, the creation of employment and reducing levels of poverty in the country. The

main strategies to achieve this outcome will be through putting in place legislation, processes, capacity and systems that will ensure the efficient facilitation of immigration.

Outcome 12: An efficient, effective and development oriented public service

The DHA contributes to building the capacity of the state to deliver services and to improving the image of government through enhancing the quality and access to services. It also assists in the fight against corruption through securing identity and by implementing its own anti-corruption strategies.

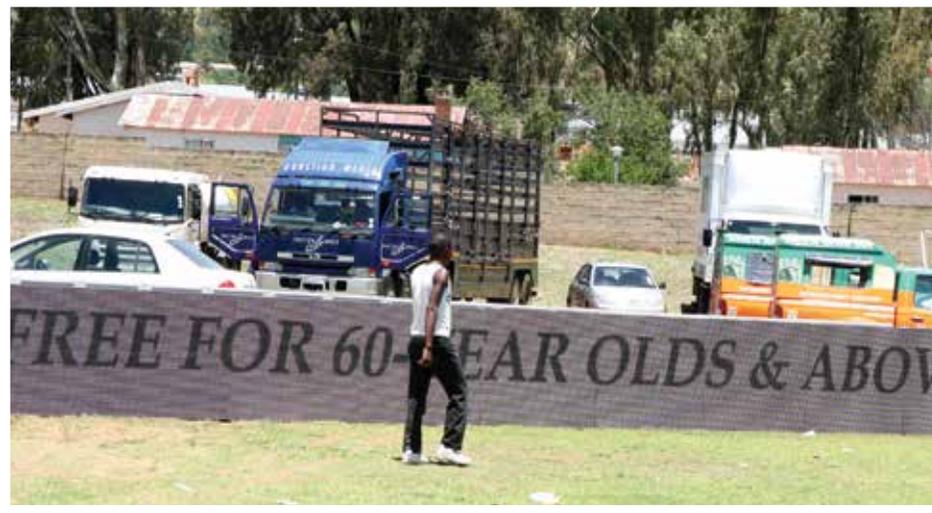
Outcome 14: Nation building and social cohesion

In 2013, a cabinet decision was taken to divide outcome 12 into two parts. The part dealing with “an inclusive citizenship” has been translated into outcome 14, namely nation building and social cohesion.

The Department of Home Affairs supports nation building and social cohesion through its civic and immigration mandates. The Constitution, on its first page, charges government with enacting laws that define and accord citizenship and this in turn connects with both sovereignty and human rights, two of the pillars on which the Constitution rests. The right to an identity and status, dignity and freedom of movement are three of the most fundamental rights and they speak directly to the civic mandate of the DHA and the imperative to redress the evils of colonialism and apartheid.

The concepts of civil registration, democracy, nation building and development are closely related, as noted in the 2012 civil registration conference of AU Ministers and the declaration by our President “that every citizen should be counted” to ensure their rights and inclusion in development. The smart ID card will symbolically and actually enable citizens to claim more affordable and accessible services and actively participate in mainstream political, social and economic processes nationally and internationally. Sovereignty, nation building and migration have deep historical and international roots that connect them with the immigration mandate of the DHA as well as with the issuance of travel documents to citizens.

The Department of Home Affairs has aligned its own outcomes to the 14 outcomes that reflect national priorities.



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

Contribution to the National Development Plan (NDP)

The mandate of the Department 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. Improvements to the efficiency and security of systems of the DHA, as in the case of IDs, have assisted the poor and reduced corruption. There has also been a major drive by the DHA, especially in rural areas, to ensure early registration of birth and the inclusion of all citizens in the national population register.

The NDP emphasises the importance of immigration in domestic and regional development and the role of the DHA in facilitating immigration and the movement of persons across borders. The DHA is putting in place the policies, legislation, people and systems needed for the secure, efficient and strategic management of immigration.

One of the pillars of the NDP is the building of a capable state that can play a decisive role in development and in the reduction of poverty. The DHA has embarked on a large-scale modernisation programme that will enable the state to deliver services more efficiently and securely. The same systems will produce reliable statistics for planning purposes.

Social cohesion and nation building is promoted through providing the same services to all citizens and residents by means of over 400 service points; and through involving the community in government, using structures such as stakeholder forums.

Implications of the National Development Plan 2030 for Home Affairs

Securing the identity and citizenship of citizens

Many states are investing in the development of identity and immigration systems. A key driver is to improve access and service delivery while driving down the costs of the state

and the cost of doing business. A 100% secure and accurate database of who is in the country assists with planning, enhances security, reduces fraud, and is a key enabler of e-government and new services and products.

Improving service delivery

The DHA will use its modernisation programme to build on the advances made in improving efficiencies and turnaround times for key enabling documents. It will also have far-reaching positive implications for government, business and the DHA. Through its Learning Academy, the DHA is investing in human capital to drive the transformation agenda of government. Footprint improvements and expansion will enable the DHA to provide access to adequate services based on set norms and standards.

Professionalising the public service

The DHA can contribute significantly to a professional public service through effective human resource management. The Learning Academy has made various leadership and development courses available to staff. The recruitment processes of the DHA are aimed at recruiting the right cadre of manager and staff with the right values, skills and capabilities to deliver services in line with Batho Pele. This will also contribute to the creation of an adequate pool of managers for a single public service. Accountability will be enhanced through effective performance management systems.

Strengthening delegation and accountability

The DHA is rolling out administrative delegations to empower managers and improve efficiency. The scope for fraud and corruption will be minimised by ensuring financial systems (e.g. procurement related) are in place and managed effectively as well as through secure business processes and systems.

Facilitate faster and more inclusive economic growth

There is a need for immigration and refugee policies, legislation and systems that will address national priorities and reduce risks to the country.

Some of the issues proposed in the NDP that relate to the DHA are:

- Improving data collection, coordination and analysis as a matter of urgency
- Easing the entry of skilled migrants
- Participation in sustained campaigns to counter xenophobia
- Effectively addressing the rights and vulnerabilities of migrants and their specific needs

- Introducing support programmes to regularise migrant residence
- Ensuring better and more consistent law enforcement (by protecting victims and prosecuting perpetrators)
- Strengthening transnational infrastructure (transport, electronic communications, banking services)
- A Southern African Development Community (SADC) visa to boost tourism, which will require secure and well-managed borders.

The modernisation programme of the DHA provides for, inter alia, e-permitting and visa systems, a trusted traveller programme, enhanced movement control systems and the use of biometrics for the rapid and secure facilitation of travellers through ports of entry. This can be linked to the development of SADC and relations with key international partners such as Brazil, Russia, India and China (BRICS). There should also be a regional integration strategy with an emphasis on reducing red tape, corruption and delays.

Fighting corruption and enhancing accountability

The DHA contributes to eradicating the scourge of corruption through the implementation of the DHA Counter Corruption strategy with specific emphasis on deterrence, detection, prevention and awareness. Another key measure will be to focus on strengthening the role of the DHA in driving a multi-agency approach to combatting corruption. There will be zero tolerance towards corruption and the DHA will deal efficiently and effectively with cases of misconduct and ill-discipline to ensure high ethical standards.

Cross-cutting measures to enable the DHA to meet its national commitments

The following measures are being implemented to ensure that the DHA has the organisational capacity to deliver against its national commitments.

- **Modernisation of the people, processes and systems of the DHA.** A modernisation programme is being rolled out to ensure that the DHA utilises technology appropriately through digitised, automated processes and effective management of information. This will create a paperless environment and will reduce costs while improving security, efficiency and access to services. Specific projects include the issue of smart ID cards; the scanning of existing records; the

introduction of biometrics at ports of entry; the introduction of e-passports and visas and a comprehensive border management solution. Critical to the security of the systems is the live digital capture of the signature, photographs and fingerprints of applicants and the logging on of officials via biometric controls. The national identification system will be at the heart of the overall system as it will record and secure the unique identity of individuals.

- **Good corporate governance and administration.** Corporate governance refers to the internal and external processes and structures that ensure sound decision-making and accountability. The approach to corporate governance is reflected and enforced by the values of the DHA and the government as a whole, which are embedded in the Constitution. The DHA will strive to apply the principles and standards of good governance as set out in the King III Report. Specific focus areas for the DHA in 2014-2015 include, amongst others, strengthening the Internal Audit function, the monitoring and evaluation of organisational and individual performance; as well as strengthening internal controls.
- **Ethical conduct and zero tolerance approach to crime, fraud and corruption**
The Counter Corruption and Security Services branch will continue to implement a counter corruption strategy. Counter Corruption and immigration inspectors will work closely with the security cluster and partners such as the Department of Social Development and the banking sector.
- **Collaboration with stakeholders in support of enhanced service delivery and core business objectives**
Getting communities and stakeholders involved in government is critical to the success of national programmes, including those of Home Affairs. The Department intends to build on the already existing partnerships with stakeholder forums, which are playing a critical role in providing support to DHA campaigns, enabling community participation, identifying needs and combatting corruption.

