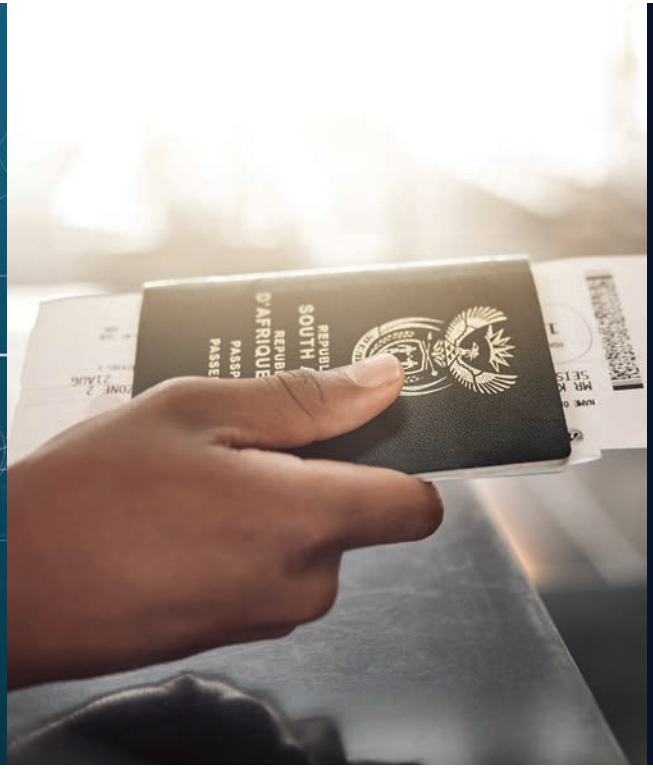
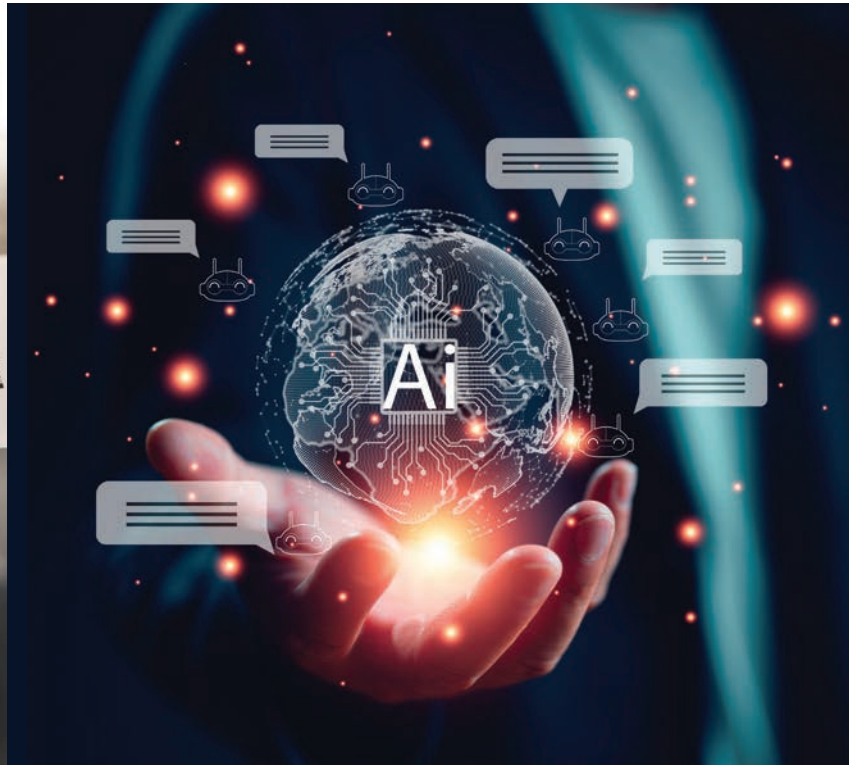
AMENDMENTS TO REVISED **ANNUAL PERFORMANCE PLAN**