DHA strategic goals for 2014 to 2017

In support of achieving the strategic objectives of the DHA, government priorities and the National Development Plan, the DHA has identified the following goals over the next 3 - 5 years:

1. Effective management of immigration to contribute to security and development
2. Establishing a comprehensive and secure National Identity System (NIS)



3. Modernising Home Affairs through investing in people, processes and technology
4. Improving service delivery and promote good governance and administration
5. Developing officials that are ethical, patriotic and professional
6. Visible and firm action in the fight against corruption.

Each of the above goals is connected. Without appropriate officials one cannot build an appropriate organisation. Even if the organisation is viable, the officials will not be able to deliver against their mandate without effective systems.

Financial Programmes and Annual Performance Plan Targets

The tables which follow in the next sections contain the strategic targets over the medium term and represent the Department's plans for implementing initiatives to achieve its key priorities and outcomes. Specific outcomes, strategic objectives, measurable outputs, performance indicators and targets have been defined and linked to the key priorities identified, so as to measure progress towards achieving the desired outcomes within a 3 -5 year period. 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. These will be made available to the Auditor-General's team that audits the Department.





PROGRAMME 1: ADMINISTRATION

Purpose:

Provide leadership, management and support services to the Department.

Sub-programmes:

- Ministry
- Management Support Services (Director-General's Office, Policy and Strategic Management, Audit Services, Intergovernmental Relations and Legal Services)
- Corporate Services (Human Resources, Learning Academy, Finance and Supply Chain Management, Counter Corruption and Security Services and Communication Services)
- Transversal Information Technology Management (Information Services and Transversal IT Projects)
- Office Accommodation

Spending over the MTEF period will be on the following:

- Improving access to the services rendered by the Department by increasing the number of service points and connecting health facilities to the Department's network. Optimising the use of existing health facilities for registration of birth for newborn children.
- As part of the DHA modernisation programme, designing and implementing a new National Identity System which will include South African and foreign nationals. This will include business process reengineering, provision of access to systems, inherent biometric features and system integration. This will enable the Department 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.
- 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 district and regional offices.

- Improving the service delivery environment for both the public and staff through infrastructure development and improvement.
- Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans through establishing a world-class academy and the culture and practice of learning. The focus is on strategic projects such as management training; training on the National Certificate: Home Affairs Services; and coaching clinics.
- Developing leadership with the capacity to drive transformation and continuous improvement through initiatives such as leader's forums and coaching and mentoring.
- Provision of security services to departmental offices.
- Promoting the services and activities of the Department through marketing and awareness initiatives.
- Outsourcing activities for planned audit projects and audits that require specialised skills.
- Creating awareness in respect of risk management.

Human Resources for Programme 1: Administration

Table 3: Post establishment for Administration programme over the MTEF

Salary Level	Number of Employees per Salary Level	Revised Estimate	Medium Term Expenditure Estimate				Salary Level / Total Ave (%)
			2013/14	2014/15	2015/16	2016/17	
1 - 6	412	412	412	412	412	412	40.7%
7 - 10	354	354	354	354	354	354	35%
11 - 12	147	147	147	147	147	147	14.5%
13 - 16	9	9	9	9	9	9	9.8%
TOTAL	1012	1012	1012	1012	1012	1012	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 annual performance information for the 2014/15 financial year

No	Output	Performance Indicator/ Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			10/11	11/12	12/13		13/14	14/15	15/16	
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.1: All eligible citizens are issued with enabling documents relating to identity and status										
Link to National Outcome: 3										
1.1.1	Offices equipped with live capture functionality to issue smart ID cards and passports	Number of additional offices with live capture functionality for identity documents and passports (installed and functional)	New performance indicator (PI)	New PI	New PI	70	70	70	70	DDG: Information Services (IS)
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	Development of National Identity System according to specifications (2014/15) Completion of technical testing for National Identity System (System tested against approved functional specifications) (2014/15) Populated NIS with clean data from backend systems (2015/16) System operational as per specifications (2016/17)	New PI	New PI	New PI	New PI	National Identity System (NIS) developed (designed) Technical testing for NIS completed	Data from backend systems cleaned and migrated to the NIS	National Identity System operational	DDG: Information Services (IS)



Department of Home Affairs: Annual Performance Plan 2014 – 2015

No	Output	Performance Indicator/ Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			10/11	11/12	12/13		13/14	14/15	15/16	
1.2.2	Trusted Traveller programme developed and operational	Completion of technical testing of Trusted Traveller programme (System tested against approved functional specifications) (2014/15) System operational at identified ports of entry as per specifications (2015/16 & 2016/17)	New PI	New PI	New PI	User and technical specifications approved	Technical testing of Trusted Traveller programme completed by Information Services branch	Trusted Traveller programme operational at identified ports of entry	Trusted Traveller programme operational at identified ports of entry	DDG: Information Services (IS)
1.2.3	e-Permit system developed and operational	Completion of development of e-Permit system (System tested against approved functional specifications) (2014/15) System operational as per specifications (2015/16 & 2016/17)	New PI	New PI	New PI	e-Permit system specifications approved	Development of e-Permit system completed by Information Services branch and handed over to IMS for user acceptance testing	e-Permit system operational	e-Permit system operational	DDG: Information Services (IS)
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										
Link to National Outcome: 12										
3.1.1	Suitable skills and competencies for Home Affairs developed to improve performance	Percentage (%) of newly appointed officials trained on DHA Induction Programme before commencement of service	N/A	N/A	N/A	N/A	90%	95%	100%	DDG: Learning Academy (LA)
3.1.2		Identified number of officials enrolled and trained in skills programmes emanating from the National Certificate: Home Affairs Services to improve performance	NA	NA	249	617	300	350	400	DDG: Learning Academy (LA)
3.1.3		Number of managers (junior, middle and senior) enrolled and trained in leadership and management development programmes to improve performance	N/A	N/A	143	100	100 (40 junior, 40 middle and 20 senior managers)	100	100	DDG: Learning Academy (LA)



Department of Home Affairs: Annual Performance Plan 2014 – 2015

No	Output	Performance Indicator/ Measure	Audited / Actual Performance (Targets)				Estimated Performance (Baseline)	Medium Term Targets			Delegation
			10/11	11/12	12/13	13/14		14/15	15/16	16/17	
Strategic Objective 3.2: Good governance and administration											
Link to National Outcome: 12											
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 accurate and complete annual financial statements to the Auditor-General by 31 May annually	New PI	New PI	New PI	New PI	Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually	Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually	Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually	Chief Financial Officer (CFO)	
3.2.2		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	New PI	New PI	In-year monitoring reports submitted to National Treasury on a monthly basis	In-year monitoring reports submitted to National Treasury on a monthly basis	In-year monitoring reports submitted to National Treasury on a monthly basis	Chief Financial Officer (CFO)	
3.2.3		Compliance with set deadline for tabling of Annual Report in Parliament as per PFMA	New PI	New PI	New PI	New PI	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	Chief Operations Officer (COO)	
3.2.4		Quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	New PI	New PI	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	Chief Operations Officer (COO)	
3.2.5	Business case for a sustainable model for civic and immigration services submitted to National Treasury	Approval of business case for a sustainable model for civic and immigration services by Minister (2014/15) Phased implementation of business case (2015/16 and 2016/17)	New PI	New PI	New PI	New PI	Business case for a sustainable model for civic and immigration services approved by Minister	First phase of business case implemented depending on outcome	Second phase of business case implemented depending on outcome	Chief Operations Officer (COO)	

Department of Home Affairs: Annual Performance Plan 2014 – 2015

No	Output	Performance Indicator/ Measure	Audited / Actual Performance (Targets)				Estimated Performance (Baseline)	Medium Term Targets			Delegation
			10/11	11/12	12/13	13/14		14/15	15/16	16/17	
3.2.6	Adequate levels of human resources for Home Affairs ensured	Vacancy rate maintained at a set percentage or lower	New PI	New PI	New PI	New PI	Vacancy rate maintained at 10% or below by 31 March 2015	Vacancy rate maintained at 8% or below by 31 March 2016	Vacancy rate maintained at 6% or below by 31 March 2017	DDG: Human Resources (HR)	
3.2.7	Alignment of functional organisational structure and post establishment to the mandate and functions of DHA	Submission for approval by Minister of reviewed functional organisational structure and post establishment of the DHA (2014/15) Phased implementation of reviewed functional organisational structure and post establishment (2015/16 and 2016/17)	New PI	New PI	New PI	New PI	Functional organisational structure and post establishment reviewed and submitted to Minister for approval in line with mandate and functions of the DHA	Reviewed functional organisational structure and post establishment implemented	Reviewed functional organisational structure and post establishment implemented	DDG: Human Resources (HR)	
Strategic Objective 3.3 : Ethical conduct and zero tolerance approach to crime, fraud and corruption											
Link to National Outcome: 12											
3.3.1	Conduct of officials improved in accordance with ethical standards	Approval of Ethics Management Programme by EXCO (2014/15) Implementation of Ethics Management Programme as per roll out plan	New PI	New PI	New PI	New PI	Ethics Management programme developed and approved by EXCO Ethics Management Programme implemented	Ethics Management Programme implemented	Ethics Management Programme implemented	DDG: Counter Corruption & Security Services (CCSS)	
3.3.2	Counter Corruption Strategy for Home Affairs implemented	Percentage of reported cases investigated and ¹ finalised within 90 working days	New PI	New PI	New PI	New PI	60%	65%	70%	DDG: Counter Corruption & Security Services	
3.3.3		Number of reviews on processes conducted and reports signed off by DG	New PI	New PI	4	4	4	4	4	DDG: Counter Corruption & Security Services (CCSS)	
3.3.4		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	New PI	New PI	80 (60 MPSS, 20 MISS)	80	80	DDG: Counter Corruption & Security Services (CCSS)	

1. Finalised includes cases unfounded or referred to Employee Engagement or referred for criminal process or referred to line function for recommendations



Department of Home Affairs: Annual Performance Plan 2014 – 2015

No	Output	Performance Indicator/ Measure	Audited / Actual Performance (Targets)				Estimated Performance (Baseline)	Medium Term Targets			Delegation
			10/11	11/12	12/13	13/14		14/15	15/16	16/17	
3.3.5		Number of vetting fieldwork investigations finalised and referred to State Security Agency (SSA)	New PI	New PI	New PI	New PI	468	468	468	DDG: Counter Corruption & Security Services (CCSS)	
Strategic Objective 3.4: Collaboration with stakeholders in support of enhanced service delivery and core business objectives											
Link to National Outcome: 12											
3.4.1	Communication strategy implemented to inform public and staff of Home Affairs services, products and campaigns	Implementation of communication strategy and action plan with a focus on internal and external communications (actual progress against planned activities)	New PI	New PI	New PI	Communication strategy in place	Communication strategy and action plan implemented in respect of: External communication Internal Communication	Communication strategy and action plan developed and implemented in respect of: External communication Internal Communication	Communication strategy and action plan developed and implemented in respect of: External communication Internal Communication	Head of Communication Services	

Table 5: Quarterly targets for Programme 1: Administration

Performance Indicator		Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Information Services							
1.1.1	Number of additional offices with live capture functionality for identity documents and passports (installed and functional)	Quarterly	70	IT equipment for roll out procured	40	20	10
1.2.1	Development of National Identity System according to specifications	Quarterly	National Identity System (NIS) developed (designed)	User specifications for National Identity System defined and approved by DDG:CS and DDG:IMS	Technical and functional specifications for National Identity System defined and approved by DDG:IS	System developed by Information Services (first module)	System developed by Information Services (second module)

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Performance Indicator		Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
	Completion of technical testing for National Identity System (System tested against approved functional specifications)	Quarterly	Technical testing for National Identity System completed	NA	NA	NA	Technical testing completed by Information Services
1.2.2	Completion of technical testing of Trusted Traveller Programme (System tested against approved functional specifications)	Quarterly	Technical testing of Trusted Traveller Programme completed by Information Services branch	Service provider contracted	Functional specifications approved by DDG:IS	System developed and technical testing completed by Information Services branch	Trusted Traveller programme piloted at port of entry by IMS branch
1.2.3	Completion of development of e-Permit system (System tested against approved functional specifications)	Quarterly	Development of e-Permit system completed by Information Services branch and handed over to IMS for user acceptance testing	Service provider contracted	Technical specifications approved by DDG: IS Prototype developed (IS)	System developed (IS)	Technical testing completed (IS) e-Permit system piloted by IMS branch
Learning Academy							
3.1.1	Percentage (%) of newly appointed officials trained on DHA Induction Programme before commencement of service	Quarterly	90%	90%	90%	90%	90%
3.1.2	Identified number of officials enrolled and trained in skills programmes emanating from the National Certificate: Home Affairs Services to improve performance	Quarterly	300	75	75	75	75 Impact assessment conducted, including determination of baseline



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Performance Indicator		Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1.3	Number of managers (junior, middle and senior) enrolled and trained in leadership and management development programmes to improve performance	Quarterly	100 (40 junior, 40 middle and 20 senior managers)	Service provider appointed	Block 1 and 2 of training for 40 junior and 40 middle managers conducted 20 SMS enrolled and trained in first Leadership and Management Development module	Block 3 of training for 40 junior and 40 middle managers conducted 20 SMS enrolled and trained in second Leadership and Management Development module	Impact assessment conducted, including determination of baseline
Finance and Supply Chain Management							
3.2.1	Compliance with set deadline for submission of accurate and complete annual financial statements to the Auditor-General by 31 May annually	Annually	Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually	Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually	(Target completed in quarter 1)	(Target completed in quarter 1)	(Target completed in quarter 1)
3.2.2	Compliance with set deadline for submission of In-year monitoring reports to National Treasury in respect of required format and accurate information	Monthly/Quarterly	In-year monitoring reports submitted to National Treasury on a monthly basis	In-year monitoring reports submitted to National Treasury on a monthly basis	In-year monitoring reports submitted to National Treasury on a monthly basis	In-year monitoring reports submitted to National Treasury on a monthly basis	In-year monitoring reports submitted to National Treasury on a monthly basis
Chief Operations Officer							
3.2.3	Compliance with set deadline for tabling of Annual Report in Parliament as per PFMA	Quarterly/Annually	Annual Report tabled in Parliament by 30 September annually	Accurate and complete annual financial statements and performance information submitted to the Auditor-General by 31 May 2014	Annual Report tabled in Parliament by 30 September 2014	(Target completed in quarter 2)	(Target completed in quarter 2)



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Performance Indicator		Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.2.4	Quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	Quarterly	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	1 (2013/14 FY)	1 (2014/15 FY)	1 (2014/15 FY)	1 (2014/15 FY)
3.2.5	Approval of business case for a sustainable model for civic and immigration services by Minister	Quarterly	Business case for a sustainable model for civic and immigration services approved by Minister	Draft business case developed and submitted to Minister for consideration	Business case approved by Minister	(Target completed in quarter 2)	(Target completed in quarter 2)
Human Resources							
3.2.6	Vacancy rate maintained at a set percentage or lower	Quarterly	Vacancy rate maintained at 10% or below by 31 March 2015	Vacancy rate maintained at 10% or below	Vacancy rate maintained at 10% or below	Vacancy rate maintained at 10% or below	Vacancy rate maintained at 10% or below
3.2.7	Submission for approval by Minister of reviewed functional organisational structure and post establishment of the DHA	Quarterly	Functional organisational structure and post establishment reviewed and submitted to Minister for approval in line with mandate and functions of the DHA	Framework to guide the review and implementation of functional organisational structure and post establishment approved by Minister	Functional organisational structure and post establishment for provinces (9) reviewed and submitted to Minister for approval	Functional organisational structure and post establishment for branches at head office (9) reviewed and submitted to Minister for approval	Priority posts identified for filling in 2015/16 financial year and submitted to Minister for approval (process includes, job evaluation and sign off by relevant managers)
Counter Corruption and Security Services							
3.3.1	Approval of Ethics Management Programme by EXCO	Quarterly	Ethics Management programme developed and approved by EXCO	Ethics risk and opportunity assessment conducted and approved by DDG:CCSS Ethics risk profile compiled and approved by DDG:CCSS	DHA draft code of conduct reviewed and handed over to Employee Engagement chief directorate for consultation with labour for comment Ethics programme approved by EXCO	(Target completed in quarter 2)	(Target completed in quarter 2)