2025/26

home affairs
Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

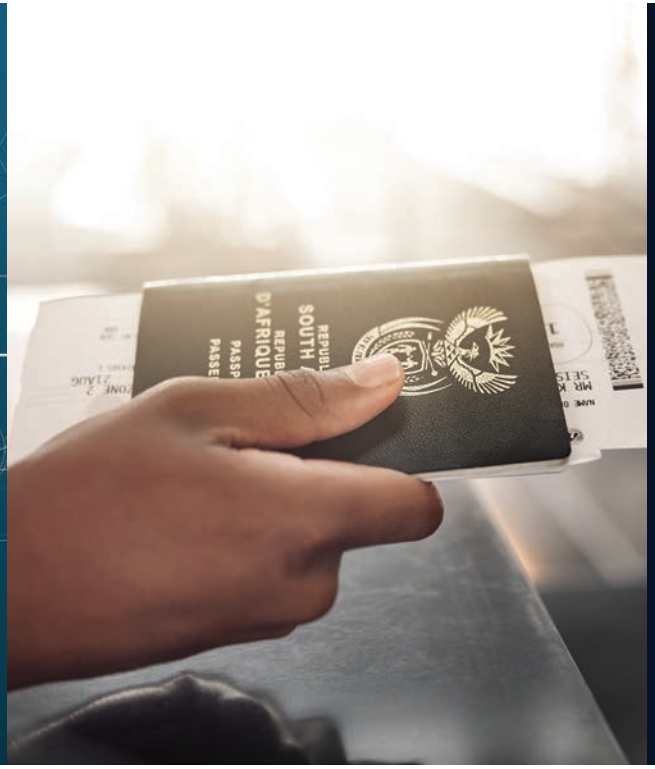
30 YEARS OF FREEDOM

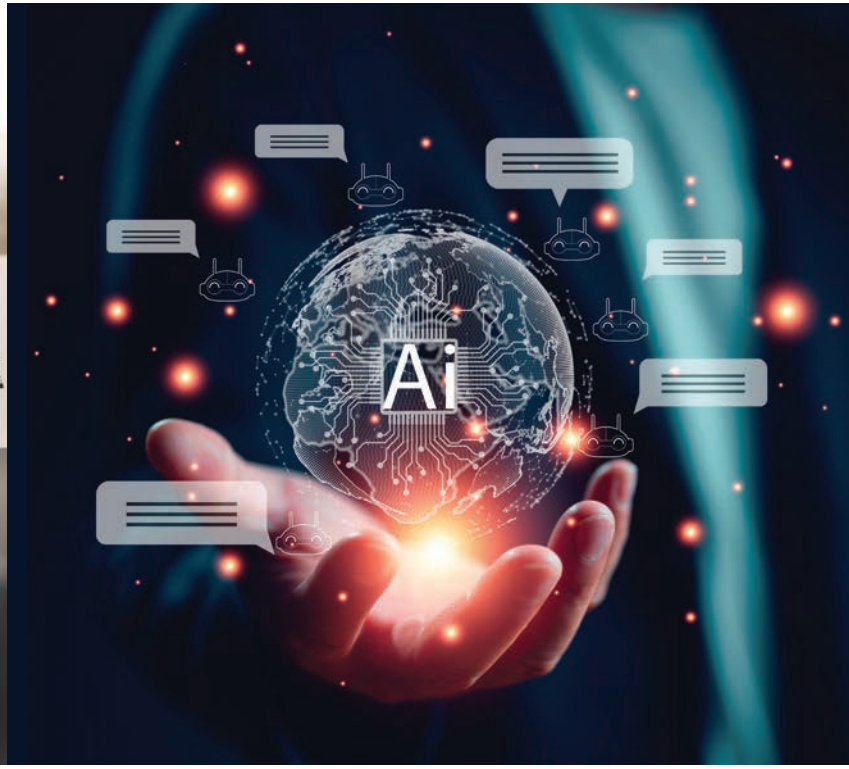
We Care!

2030 NDP

AMENDMENTS TO REVISED **ANNUAL PERFORMANCE PLAN**







2025/26

DATE OF TABLING: SEPTEMBER 2025

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

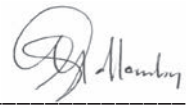
- Was developed by the management of the Department of Home Affairs under the guidance of Minister LA Schreiber.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Home Affairs is responsible.
- Accurately reflects the outcomes and outputs that the Department of Home Affairs will endeavour to achieve over the period 2025/26.

Mr Leon du Preez
Chief Information Officer



Signature

Mr Gordon Hollamby
Chief Financial Officer



Signature

Ms Tampane Molefe-Sefanyetso
Human Resource Management and Development



Signature

Mr Thulani Mavuso
Head of Planning



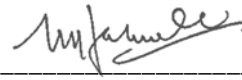
Signature

Mr Gordon Hollamby
Immigration Services



Signature

Mr Livhuwani Makhode
Accounting Officer



Signature

Mr Thomas Sigama
Civic Services



Signature

Approved by:

Dr L A Schreiber
Executive Authority



Signature

Adv Constance Moitse
Counter Corruption and Security Services



Signature

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LIST OF ACRONYMS

Acronym	Definition
ABIS	Automated Biometric Identification System
ACSA	Airports Company South Africa
AFIS	Automated Fingerprint Identification System
AG	Auditor-General
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
API	Advance Passenger Information
APP	Advance Passenger Processing System (Immigration) Annual Performance Plan (Strategic Planning)
AU	African Union
BABS	Branch Appointment Booking System
BACM	Biometric Access Control Management
BBBEE	Broad Based Black Economic Empowerment
BMA	Border Management Authority
BMCS	Biometric Movement Control System
CA	Certificate Authority
CARA	Criminal Assets Recovery Account
CCSS	Counter Corruption and Security Services
CoE	Compensation of Employees
COVID-19	Coronavirus Disease of 2019
CSIR	Council for Scientific and Industrial Research
DAC	Departmental Advisory Committee
DD: BOS	Deputy Director: Business Operations Support

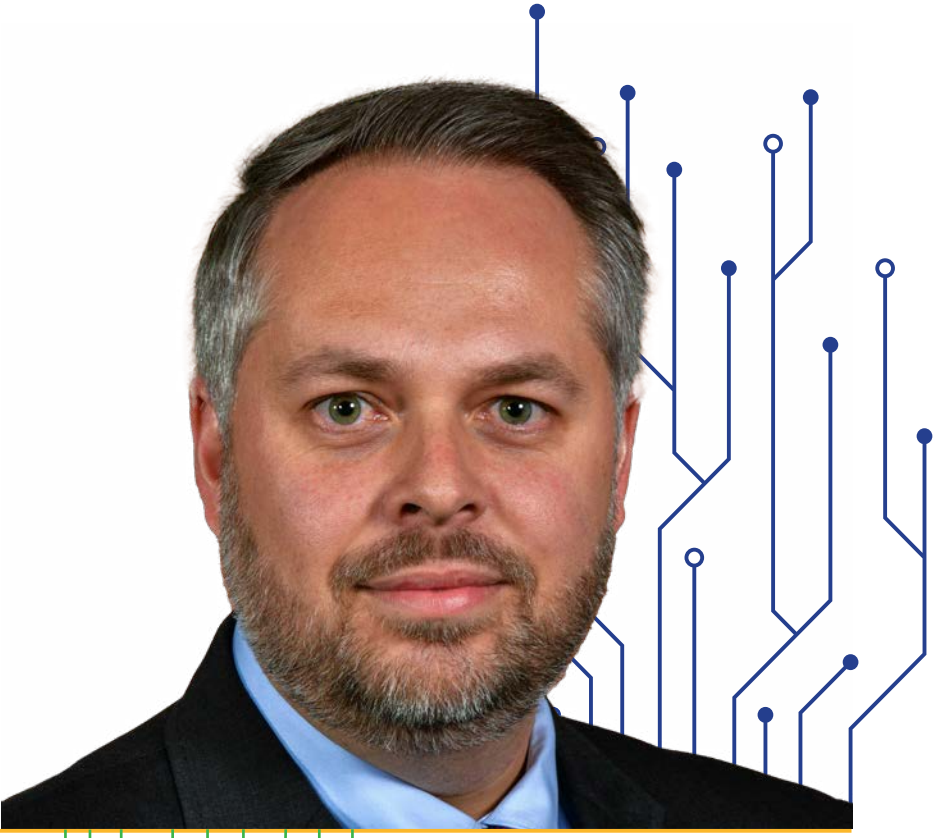
Acronym	Definition
DDG: CS	Deputy Director-General: Civic Services
DDG: HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IS	Deputy Director-General: Information Services
DDG: OPS	Deputy Director-General: Operations
DDM	District Developmental Model
DG	Director-General
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DI	Digital Identity
DIRCO	Department of International Relations and Cooperation
DMO	District Manager Operations
DoT	Department of Transport
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW&I	Department of Public Works and Infrastructure
DTIC	Department of Trade, Industry and Competition
DVC	Digital Verifiable Credentials
DWYPD	Department of Women, Youth and Persons with Disability
EMCS	Enhanced Movement Control System
EOC	Enterprise Operational Centre
ERRP	Economic Reconstruction and Recovery Plan
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development Cluster

Acronym	Definition
ETA	Electronic Travel Authorisation
EXCO	Executive Committee
GBVF	Gender Based Violence and Femicide
GEWE	Gender Equality and Women Empowerment
GGDA	Gauteng Growth and Development Agency
GIAMA	Government Immovable Asset Management Act
GNU	Government of National Unity
GPW	Government Printing Works
GSCID	Governance, State Capacity and Institutional Development Cluster
GTAC	Government Technical Advisory Centre
GWEA	Government Wide Enterprise Architecture
HANIS	Home Affairs National Identification System
HRM&D	Human Resource Management and Development
HRMC	Human Resource Management Circular
IA	Internal Audit
ICAO	International Civil Aviation Organisation
ICT	Information Communication Technology
ICTS	International Cooperation, Trade and Security Cluster
ID	Identity Document
IEC	Electoral Commission of South Africa
IJS	Integrated Justice System
IMS	Immigration Services
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security (Cluster)
PKI	Public Key Infrastructure

Acronym	Definition
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex and Asexual or Allied
LRB	Late Registration of Birth
MDTT	Multi-Disciplinary Committee
M&E	Monitoring and Evaluation
MINCOMBUD	Minister's Committee on Budget
MIOS	Minimum Information Interoperability Standards
MISS	Minimum Information Security Standards
MMM	Ministerial Management Meeting
MoU	Memorandum of Understanding
MPSS	Minimum Physical Security Standards
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NA	Not Applicable
NDP	National Development Plan
NGO	Non-governmental Organisation
NIIS	National Immigration Information System
NIS	National Identity System
NOC	National Operations Centre
NPR	National Population Register
NT	National Treasury
OAU	Organisation of African Unity
OIDM	Official Identity Management Policy
ORTIA	Oliver Tambo International Airport
OSBP	One-stop border post
PFMA	Public Finance Management Act

Acronym	Definition
PI	Performance Indicator
PICC	Presidential Infrastructure Coordinating Council
PKI	Public Key Infrastructure
PMDS	Performance Management Development System
PMO	Project Management Office
PNR	Passenger Name Record
PoE	Port of Entry
POPIA	Protection of Personal Information Act
PPP	Public-Private Partnership
PSCBC	Public Service Bargaining Council
RAASA	Refugee Appeals Authority of South Africa
RfP	Request for Proposal
RPPF	Represented Political Parties' Fund
RSA	Republic of South Africa
RSDO	Refugee Status Determination Officer
SA	South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Service
SCRA	Standing Committee on Refugee Affairs
SDG	Sustainable Developmental Goals
SEIAS	Social Economic Impact Assessment System
SIPO	Strategic Indicative Plan of the Organ on Defence, Politics and Security
SITA	State Information Technology Agency
SLA	Service Level Agreement

Acronym	Definition
SMS	Senior Management Service
SOC	Security Operations Centre
SODD	System Overview Design Document
SONA	State of the Nation Address
SSA	State Security Agency
TES	Trusted Employer Scheme
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
TTOS	Trusted Tour Operator Scheme
UAT	User Acceptance Testing
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
VAS	Visa Adjudication System
VFS	Visa Facilitation Centre
WAIO	Who Am I Online
ZEP	Zimbabwean Exemption Permit



EXECUTIVE AUTHORITY STATEMENT

It is my privilege to table this Annual Performance Plan (APP) for the 2025/26 financial year for the Department of Home Affairs (DHA). This plan represents an important milestone on our journey towards delivering on the objectives of the 2025-2030 strategic plan, which is built around the digital transformation of the Department in pursuit of our vision to deliver "Home Affairs @ home." During the twelve months covered under this plan, South Africans will begin to experience the benefits of a digitally transformed DHA.

In terms of civics services – and for the first time ever – the Department will introduce the option to pay for doorstep delivery of enabling documents. This will create greater convenience and lessen queues at DHA offices. The project to dramatically expand access to smart ID and passport services to many more than the existing 30 bank branches will also start under this APP. This will enhance inclusion and enable all citizens and permanent residents to obtain the more secure smart ID card, and place the Department in a position to cease production of the more insecure green ID book. These reforms will also put us on the road to the creation of a secure Digital ID system, that will enable digital access to documents and create a verifiable credential for a user to certify their identity.