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Performance Indicator		Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
	Implementation of Ethics Management Programme as per roll out plan	Quarterly	Ethics Management Programme implemented	(Target to commence in quarter 3)	(Target to commence in quarter 3)	Ethics programme implemented through training of Learning Academy trainers Training as per roll out plan (project plan)	Training as per roll out plan (project plan) Report on ethics programme implementation submitted to Minister for consideration
3.3.2	Percentage of reported case investigations finalised within 90 working days	Quarterly	60%	60%	60%	60%	60%
3.3.3	Number of reviews on processes conducted and reports signed off by DG	Quarterly	4	1	1	1	1
3.3.4	Number of Threats and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information - (MISS) and / or Physical Security Standards (MPSS)	Quarterly	80 (60 MPSS, 20 MISS)	20 (15,5)	20 (15,5)	20 (15,5)	20 (15,5)
	Number of quarterly monitoring reports submitted to DG on the implementation of recommendations by line function for offices subjected to TRAs		3	N/A	1	1	1
3.3.5	Number of vetting fieldwork investigations finalised and referred to State Security Agency (SSA)	Quarterly	468	117	117	117	117



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Performance Indicator	Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
Communication Services						
3.4.1 Implementation of communication strategy and action plan with a focus on internal and external communications (actual progress against planned activities)	Quarterly	<u>Internal Communication:</u> 7 Exhibitions participated in to support government and departmental events	2 exhibitions and 1 Budget Vote exhibition	2 exhibitions	1 exhibition	1 exhibition
		4 Publications of e-Khaya electronic newsletter produced	1 publication	1 publication	1 publication	1 publication
		6 Publications of Ikhaya internal magazine produced	1 publication	2 publications	1 publication	2 publications
		10 Publications of Home Affairs Today produced	3 publications	3 publications	2 publications	2 publications
		8 Publications of Notes from the DG's Desk produced	2 publications	2 publications	2 publications	2 publications
		10 Ministerial Izimbizo activities supported	3 Ministerial Izimbizo	3 Ministerial Izimbizo	2 Ministerial Izimbizo	2 Ministerial Izimbizo
		10 Internal outreaches linked to 10 Ministerial Izimbizo activities	3 Internal outreach	3 Internal outreach	2 Internal outreach	2 Internal outreach
		12 Ministerial outreach activities (distributing IDs, birth certificates, etc.)	3 Ministerial outreaches	3 Ministerial outreaches	3 Ministerial outreaches	3 Ministerial outreaches
		48 web uploads	12 uploads	12 uploads	12 uploads	12 uploads
		<u>External Communication:</u> 24 Media briefings	6 media briefings	6 media briefings	6 media briefings	6 media briefings
		10 Feature/opinion pieces placed in print media	3 feature/opinion pieces	3 feature/opinion pieces	2 feature/opinion pieces	2 feature/opinion pieces



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Performance Indicator		Reporting Period	Annual Target for 2014/15 ^d	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
			100% Speeches/ speaking notes/media statements produced on behalf of Minister, Deputy Minister and DG	As per departmental events calendar and programme of action	As per departmental events calendar and programme of action	As per departmental events calendar and programme of action	As per departmental events calendar and programme of action
			24 Radio productions sent to radio stations	6 radio productions	6 radio productions	6 radio productions	6 radio productions
			4 Video productions completed	1 video production	1 video production	1 video production	1 video production
			100% Departmental events photographed as per events calendar and programme of action	100% departmental events photographed			
			24 Radio/television interviews conducted for Minister/Deputy Minister/DG/DDGs	6 radio/television interviews	6 radio/television interviews	6 radio/television interviews	6 radio/television interviews
			10 Environmental scans conducted for the Ministerial Izimbizo	3 environmental scans	3 environmental scans	2 environmental scans	2 environmental scans

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

	Audited outcome			Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Rand thousand								
Ministry	28,262	25,189	26,633	43,176	35,581	44,337	46,667	49,577
Management Support Services	149,938	99,695	107,681	102,933	98,789	106,244	111,998	119,033
Corporate Services	438,208	564,037	681,534	556,729	659,678	577,785	608,300	645,886
Transversal Information Technology Management	736,519	884,315	333,228	694,905	684,951	676,703	478,615	888,108
Office Accommodation	339,334	315,569	327,515	473,827	366,500	455,226	382,027	472,274
Total	1,692,261	1,888,805	1,476,591	1,871,570	1,845,499	1,860,295	1,627,607	2,174,878

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Table 7: Economic classification for Administration Programme

Programme	Audited outcome	Audited outcome	Audited outcome	Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
	2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
Economic classification								
Current payments	1,431,696	1,308,250	1,372,665	1,858,876	1,786,175	1,847,434	1,614,154	2,160,713
Compensation of employees	241,262	274,729	347,344	366,716	371,541	389,751	413,423	441,008
Salaries and wages	214,151	239,835	303,674	318,870	331,761	340,416	361,803	385,888
Social contributions	27,111	34,894	43,670	47,846	39,780	49,335	51,620	55,120
Goods and services	1,086,173	1,020,842	1,025,321	1,492,160	1,414,634	1,457,683	1,200,731	1,719,705
Transfers and subsidies	1,425	1,568	2,217	1,853	1,602	1,968	2,059	2,167
Provinces and municipalities	295	386	46	476	203	506	529	557
Departmental agencies and accounts	-	-	-	63	63	66	69	72
Households	1,130	1,182	2,171	1,314	1,336	1,396	1,461	1,538
Payments for capital assets	230,594	578,769	101,351	10,841	5,719	10,893	11,394	11,998
Machinery and equipment	69,092	167,754	93,708	10,841	5,719	10,893	11,394	11,998
Transport equipment	11,656	10,541	12,742	10,000	12,772	10,000	10,460	11,015
Other machinery and equipment	57,436	157,213	80,966	841	(7,053)	893	934	983
Software and other intangible assets	161,502	411,015	7,643	-	-	-	-	-
Payments for financial assets	28,546	218	358	-	52,003	-	-	-
Total	1,692,261	1,888,805	1,476,591	1,871,570	1,845,499	1,860,295	1,627,607	2,174,878



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* regulates all matters relating to the national population register. These include: Maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship.
- *Identification Services* oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- *Access to Services* provides for the development of service delivery channels, by optimal placement and utilisation of the Department's services. This is done by implementing the departmental footprint strategy in relation to opening new Home Affairs offices; establishing online birth registration at health facilities; mobile office deployment in rural areas and managing the DHA customer service centre.
- *Service Delivery to Provinces* provides for all civic, immigration and refugee affairs functions in the provinces. This entails providing a client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example, temporary identity certificates or temporary passports) and conducting quality assurance of, for example, permanent and temporary residence and citizenship applications.

- *Film and Publication Board* – the subprogramme transfers funds to the Film and Publication Board; which regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications in terms of the Films and Publications Act (1996).
- *Government Printing Works* – the subprogramme 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 subprogramme 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.

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 registration, and the issuance of identity documents.
- Providing travel and citizenship documents.
- Providing for the development of service delivery channels to enhance access to services.
- Rendering of services in provincial offices in support of the issuance of key enabling documents; and the efficient management of refugee centres and ports of entry.
- 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 the Home Affairs National Identification System (HANIS) and the updating of the National Population Register (NPR).
- Transferring of funding to public entities (Film and Publication Board, Government Printing Works, Electoral Commission, and Represented Political Parties Fund).



Human Resources for Programme 2:

Table 8: Post establishment for programme 2: Citizen Affairs

Salary Level	Number of Employees per Salary Level	Revised Estimate	Medium Term Expenditure Estimate			Salary Level / Total Ave (%)
		2013/14	2014/15	2015/16	2016/17	
1 - 6	6 171	6 171	6 171	6 171	6 171	74.1%
7 -10	1 990	1 990	1 990	1 990	1 990	23.9%
11 - 12	103	103	103	103	103	1.2%
13 - 16	69	69	69	69	69	0.8%
TOTAL	8 333	8 333	8 333	8 333	8 333	100%

Details of the DHA footprint are indicated below:

Delivery Area	Total	Other Detail
Service delivery points (small, medium and large offices)	403	<ul style="list-style-type: none"> • Rural: 240 (60%) • Urban: 163 (40%)
Ports of entry	72	<ul style="list-style-type: none"> • Land ports of entry: 54 • Sea ports: 7 • Air: 11
Health facilities	442	<ul style="list-style-type: none"> • Connected: 361 <ul style="list-style-type: none"> ○ Urban: 52% ○ Rural: 48% • Manual: 81
Mobile offices	117	
Representation at foreign missions	31	
Refugee reception offices	3	



DHA Outcome and Strategic Objectives:

Outcome 1: Secured South African citizenship and identity

Strategic Objectives

- 1.1 All 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.