In terms of immigration services, this APP will ensure the implementation of the Electronic Travel Authorisation (ETA) system to automate and digitalise the visa process, starting with tourist and short stay visas. This will lead to a revolution in terms both of the security of the visa process, but also by enhancing the efficiency of the process to boost tourism and skills attraction into our economy.

The DHA is in the business of delivering dignity for all. For the DHA to execute its mandate to its fullest extent and to play its rightful role in the machinery of government, a different approach is required from what came before. The only vehicle for the DHA to change negative perceptions such as inefficiencies, long queues and corruption is to embrace digital transformation and make it part of the fabric of the organisation. This is the single most important priority for Home Affairs for the immediate and short term

future, and technical solutions must be found to overcome long-standing challenges. Home Affairs must be transformed into a digital-first department to enable national security and promote national interests.

The lack of a modern digital system to process all applications, the adjudication thereof and communication of outcomes at Home Affairs is the root cause of the national security threat the country faces. Home Affairs systems are vulnerable to fraud, corruption and discretionary misuse as they are outdated, antiquated, paper-based, manual and therefore, open to subversion. The integrity of the national population register and other systems must be dramatically enhanced. The integration of digital technology into all areas of business fundamentally changes how the organisation operates and delivers value. This will require an ongoing process of adaptation rather than a one-time project as the DHA continually evolves.

In other words: digital transformation is not viewed as a project by DHA. It is the bedrock of our reform journey. The following elements underpin the digital transformation of the DHA:

- Adopting new digital tools and technologies;
- Rethinking business processes and models;
- Changing organisational culture and mind-set;
- Improving customer experiences through digital channels; and
- Leveraging data analytics for better decision-making.

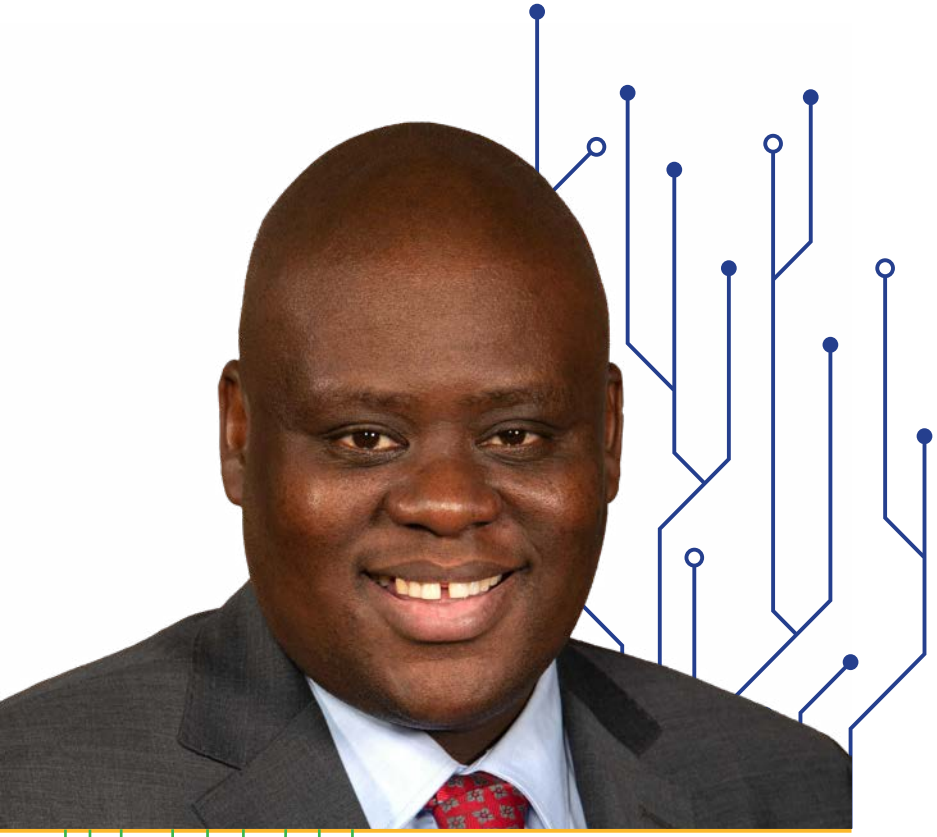
As this APP signifies, the journey has well and truly started. This new vision will entail a radical departure from the status quo and require extensive change management interventions within and outside the DHA. A new Home Affairs culture must be created and established based on dignity. It must be understood from the start that the new vision will not impact negatively on the job security of any official. Staff will be re-skilled, re-trained and redeployed to areas of critical need.

Since the formation of the Government of National Unity, the DHA has already, within a short space of time, made a meaningful contribution to the objectives of the new Medium Term Development Plan (MTDP) 2024 to 2029, and specifically the strategic priority dealing with inclusive growth and job creation such as the introduction of a points-based system and remote work visa to grow the economy and encourage business and investment in the country, the introduction of a trusted tour operator scheme, and reducing backlogs. Through the efficient and effective execution of the new vision of a digitally transformed Home Affairs and its broad and complex mandate, the DHA will also contribute significantly to reducing poverty and tackle the high cost of living; and build a capable, ethical and developmental state. The crucial role of Home Affairs in support of national security will come to the fore through the use of technology and data analytics to fight fraud and corruption and the implementation of a risk-based approach to immigration.

As the Executive Authority of the Department of Home Affairs, I endorse the Annual Performance Plan for 2025/26. The management and staff of the DHA are fully committed to executing the commitments in the plan with the support of stakeholders.

Amendments to the Revised Annual Performance Plan for 2025/26 were effected to deal with audit findings of the 2024/25 cycle raised by the Auditor-General of South Africa.

DR LA SCHREIBER, MP
MINISTER OF HOME AFFAIRS



DEPUTY MINISTER STATEMENT

As the Deputy Minister of Home Affairs, I have assumed responsibility for matters relating to early birth registration (registration of births within 30 calendar days), the issuance of identity documents to eligible first time applicants turning 16 years of age; the digitisation of civic services' records and change management aspects relating to the digital transformation of Home Affairs.

The civic services mandate is entrenched in the Constitution of the country. All transactions in South Africa are based on identity, which underpins the importance of an efficient, professional and modern DHA where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security. Early birth registration contributes to the elimination of late registration of birth and ensuring universal birth registration as part of Sustainable Developmental Goal (SDG) 16.9 which by 2030 should provide for legal identity for all, including birth registration.

The Minister has clearly outlined his new vision and key priorities for the immediate future for the DHA. In addition to the priorities outlined by the Minister for the 2025/26 financial year, the DHA will continue to ensure that citizens and foreign nationals are provided with the required enabling documents for them to access basic rights and benefits. The obligation rests with the DHA to ensure that enabling documents are provided in a professional, secure and efficient manner. To achieve this, the DHA will be required to build on creating an enabling environment for efficient and effective service delivery. A digital Home Affairs will go a long way to unblock many of the systemic challenges experienced by the DHA over a number of years such as human resource capacity constraints, severe under-funding, infrastructure related challenges, etc. It is impossible to execute the complex mandate of the DHA to its full extent with only 40% of the approved capacity.

The early registration of birth is critical to ensure a clean and reliable national population register (NPR). Some of the interventions to be implemented to promote early birth registration in 2025/26 are the rollout of the online birth registration at 9 health facilities with maternity wards and the automation of the birth process at 47 health facilities. The target for 2025/26 has been set as 667 000 births registered within 30 calendar days. The reduction in the target compared to previous years is due to the misalignment of working hours between the DHA and Department of Health (DOH) which results in late registration of birth due to the inability to work overtime or on weekends; and the inability to fill natural attrition posts as they become vacant. Low birth rate also exacerbates the challenge on birth registration.

The rollout of the online birth registration system at health facilities means the establishment of a service point in such facilities to register births promptly, bringing services closer to the people. The initiative contributes to the reduction of late registration of birth and to facilitate compliance with birth prescripts, which require births to be registered within 30 days of occurrence. A total number of 9 health facilities will be equipped with the online birth registration system in 2025/26. The birth registration infrastructure at health facilities will ensure that all births delivered are registered, clients are verified and birth certificates are issued before the child leaves the hospital.

The automation of the birth registration process for first registrations and children of foreign nationals will take place at 47 health facilities. The automation of births will improve security of the process by minimising fraud and corruption and turnaround time for issuing birth certificates as well as tighten up the registration process.

The DHA implemented live capture functionality to apply for passports and smart ID cards in 209 offices, referred to as modernised offices, and 30 bank branches across the country. The functionality will be rolled out to an additional 10 front offices in the 2025/26 financial year, thereby improving access to smart ID cards and passports and reducing the issuance of green barcoded ID books. The formation of partnerships with the banking sector and private sector (for example shopping malls) will increase the capacity of the DHA to ensure that every South African is in possession of a smart ID card and ultimately lead to the discontinuation of the old green barcoded ID book. The deployment of the 220 mobile office fleet and use of technology such as virtual interactive self-service machines (kiosks) will contribute in this area.

The target for the issuance of smart ID cards for the 2025/26 financial has been increased from 2.5 million to 2.75 million due to initiatives such as the rollout of live capture functionality to additional DHA offices, more bank branches and malls as well as the use of kiosks at non-modernised offices. The issuance of smart ID cards will include naturalised citizens and permanent residents. The DHA issued 2 888 231 Smart ID cards against a target of 2.5 million in the 2023/24 financial year.

The digitisation of civic records is a presidential project and of critical importance to the DHA. It forms part of the digital transformation of the DHA and will significantly impact on service delivery, especially with regard to the reduction in turnaround times for the issuance of unabridged birth, marriage and death certificates as well as amendments and rectifications. The project also provides employment to the youth and holds potential revenue generation benefits for the DHA in the future. Around 40 million civic records have been digitised since the inception of the project. The target for the 2025/26 financial year is to digitise 25 million civic records. The target is set based on current capacity and resources.

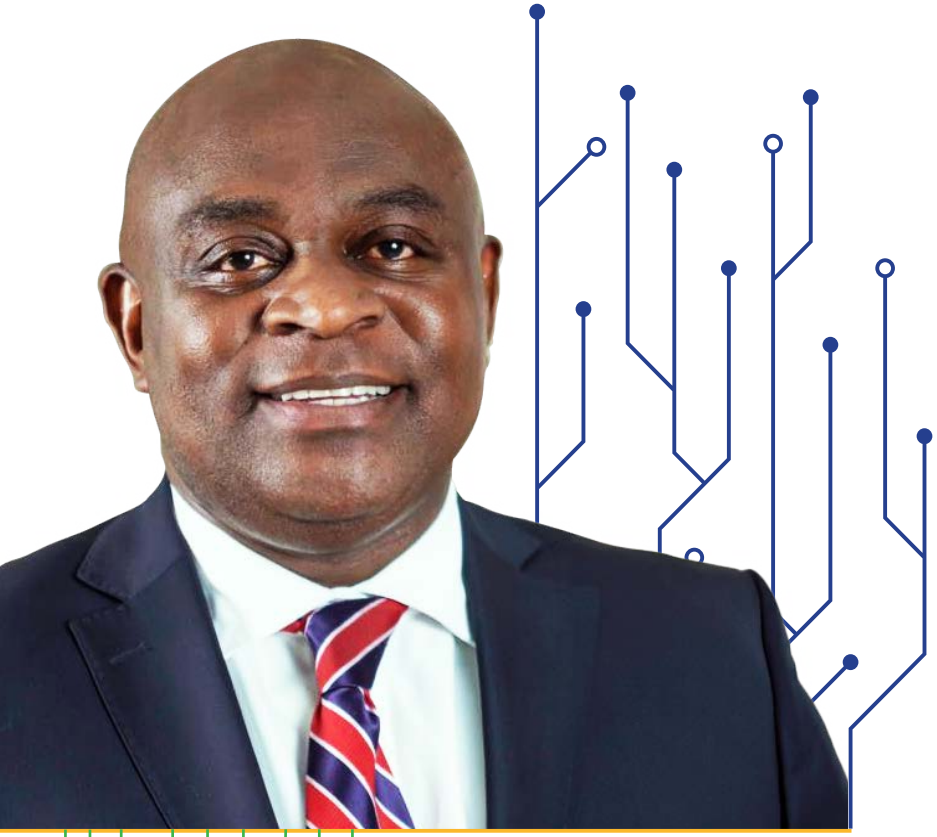
The new vision of a digitally transformed DHA will require a rigorous culture change programme. The focus for this financial year will be on creating a culture of engagement and promoting a sense of belonging in the organisation which will be achieved through ensuring strong and visible executive sponsorship; communication of DHA values and goals to all staff; and creating awareness on the need for culture change and the desire to be part of the change. One of the key targets set is to train around 2500 officials on basic digital literacy.