Table 9: Annual performance information for 2014-17 MTEF for Programme 2: Citizen Affairs

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets		
			10/11	11/12	12/13		13/14	14/15	15/16
DHA Outcome 1: Secured South African citizenship and identity									
Strategic Objective 1.1: All eligible citizens are issued with enabling documents relating to identity and status									
Link to National Outcome: 3 and 14									
1.1.1	Births registered within legally prescribed period	Number of births registered within 30 calendar days of birth	500 524	556 762	602 530	642 000	694 000	750 000	810 000
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	New PI	New PI	Smart ID card piloted with population of 100	Smart ID cards issued to 100 000 citizens	3 million	8 million	10 million
1.1.3	Identity documents (green barcoded ID ⁴) 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)	ID first issues issued within 54 days on average	62.6%	92.16%	Projected 95%	95%	95%	95%
1.1.4		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)	ID re-issues issued within 47 days on average	66.7%	98%	Projected 95%	95%	95%	95%

⁴As the proportion of smart ID cards increases, the proportion of green barcoded IDs will decrease

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No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets		
			10/11	11/12	12/13	13/14	14/15	15/16	16/17
1.1.5		Percentage (%) of machine readable passports (manual process) issued within 24 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	Passports (manual process) issued within 24 days on average	82.1%	94.03%	Projected 95%	95%	95%	95%
1.1.6		Percentage (%) of machine readable passports (live capture process) 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)	Passports (live capture process) issued within 13 days on average	84.4%	93.33%	Projected 97%	97%	97%	97%
DHA Outcome 3: Services to citizens and other clients that are accessible and efficient									
Strategic Objective 3.2: Good governance and administration									
Link to National Outcome: 12									
3.2.8	Effective and efficient management of front office operations	<p>Approval by EXCO of reviewed front office toolkit to improve the daily management of operations in front offices (2014/15)</p> <p>Implementation of front office toolkit at small, medium and large offices (2014/15 to 2016/17)</p> <p>Monitoring of implementation of front office toolkit through quarterly reports (2014/15 to 2016/17)</p> <p>Review of front office toolkit (2015/16 to 2016/17)</p>	New PI	New PI	New PI	New PI	Reviewed front office toolkit to improve the daily management of operations approved, implemented and monitored	Front office toolkit to improve the daily management of operations reviewed, implemented and monitored	Front office toolkit to improve the daily management of operations reviewed, implemented and monitored



Table 10: Quarterly Targets for Programme 2: Citizen Affairs

Performance Indicator		Reporting Period	Annual Target for 2014/15	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1.1	Number of births registered within 30 calendar days of birth	Quarterly	694 000	173 500	173 500	166 560	180 440
1.1.2	Number of smart ID cards issued to citizens 16 years of age and above	Quarterly	3 million	400 000	700 000 (total of 1.1m)	800 000 (total of 1.9m)	1 100 000 (total of 3 m)
1.1.3	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)	Quarterly	95%	95%	95%	95%	95%
1.1.4	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)	Quarterly	95%	95%	95%	95%	95%
1.1.5	Percentage (%) of machine readable passports (manual process) issued within 24 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	Quarterly	95%	95%	95%	95%	95%
1.1.6	Percentage (%) of machine readable passports (live capture process) 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)	Quarterly	97%	97%	97%	97%	97%
3.2.8	<p>Approval by EXCO of reviewed front office toolkit to improve the daily management of operations in front offices</p> <p>Pilot of front office toolkit in a small, medium and large office</p> <p>Implementation of front office toolkit at small, medium and large offices</p> <p>Monitoring of implementation of front office toolkit through quarterly reports to EXCO</p>	Quarterly	Reviewed front office toolkit to improve the daily management of operations approved, implemented and monitored	<p>Evaluation of existing front office toolkit conducted by M&E unit</p> <p>Reviewed front office toolkit submitted to EXCO for approval</p>	<p>Front office toolkit piloted in a small, medium and large office</p> <p>Quarterly monitoring report on the implementation of the front office toolkit submitted to EXCO by M&E unit</p>	<p>Front office toolkit implemented in small, medium and large offices</p> <p>Quarterly monitoring report on the implementation of the front office toolkit submitted to EXCO by M&E unit</p>	<p>Front office toolkit implemented in small, medium and large offices</p> <p>Quarterly monitoring report on the implementation of the front office toolkit submitted to EXCO by M&E unit</p>



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Table 11: Reconciling performance targets with the Budget and the MTEF for Programme 2: Citizen Affairs

Programme	Audited outcome	Audited outcome	Audited outcome	Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
Rand thousand	2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
Citizen Affairs Management	14,516	15,706	28,473	23,953	37,675	24,677	25,990	27,780
Status Services	378,716	348,796	302,282	89,435	417,850	92,911	98,391	104,993
Identification Services	364,728	233,437	242,549	256,843	282,766	263,625	277,544	294,864
Access to Services	101,820	92,484	62,866	98,596	68,797	101,181	106,521	113,275
Service Delivery to Provinces	1,418,016	1,402,289	1,574,112	1,784,025	1,785,204	1,869,877	1,981,064	2,111,132
Film and Publication Board	56,187	65,458	69,835	82,675	82,675	78,901	82,923	87,318
Government Printing Works	97,228	129,002	135,219	134,005	134,005	-	-	-
Electoral Commission	1,536,035	943,769	871,336	1,579,179	1,579,179	1,675,713	1,669,311	1,757,784
Total	3,967,246	3,230,941	3,286,672	4,048,711	4,388,151	4,106,885	4,241,744	4,497,146

Table 12: Economic classification for Programme 2: Citizen Affairs

	Audited outcome	Audited outcome	Audited outcome	Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
Rand thousand	2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
Economic classification								
Current payments	2,128,576	2,073,709	2,197,405	2,250,872	2,587,726	2,350,169	2,487,314	2,649,732
Compensation of employees	1,350,639	1,431,699	1,573,704	1,869,877	1,863,010	1,964,553	2,083,878	2,222,918
Salaries and wages	1,156,822	1,200,569	1,319,797	1,576,190	1,608,864	1,658,222	1,763,357	1,885,181
Social contributions	193,817	231,130	253,907	293,687	254,146	306,331	320,521	337,737
Goods and services	777,937	642,010	623,701	380,995	724,716	385,616	403,436	426,814
Transfers and subsidies	1,697,910	1,144,994	1,086,434	1,797,839	1,797,755	1,756,716	1,754,430	1,847,414
Provinces and municipalities	339	644	811	917	912	974	1,019	1,073
Departmental agencies and accounts	1,689,450	1,138,229	1,076,390	1,795,859	1,795,859	1,754,614	1,752,234	1,845,102
Households	8,121	6,121	9,233	1,063	984	1,128	1,177	1,239
Payments for capital assets	140,760	12,238	2,833	-	2,670	-	-	-
Machinery and equipment	96,404	9,101	2,833	-	2,552	-	-	-
Software and other intangible assets	44,356	3,137	-	-	27	-	-	-
Total	3,967,246	3,230,941	3,286,672	4,048,711	4,388,151	4,106,885	4,241,744	4,497,146



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, 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.

Subprogrammes:

- *Immigration Affairs Management* provides for the overall management of the branch and provides policy direction, sets standards and manages back office processes.
- *Admission Services* issues visas; 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 controls the processing of applications for permanent and temporary residence permits; including work, study, business and other temporary permits.
- *Immigration Services* deals with immigration matters in foreign countries; detects, 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 into South Africa.
- 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 national immigration information systems.
- 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 and
- Providing a departmental presence at missions abroad to execute the Department's mandate.