The full impact of a digitally transformed Home Affairs will be huge on the client base as visits to DHA offices will be limited resulting in cost saving in respect of travelling, saving in time and ultimately dealing decisively with the issue of long queues. Other benefits include the elimination of identity theft, the improved integrity of enabling documents and improved efficiencies.

Through awareness and advocacy, the DHA will continue to educate citizens and foreigners about the services rendered by the DHA, their respective rights and responsibilities such as reporting fraud, corruption and poor service delivery as well as the timeous collection of enabling documents. A project has been formed to deal with the challenge of uncollected smart ID cards.

I want to convey my appreciation to the management and staff of the DHA for their continued commitment and dedication to serving the people of South Africa and visitors to our country, sometimes under exceedingly difficult circumstances and conditions.

MR N NZUZA, MP
DEPUTY MINISTER OF HOME AFFAIRS



ACCOUNTING OFFICER STATEMENT

The role of the DHA in achieving the developmental goals of government and commitments as set out in the National Development Plan (NDP) 2030 and other strategic documents of government will increase dramatically over the short and medium term. A digitally transformed Home Affairs is the foundation of our vision and this informs every aspect of our strategic and operational priorities in 2025/26 and outer years. The positioning of DHA as a digital-first department will be a crucial enabler of integrated e-government and an inclusive economy.

The DHA has recently made significant strides in the move towards a digital-first department. The digitisation of more than 300 million civic records is underway with around 40 million records digitised since the inception of the Presidential priority. Multiple digitisation hubs have been established providing dedicated infrastructure processing points for the execution of this technology-centric solution. The programme management office established by the DHA will be a key vehicle for the DHA to manage this project as well as the various initiatives to be borne out of the digital transformation of the DHA.

The new vision will require the DHA to review its organisational design in respect of its service delivery model, operating model and ultimately organisational structure. Other pillars of the repositioning programme such as the policy and legislative environment will also need to align with the vision of a digitally transformed Home Affairs. The White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) will be reviewed to ensure alignment with a digitally transformed department and to deal with any possible gaps. The DHA will develop a Draft Revised White Paper to deal with this aspect and commence with the development of a Digital Identity Policy in the 2025/26 financial year.

A digital economy demands quicker turnaround, and traditional channels of service have increasingly demonstrated to be insufficient in meeting requirements of transformation within a fast-paced business, investment, tourism and event-orientated market, that has become increasingly mobile and migrating away from traditional, fixed-based operations. As such, the DHA is reviewing its service offerings, especially within the space of permitting and introduction of innovative solutions to respond to global demands for categories of visas that recognise entrepreneurs who are nomadic and highly mobile in nature from where and how they conduct business and investment, to understanding that our business sector requires efficiency in the processing of business visas through a platform that allows for predictability in that subscription through a Trusted Employer Scheme (TES) already defines preconditions towards approval and recently, the introduction of a business-model that targets the advancement of tourism

through a Trusted Tour Operator Scheme (TTOS), which is now piloted in China and India. This entails an overhaul of the visa regime which is set to attract skills and facilitate economic growth as outlined in the DHA's commitments in support of the MTDP 2024 to 2029. In addition to the above, the DHA continues to prioritise development giving preference to the use of digital channels - such as the introduction of Electronic Travel Authorisation (ETA) in the reporting period for use by all travellers to South Africa. The department will soon gazette its Fourth Amendment to the Immigration Regulations, 2014, giving effect to the further implementation of Operation Vulindlela recommendations.

The digital transformation of Home Affairs will have a fundamental impact on the availability and access to DHA services. "Home Affairs at Home" will enable citizens and clients to apply for DHA services from the comfort of their homes or any other location, including for those living abroad. The DHA will continue to reduce dependency on legacy systems by retiring inherently disaggregated enterprise platforms no longer capable of supporting new, multi-modal biometric capabilities. Efficiencies of biometrics have enhanced the functionality of the National Population Register (NPR), and when interfaced with other systems or enabled technologies, provides opportunity for the DHA to have a single-view of a citizen, permanent resident or international traveller when processed through a departmental system.

Despite the importance of technology in this new vision, the human resource element will be critical for the successful implementation of the digital strategy. The DHA workforce will need to be capacitated to accommodate such change, manage technological advancements and embrace digital transformation supported by a strong change management approach. The implementation of the new vision will make resources available in a number of areas and allow the DHA to place these staff in areas where resources are thin on the ground.

This investment in our people and the general human resources component is critically embedded within our strategy, and we must ensure that training and skills-development of the workforce is parallel to advancements in technology. This is an important consideration as the fiscus will not be able to deliver the required funding to augment the operational and compensation of employees' budget, and the DHA will need to ensure it can work, develop and retain the resources it has. As such, the DHA will need to strike a balance between its priorities and its resource constraints to execute its mandate to its fullest extent by being assertive in planning and governance processes to address its challenges and find durable solutions to long lasting systemic issues.

The DHA participated actively in the development of the new Medium Term Development Plan 2024 to 2029. In addition to the strategic priorities identified by the Minister and Deputy Minister, the DHA will furthermore endeavour to improve organisational performance and audit findings to work towards obtaining a clean audit report; intensify the digitisation of records programme that will improve operational efficiencies in areas such as unabridged birth, marriage and death certificates and amendments; eradicate the backlogs in the permitting environment; provide support to all ministerial committees (Ministerial Committee reviewing issuance of permits and visas, Departmental Advisory Committee (DAC) on reviewing of applications under the Zimbabwe Special and the Multi-Disciplinary Committee (MDTT)). The promotion of gender-based violence and femicide (GBVF) and priorities of women, youth and persons with disabilities are also high on the DHA agenda.

Concerted efforts are being made to create an enabling environment to improve organisational performance and service delivery. Achieving targets will make an impact but the biggest impact will come through the way in which the DHA values find expression in service delivery, how we change the lives of people in a positive fashion, and the levels of satisfaction expressed by clients. This will require improved cooperation among the various branches within the DHA, with management taking greater responsibility for their respective areas and improved management of dependencies and service providers.

Managers will be held accountable for support initiatives that include the introduction of a monthly reporting system to support the DHA's performance management framework and weekly meetings to manage targets at risk of not being achieved in a given financial year. The gap between individual and organisational performance management must be closed. The performance agreements of managers must reflect the priorities of the DHA, including the move to a digital-first department.

I would like to thank the Minister, Deputy Minister, stakeholders and staff for their continued support and commitment to the DHA. We will endeavour to implement this plan to the best of our ability.

MR LT MAKHODE
DIRECTOR-GENERAL OF HOME AFFAIRS

VISION, MISSION, VALUE STATEMENT, MANDATE AND DHA OUTCOMES

VISION

Deliver Home Affairs@home: a digitally transformed organisation that drives economic growth and job creation, enhance national security, and deliver efficient and dignified services to clients

MISSION

The DHA is committed to citizen empowerment and inclusivity, economic development and national security through digital transformation, by:

- Being an efficient and secure custodian of citizenship and civil registration through effective, modernised technology that enhances accountability, efficiency and transparency
- Securely and strategically managing international migration using agile and innovative practices
- Efficiently managing asylum seekers and refugees

VALUE STATEMENT

Our higher purpose is to build a Home Affairs that delivers dignity and works for all. Our pursuit of this higher purpose is anchored in:

- Ethical conduct
- Courageous action
- Innovative thinking
- Caring interactions
- Solutions-oriented approaches

DHA MANDATE

- Mandate 1: Management of citizenship and civil registration
- Mandate 2: Management of international migration
- Mandate 3: Management of refugee protection

DHA OUTCOMES

The Department of Home Affairs identified the following outcomes for the 2025 – 2030 period:

- Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments
- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations
- Efficient asylum seeker and refugee system in compliance with domestic and international obligations
- Secure population register to empower citizens and enable inclusivity, economic development and national security
- DHA positioned to contribute positively to a capable and developmental state. This outcome includes critical priorities of government such as promoting the rights of women, the youth and persons with disabilities and the digital transformation of the state.



PART A:
OUR MANDATE

PART A: OUR MANDATE

1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

The mandates of the DHA are divided into two broad categories, namely civic services and immigration services. The mandates of the DHA are broken down into:

- Mandate 1: Management of citizenship and civil registration
- Mandate 2: Management of international migration
- Mandate 3: Management of refugee protection

The Immigration Services mandate is to:

- facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa (RSA) according to a risk-based approach
- confirm and provide enabling documents to foreigners legally residing within the Republic of South Africa (RSA) efficiently and securely
- enforce immigration legislation and effect deportations
- determine the status of asylum seekers and regulate refugee affairs
- contribute towards realising a positive skills migration trend into the RSA

The purpose of Civic Services is to ensure secure, efficient and accessible services and documents for citizens and lawful residents through the execution of the following core functions:

- management of the National Population Register (NPR)
- management of passports and travel documents
- determination of the status of citizens
- management of South African identity documents and the Home Affairs National Identification System (HANIS) / Automated Biometric Identification System (ABIS)
- document management including births, marriages, deaths, amendments and rectifications

The White Paper on Home Affairs was approved by Cabinet in December 2019 with the argument that the DHA is unable to fully deliver its constitutional mandate as required in a sovereign and democratic state. The efficient execution of its civic and immigration mandates will contribute to government's APEX priority of inclusive growth and job creation. All spheres of government must prioritise this priority with relevant economic interventions. The immigration mandate must strike a delicate balance between security and development. The immigration system must be able to reap all the benefits to be obtained from immigration and minimise risks to the country. The systems administered by the DHA are of central importance to ensure efficient and secure service delivery and include, amongst other, the Automated Biometric Identification System, Biometric Movement Control System (BMCS) / Electronic Movement Control System (EMCS), e-Visa and ultimately an integrated identity management system. The draft Home Affairs Bill which is to give effect to the White Paper on Home Affairs is to be aligned with the new digital transformation vision of the DHA.