Human Resources for Programme 3:

Table 13: Post establishment for programme 3: Immigration Affairs

Salary Level	Number of Employees per Salary Level	Revised Estimate	Medium Term Expenditure Estimate				Salary Level / Total Ave (%)
		2013/14	2014/15	2015/16	2016/17		
1 - 6	653	653	653	653	653	653	64%
7 - 10	305	305	305	305	305	305	30%
11 - 12	41	41	41	41	41	41	4%
13 - 16	25	25	25	25	25	25	2%
TOTAL	1 024	1 024	1 024	1 024	1 024	1 024	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 regulated according to a risk-based approach
- 2.3 Enabling documents issued to foreigners efficiently and securely

Table 14: Annual performance information for the 2014-17 MTEF for Programme 3: Immigration Affairs

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets		
			10/11	11/12	12/13		13/14	14/15	15/16
DHA Outcome 2: Secured and responsive immigration system									
Strategic Objective 2.1: Refugees and asylum seekers are managed and documented efficiently									
Link to National Outcome: Outcome 12 and 14									
2.1.1	Refugee identity documents (ID) and travel documents delivered according to set service standards	Percentage (%) of refugee IDs issued within 90 calendar days (from the date of application at refugee reception offices until document is ready at office of application)	New PI	New PI	New PI	New PI	50%	50%	50%
2.1.2		Percentage (%) of refugee travel documents issued within 90 calendar days (from the date of application at refugee reception offices until travel document is ready at office of application)	New PI	New PI	New PI	New PI	80%	90%	95%



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No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets		
			10/11	11/12	12/13		13/14	14/15	15/16
Strategic Objective 2.2: Movement of persons in and out of the country regulated according to a risk based approach									
Link to National Outcome: 3									
2.2.1	Border Management Agency (BMA) established and operational	Approval of BMA feasibility study by Minister (2014/15) Approval of BMA Draft Bill by Minister (2014/15) Promulgation of BMA legislation (2015/16) BMA in operation as per guiding policies and documents (2016/17)	New PI	New PI	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 BMA Draft Bill approved by Minister	BMA legislation promulgated	BMA fully operational
2.2.2	Physical infrastructure at priority ports of entry improved to comply with prescribed infrastructure standards	Number of priority ports of entry with either improved residential or improved office accommodation or both as per set standards	New PI	New PI	Funding acquired for infrastructure development Roll out plan drafted	11	8	5	N/A
2.2.3	Borderline communities in provinces surveyed to establish nationality and status	Number of surveys of borderline communities conducted	New PI	New PI	New PI	New PI	1	2	2



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No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets		
			10/11	11/12	12/13		13/14	14/15	15/16
2.2.4	Immigration and refugee policy and legislation reviewed	Approval of refined immigration policy discussion paper by Minister (2014/15) Submission of Draft White Paper to cabinet (2015/16) Approval of Immigration and Refugees Amendment Bills by Minister for submission to Parliament (2016/17)	New PI	New PI	New PI	Draft immigration policy discussion paper, with definite proposals, submitted for approval to Minister for consultation with relevant government departments	Refined immigration policy discussion paper, based on research and government engagement, approved by Minister	Draft White Paper, incorporating stakeholders' input, submitted to Cabinet	Immigration and Refugees Amendment Bills approved by Minister for submission to Parliament
Strategic Objective 2.3 Enabling documents issued to foreigners efficiently and securely									
Link to National Outcome: 3									
2.3.1	Permanent and temporary 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 known)	NA	38%	26%	40%	50%	60%	75%
2.3.2		Percentage (%) of business, critical skills, and general work permits adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is known)	New PI	45%	49.5% of temporary residence permits (work, business, corporate) issued within 8 weeks for applications within the RSA and abroad	52% 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 issued within 8 weeks for applications processed within the RSA	72%	82%



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The selected performance indicators as published in the Estimates of National Expenditure 2014 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 2014

Indicator	Programme	Outcome	Past			Current	Projections		
			2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of illegal foreigners deported per year	Immigration Affairs	Outcome 3: All people in South Africa are and feel safe	55 825	75 336	105 392	80 000	85 000	90 000	95 000

Table 15: Quarterly Targets for Programme 3: Immigration Affairs

Performance Indicator		Reporting Period	Annual Target for 2014/15	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1.1	Percentage (%) of refugee IDs issued within 90 calendar days (from the date of application at refugee reception offices until document is ready at office of application)	Quarterly	50%	50%	50%	50%	50%
2.1.2	Percentage (%) of refugee travel documents issued within 90 calendar days (from the date of application at refugee reception offices until travel document is ready at office of application)	Quarterly	80%	80%	80%	80%	80%
2.2.1	Approval of BMA feasibility study by Minister	Quarterly	BMA feasibility study approved by Minister	Feasibility study commenced (work plan in place)	BMA preferred option approved by Minister	BMA feasibility study approved by Minister	(Target completed in quarter 3)
	Approval of BMA Draft Bill by Minister	Quarterly	BMA Draft Bill approved by Minister	NA	Audit of legislation in border environment conducted	Best practice research of similar legislation envisaged for the BMA completed	BMA Draft Bill approved by Minister
2.2.2	Number of priority ports of entry with either improved residential or improved office accommodation or both as per set standards	Quarterly	8	2	2	2	2
2.2.3	Number of surveys of borderline communities conducted	Quarterly	1	Project team established Methodology for survey adopted by project sponsor	Data collected for survey	1 Survey conducted	Data analysed and report submitted to Minister for consideration

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Performance Indicator		Reporting Period	Annual Target for 2014/15	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.2.4	Approval of refined immigration policy discussion paper by Minister	Quarterly	Refined immigration policy discussion paper, based on research and government engagement, approved by Minister	Draft immigration policy paper revised by the immigration policy project team and signed off by DDG: IMS to take account of the research commissioned by the DHA	Revised immigration policy paper submitted for discussion to FOS-AD clusters (JCPS, ICTS and E&ES)	National conference held on immigration to expound principles and obtain views of stakeholders	Refined immigration policy discussion paper submitted to Minister for approval
2.3.1	Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is known)	Quarterly	50%	50%	50%	50%	50%
2.3.2	Percentage (%) of business, critical skills, and general work permits adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is known)	Quarterly	62%	62%	62%	62%	62%

Table 16: Reconciling performance targets with the Budget and the MTEF for Programme 3: Immigration Affairs

	Audited outcome	Audited outcome	Audited outcome	Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
	2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
Rand thousand								
Immigration Affairs Management	54,678	78,981	99,902	29,989	37,973	30,514	32,101	34,105
Admission Services	292,720	272,345	319,780	249,079	395,958	247,003	260,342	276,638
Immigration Services	562,778	239,643	271,865	306,449	265,265	315,532	332,274	352,882
Asylum Seekers	50,106	41,757	58,652	61,971	61,871	63,473	66,724	70,821
Total	960,282	632,726	750,199	647,488	761,067	656,522	691,441	734,446



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Table 17: Economic classification for Programme 3: Immigration Affairs

Rand thousand	Audited outcome	Audited outcome	Audited outcome	Main appropriation	Adjusted appropriation	Medium Term Expenditure Functional Allocation		
	2010/11	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
Economic classification								
Current payments	926,789	631,572	749,024	647,173	761,053	656,188	691,092	734,079
Compensation of employees	460,000	238,474	258,545	301,612	261,983	315,653	334,824	357,164
Salaries and wages	437,701	212,774	228,538	269,702	231,799	282,919	300,574	321,075
Social contributions	22,299	25,700	30,007	31,910	30,184	32,734	34,250	36,089
Goods and services	466,789	393,098	490,479	345,561	499,070	340,535	356,268	376,915
Transfers and subsidies	225	1,080	708	315	-	334	349	367
Departmental agencies and accounts	32	-	-	3	2	3	3	3
Households	193	1,080	708	312	(2)	331	346	364
Social benefits	146	940	708	312	(2)	331	346	364
Other transfers to households	47	140	-	-	-	-	-	-
Payments for capital assets	33,268	74	467	-	14	-	-	-
Machinery and equipment	24,205	74	467	-	-	-	-	-
Software and other intangible assets	9,063	-	-	-	-	-	-	-
Total	960,282	632,726	750,199	647,488	761,067	656,522	691,441	734,446



Part C
Links to Other Plans



Infrastructure Plan (Projects)

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

Table 18: Links to the long-term infrastructure and other capitals plans

Programme/ Project Name	Current Project Stage	Total Project Cost R 000	Audited Outcome			Adjusted Appropriation 2013/14	Medium Term Strategic Expenditure Framework		
			2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
Departmental Infrastructure									
Small projects (total project cost of less than R250 million over the project life cycle)									
Sebokeng	Construction	10 008	1 710	5 888	-	-	2410	-	-
Phutadithjaba	Construction	42 000	860	11 065	-	-	18 116	11959	-
Taung	Design	19 094	-	500	-	500	500	4 900	12 694
Hluhluwe	Feasibility	12 078	-	166	-	-	500	500	10 912
Stanger	Feasibility	11 939	-	27	-	-	500	500	10 912
Lusikisiki	Various	25 635	760	1 800	-	-	5 000	9 068	9 007
Randfontein	Various	22 374	-	1 000	-	500	15 874	5 000	-
Marabastad	Various	6 459	-	4 359	-	-	2100	-	-
Repair and maintenance group 1	Handed over	32 509	32 509	-	-	-	-	-	-
Repair and maintenance group 2	Handed over	53 097	53 097	-	-	-	-	-	-
Repair and upgrade 2011	Various	30 129	30 129	-	-	-	-	-	-
Repair and upgrade 2012	Identification	45 354	-	-	-	-	31 229	3 194	10 931
Other capital works projects	Various	11 470	11 470	-	-	-	-	-	-
Backlog repairs	Handed over	30 900	30 900	-	-	-	-	-	-
New head office	Design	2 663	-	-	-	-	500	1 500	663
Ganyesa	Pre-feasibility	21 661	-	-	-	-	500	2 500	18 661
Bushbuckridge	Pre-feasibility	15 693	-	-	-	-	500	2 500	12 693
Modimolle	Pre-feasibility	15 693	-	-	-	-	500	2 500	12 693
Bochum	Pre-feasibility	15 693	-	-	-	-	500	2 500	12 693
Springs	Various	33	-	-	-	-	33	-	-
Mokopane	Pre-feasibility	26 419	-	-	-	-	500	2 500	23 419
Ministry		500	-	-	-	-	500	-	-
Limpopo Border Improvement	Pre – feasibility	2 682	-	-	-	-	2 682	-	-

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Programme/ Project Name	Current Project Stage	Total Project Cost R 000	Audited Outcome			Adjusted Appropriation 2013/14	Medium Term Strategic Expenditure Framework		
			2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
North West Border Improvement	Pre – feasibility	3 955	-	-	-	-	3 955	-	-
Mpumalanga Border Improvement	Pre – feasibility	2 790	-	-	-	-	2 790	-	-
Eastern Cape Border Improvement	Pre – feasibility	1 111	-	-	-	-	1 111	-	-
Free State Border Improvement	Pre – feasibility	2 844	-	-	-	-	2 844	-	-
Northern Cape Border Improvement	Pre – feasibility	1 354	-	-	-	-	1 354	-	-
KwaZulu – Natal Border Improvement	Pre – feasibility	2 302	-	-	-	-	2 302	-	-
Saldana and Richards Bay Harbours	Pre – feasibility	14 045	-	-	-	-	14 045	-	-
Refugee Reception Office – Lebombo	Pre-feasibility	13 330	-	-	-	-	-	13 330	-
Sea port of entry- new offices	Pre-feasibility	15 000	-	-	-	-	15 000	-	-
Lebombo – residential accommodation for officials	Pre-feasibility	11 000	-	-	-	-	11 000	-	-
Oshoek residential accommodation for officials	Pre-feasibility	12 000	-	-	-	-	12 000	-	-
Maseru residential accommodation for officials	Pre-feasibility	12 000	-	-	-	-	12 000	-	-
Beit Bridge – residential accommodation for officials	Pre-feasibility	25 917	-	-	-	-	8 917	-	17 000
Beit Bridge – refugee reception centre	Pre-feasibility	10 000	-	-	-	-	-	-	10 000
Sea port of entry new offices	Pre-feasibility	7 000	-	-	-	-	-	-	7 000
Groblers Bridge	Pre-feasibility	7 000	-	-	-	-	-	-	7 000
Nakop Bridge	Pre-feasibility	5 000	-	-	-	-	-	-	5 000
Ficksburg	Pre-feasibility	5 000	-	-	-	-	-	-	5 000
Caledonspoort	Pre- feasibility	6 000	-	-	-	-	-	-	6 000
North West port of entry	Pre- feasibility	6 000	-	-	-	-	-	-	6 000
Northern Cape province	Pre- feasibility	7 000	-	-	-	-	-	-	7 000
Eastern Cape province	Pre- feasibility	5 000	-	-	-	-	-	-	5 000
Western Cape province	Pre- feasibility	5 000	-	-	-	-	-	-	5 000
Total		634 731	161 435	24 805	0	1 000	183 092	49 121	215 278



Details of Proposed Information Technology Acquisition or Expansion Plan

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

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

What the Department requires is a digital information technology platform that is integrated. The current reliance on disparate systems makes it impossible to ensure security and improve turnaround times for identity documents, birth, death and marriage certificates, passports, visas and permits, asylum seeker permits, refugee identity documents, citizenship certificates and permanent and temporary residence permits.

The DHA Modernisation Programme, which is a departmental-wide programme, was introduced with the main aim of replacing outdated legacy systems with integrated and more secured systems based on re-engineered business processes and current technology. The modernised systems and re-engineered business processes will allow digital processing and storage of photographs, fingerprints, signatures and voice recordings, demographic information, and scanned supporting documents, as the case may be. This will ensure improved quality of services and faster turnaround times and it will ensure an audit trail and increased accountability. As part of the strategy of moving to e-Government it will also provide an effective and unified platform for citizens and business to interact with government more effectively.

This programme will result in a complete overhaul of the Department's services at all the offices, branches, mobile offices, ports of entry, and foreign missions; and will entail changes to the layout of offices. The programme will also overhaul legacy systems including the national population register (NPR), National Immigration Information System (NIIS), permitting system and visa management system. It will also consolidate all the Department's systems to allow one holistic single view of a Home Affairs client.



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Table 19: DHA Modernisation Programme for 2014-2017 MTEF

Phase No	Project Name	Output	Medium Term Budgets for the DHA Modernisation		
			2014/15	2015/16	2016/17
Phase 1	Identity document and passport applications (Live Capture Rollout)	Roll out live capture with queue management system for passports and IDs in the front office (1st issue and re- issues) to 70 offices throughout the country in 14/15, a further 70 offices in 15/16 and 70 in 16/17.	R140,000,000	R160,000,000	R180,000,000
Phase 2	Visa and Permit System	Development of visa and permit system	R20,000,000	-	-
	Trusted Traveller System	Development of the Trusted Traveller system and pilot the rollout at Mas-eru Border	R30,000,000	-	-
	National Identification System	Develop an integrated National Identification System with biometric functionality.	R120,000,000	R30,000,000	-
	Training of immigration officials in the mari-time environment.	Training of immigration officials in the maritime environment	R5,000,000	-	-
	Border Management System (BMS)	Upgrade the EMCS system and rollout to all POEs	R10,000,000	R85,000,000	R20,000,000
		Overhaul of BMS (2015/16 and 2016/17)			
Phase 3	Civic Center Business Processes (phase 1)	Automate the following civic services business processes: Duplicates; Births and Amendments	-	R30,000,000	-
	Asylum Seeker and Refugee System	Develop, integrate and roll out the Asylum Seeker and Refugee System.	-	R30,000,000	-
	Contact Center System	Develop a Contact Center system that provides the business intelligence information for live capture.	-	R25,000,000	-
Phase 4	Civic Center Business Processes (phase 2)	Automate the registration of Marriages, Divorces, Deaths, and Citizenship	-	-	R30,000,000
	Case Management System	Development and rollout of the Inspectorate Case Management system	-	-	R50,000,000
Total			R325,000,000	R360,000,000	R280,000,000



Risk Management Plan

The risks outlined in table 20 below may affect the realisation of the strategic objectives and the outcome of the Department of Home Affairs. Services to citizens and other clients that are accessible and efficient

Table 20: Risks for DHA per Programme

Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Good governance and administration	Failure of the Department to achieve a clean audit report.	<ul style="list-style-type: none"> Appointment of champions for the various actions. Obtain National Treasury's approval for DIRCO to deposit revenue received at the missions into the National Revenue fund. Resuscitate audit turnaround plan (i.e. Back to Basics - to address the audit finding action plans). To ensure that all documents are sorted and available for audit purposes, in accordance with the file plan as approved by National Archives. 	CFO
PROGRAMME 3 - IMMIGRATION AFFAIRS	Secured and responsive immigration system	Movement of persons in and out of the country regulated according to a risk based approach.	Illegal migration into the country resulting in threats to national security.	<ul style="list-style-type: none"> To establish the Border Management Agency (BMA) by conducting the following: Appointing the Project Manager, developing the policy to guide the BMA; developing the BMA structure; determination of resources and request for funding for the identified resources. To review the visa regime with identified countries. To enhance a coordinated border management. To ensure enhancement of inspectorate capacity. 	DDG: Immigration Services
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Secure, effective, efficient and accessible service delivery to citizens and immigrants	Inadequate management, maintenance and safeguarding of records and documents	<ul style="list-style-type: none"> Implement the approved plan to scan all the records in a phased approach. Develop a detailed plan to address the protection of lifespan of documents and to address the status of the archive facilities. 	CFO
PROGRAMME 2 – CITIZEN AFFAIRS	Secured South Africa citizenship and identity	<p>All eligible citizens are issued with enabling documents relating to identity and status.</p> <p>An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system</p>	Poor data integrity and reliability (integrity of the National Population Register)	<ul style="list-style-type: none"> Roll out the on-line verification system to other identified offices . Roll out live capture functionality for passports and IDs (first and re-issues) to other offices. Conduct research on the possibility of taking fingerprint of children at an early age (e.g. 7 years). 	DDG: Civic Services

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Programme	Outcome	Strategic Objective	Risk Description	Actions to address identified risks	Risk Owner
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system Secure, effective, efficient and accessible service delivery to citizens and immigrants.	Inadequate IT systems security	<ul style="list-style-type: none"> Implementation of Intrusion Prevention Software (IPS) solution. Implementation of the modernisation programme will improve firewall configuration and implement System Socket Layer (SSL) on critical web applications. Develop the data base of unauthorised attempted or system access. Design and implement monitoring controls for increasing unauthorised system accessing trends. Provide IT system security awareness. Provide ongoing security assessments. Provide adequate incident response. Provide monitoring and alert services for security related events. 	DDG: Information Services
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system Ethical conduct and a zero tolerance approach to crime, fraud and corruption	Inadequate measures to prevent, detect and sanction crime, fraud and corruption	<ul style="list-style-type: none"> Conduct awareness initiatives on unethical conduct and fraud and corruption. Process evaluations to be conducted on identified priority processes to enable identification of trends of fraud, corruption and security risks. 	DDG: Counter Corruption and Security Services
PROGRAMME 1 – ADMINISTRATION	Services to citizens and other clients that are accessible and efficient	Secure, effective, efficient and accessible service delivery to citizens and immigrants.	Key dependency on suppliers/ stakeholders for Modernisation Programme	<ul style="list-style-type: none"> Identify the critical skills needed in the project. Develop a skills transfer plan. Allocate internal resources to pair with consultants. PMO will monitor the skills transfer through delegation to the stream lead. 	DDG: Information Services
PROGRAMME 3 – IMMIGRATION AFFAIRS	Secured and responsive immigration system	Movement of persons in and out of the country regulated according to a risk based approach	Inefficient processing of work and business permit for investors and workers with critical skills.	<ul style="list-style-type: none"> Recruit a specialist in this area. The specialist to develop and implement the strategies for the facilitation of the movement of international workers with critical skills in the country. 	DDG: Immigration Services



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 and prescripts. The Asset Management Plan is aimed at providing proper controls and management systems that will provide effective, efficient, economical and transparent use of the Department's assets; establish 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 DHA is making a concerted effort to improve its asset management function. The Department continuously updates the asset register. Monthly reconciliations between the financial accounting system and the asset register are done as well as quarterly physical verification of all departmental assets.

The Department implemented an automated asset management system (BAUD) with effect from February 2013 to maintain its asset register. The BAUD system has been rolled out to all provinces.

The DHA is continuing with the disposal of its redundant and obsolete assets for provinces as well as head office.

Conditional Grants

Not Applicable

Public Entities

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

- *The Film and Publication Board* regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications, in terms of the Films and Publications Act (1996). The Board is also responsible for monitoring age-restricted business premises for compliance with their licences and registration terms. The Board was established in terms of section 3 of the Films and Publications Act, 1996 (Act No. 65 of 1996). The chief executive officer is the accounting officer of the Board in terms of section 13 of the Act.
- *The Government Printing Works* (GPW) provides security printing services to the South African government and some states in SADC. 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.

Table 21 below outlines the mandate, outputs, budget allocations for 2014/15 and evaluation frequency for the public entities:

Name of Public Entity	Mandate	Outputs	Current Annual Budget (2014/15) in Millions	Date of Next Evaluation
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	R 1 675,7	Quarterly
		Deliver well run elections which produce credible results		
		Educate and inform civil society to optimise citizen participation in democracy and electoral processes		
Film and Publication Board	Regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications	Classification of films, interactive computer games and publications	R 78,9	Quarterly
		Monitoring age restricted business premises for compliance with their licence and registration terms		
		Registration of all traders in films and interactive computer games		

Public Private Partnerships

Not Applicable

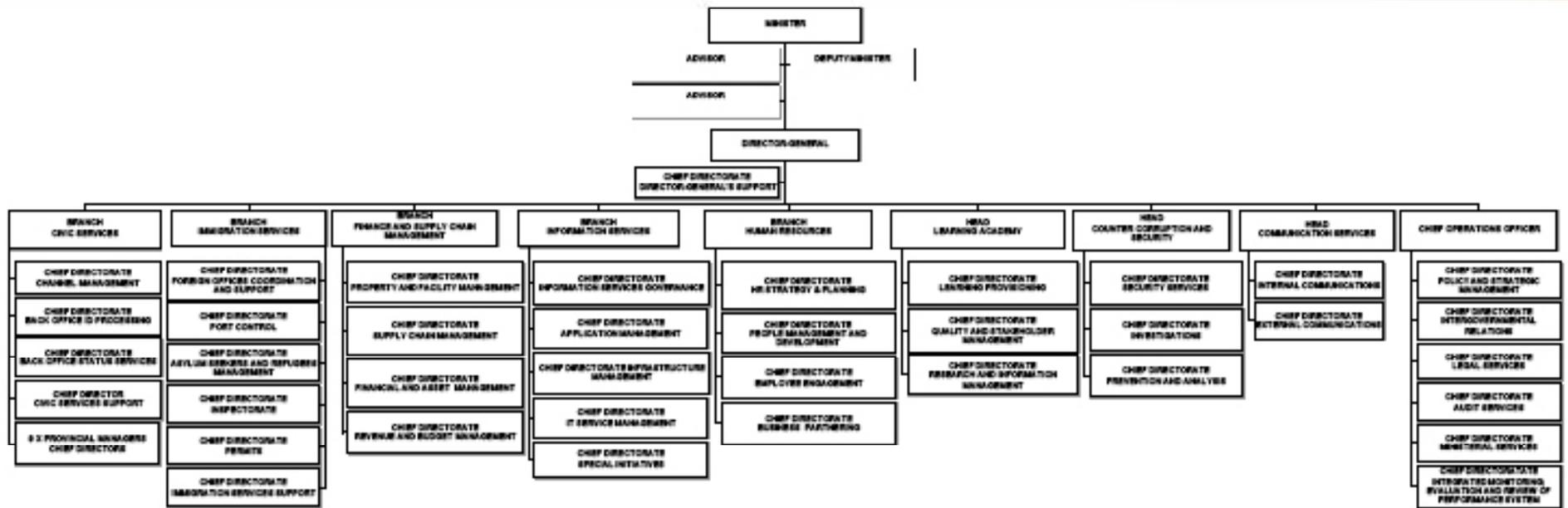




ANNEXURES



Annexure A: Organisational Structure of Home Affairs



Annexure B

Glossary of Terms

Acronym	Definition
APP	Advance Passenger Processing System
BACM	Biometric Access Control Management
BMA	Border Management Agency
BMD	Birth, Marriage and Death
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
COO	Chief Operations Officer
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPME	Department of Performance Monitoring and Evaluation
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
EC	Electoral Commission
EDMS	Electronic Document Management System
EE	Employment Equity
EMCS	Enhanced Movement Control System
E&ES	Economic and Employment Sector Cluster
FPB	Film and Publication Board
GPW	Government Printing Works
HANIS	Home Affairs National Identification System
HR	Human Resources

Acronym	Definition
ICTS	International Co-operation, Trade and Security Cluster
ID	Identity Document
IMS	Immigration 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
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
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
TRP	Temporary Residence Permit
UNHCR	United Nations High Commissioner for Refugees



Annexure C

Key Definitions

The following key definitions are used in the Strategic Annual Performance Plan Targets for 2014/15 to 2016/17:

- **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 and 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 and 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.

Strategic objectives should be written as a performance statement that is Specific, Measurable, Attainable, Realistic and Timely (SMART) and must set a performance target

that the institution can achieve by the end of the period of the Strategic Plan. Strategic objectives must span a period of 5 years and the performance targets set in relation to those strategic objectives must cover the present budget year and the MTEF period.

- **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 in order 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 quantifiable and qualifiable levels of the performance indicator and a specification of measurable outputs.

- **Baseline**

A baseline refers to the level of performance recorded in the year prior to the planning period.