South Africa has outdated and fragmented policies that regulate on citizenship, immigration and refugee protection. As a result, this compromises South Africa's national sovereignty, territorial integrity and the ability to contribute to strategic development goals of the country. The current administration and management of citizenship, immigration and refugees protection is not in line with South Africa's national interest nor the priorities of the new Government of National Unity. The White Paper on Citizenship, Immigration and Refugees Protection (Towards a Complete Overhaul of the Migration System in South Africa) was approved in April 2024. A need was identified to strengthen some of the policy propositions in the White Paper through the development of a Draft Revised White Paper. The new vision of a digitally transformed Home Affairs, constitutional imperatives and striking a balance between the economic growth agenda and security further necessitated the review of the White Paper on Citizenship, Immigration and Refugee Protection. The formation of the Government of National Unity (GNU) in the seventh administration has created an additional need to reconfirm the approved White Paper to ensure that it is in line with the priorities of the GNU.

The Draft Revised White Paper will provide additional information, technical data and results that are not included in the approved White Paper on Citizenship, Immigration and Refugees Protection (Towards a Complete Overhaul of the Migration System in South Africa). The Draft Revised White Paper will consider the following:

- Results of an analysis of the contents of the approved White Paper on Citizenship, Immigration and Refugees Protection;

- Results of international benchmarking of the policy proposals contained in the White Paper;
- Legal research determining the constitutionality and overall legal implications of the various policy propositions in the approved White Paper;
- Priorities of the 7th Administration in relation to Citizenship, Immigration and Refugees Protection; and
- The digital transformation vision for the DHA.

The Draft Revised White Paper will strengthen some of the existing policy propositions in the approved White Paper, review and make new additions to other policy propositions. The White Paper on Citizenship, Immigration and Refugees Protection will be implemented within the following time- lines:

- Draft Revised White Paper approved by Director-General by 31 March 2025.
- Draft Revised White Paper submitted to Cabinet for approval by March 2026.

The concept of identity is a subject of much greater complexity in today's digital identity era. In the current digital landscape across the globe, South Africa (SA) as a country is not excluded from the new digital era that also utilises digital identity. In view of that, digital identity is dependent on efficient and secure technological systems as it serves as the link between people, devices, and data. Accordingly, a digital identity is the information and data that identifies an individual in the digital world. In other words, an electronic representation of an individual often used to access online services, make purchases, and interact with others on digital platforms. As technology evolves, new methods of developing and managing digital identity are emerging including systems that prioritise control over personal data. However, the increased reliance on digital identity also raises concerns about privacy, security, and the potential for identity theft or misuse of personal information. It is envisioned that in future, identity could be electronically verified whereby South Africans can have a digital identity that cannot be forged nor tampered with.

The Department of Home Affairs' constitutional mandate of citizenship and civil registration (including identity management) empowers the DHA to develop a Digital Identity Policy that will ensure a secure, accessible, trusted and inclusive digital identity for all South African citizens and digital identity system(s) that enable economic development. The development of a Digital Identity Policy is underway and the policy will be submitted to Cabinet for approval by 31 March 2026.

In January 2008, the DHA published a "Draft Domestic Partnerships Bill" for public comments. The draft Bill was drafted in order to provide for the legal recognition of domestic or life partnerships, the enforcement of the legal consequences of domestic or life partnerships and to provide for matters incidental thereto. However, this draft Bill was never signed into law. Hence, the need to develop the Life Partnership Policy. In March 2022, Cabinet approved the White Paper on Marriages in South Africa. This White Paper lays a policy foundation that was meant to enable all persons who live in South Africa to conclude legally protected marriages in accordance with the principles of equality, non-discrimination and human dignity as enshrined in the Constitution of the Republic of South Africa. The policy covers various types of marriage regimes. However, what the Policy excludes is the recognition of Life Partnership. Life Partnership, a widely practised form of co-habitation in South Africa, is not featured in the Marriages Policy and draft laws, and those in life partnerships will not enjoy the protection that comes with the recognition that the Marriages Policy and subsequent legislation will provide.

The absence of regulations to protect life partnerships has a negative impact, particularly on poor and ill-informed individuals who participate in such partnerships. This necessitates the development of a separate and detailed Policy on Life Partnerships. The Life Partnership Policy will be submitted to cabinet for approval for public comments by March 2026. The policy aims to:

- Address any existing policy and legal gaps which deprive life partners in established relationships of any rights in respect of recognised marriages. Section 9 of the Constitution of the Republic of South Africa, 1996 states that everyone is equal before the law and has the right to equal protection and benefit of the law. Section 9(3), in particular, prohibits discrimination on the grounds of marital status and sexual orientation.
- Consider the recognition of life partnerships within the marriages legislative framework; and
- Synchronise the life partnership and divorce registration processes between the Department of Home Affairs and Department of Justice and Constitutional Development.

In terms of the legislative programme, the following Bills are before Parliament as introduced by the Minister of Home Affairs, namely:

- Marriage Bill;
- One-Stop Border Post Bill; and
- Immigration Amendment Bill (section 34).

There is also a Private Members Bill to amend the Electoral Commission Act, which Bill is before the Portfolio Committee on Home Affairs to determine its desirability. The following Bills are to be introduced into Parliament, namely:

- Immigration Amendment Bill to give effect to the Constitutional Court judgment in Rayment & others v Minister of Home Affairs & others;
- Refugees Amendment Bill to give effect to the Constitutional Court judgment in Scalabrini Centre of Cape Town v Minister of Home Affairs & others; and
- Electoral Amendment Bill to give effect to the Constitutional Court judgment in One Movement SA NPC v President of RSA & others.

Births, marriages and deaths

- Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);
- Regulations on the Registration of Births and Deaths, 2014;
- Marriage Act, 1961 (Act No. 25 of 1961);
- Regulations made under the Marriage Act, 1961;
- Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);
- Regulations made under the Recognition of Customary Marriages Act, 1998;
- Civil Union Act, 2006 (Act No. 17 of 2006);
- Civil Union Amendment Act, 2020 (Act No. 8 of 2020);
- Civil Union Regulations, 2006; and
- Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003).

Identity Documents and Identification

- Identification Act, 1997 (Act No. 68 of 1997); and
- Identification Regulations, 1998.

Citizenship

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

Travel Documents and Passports

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

Immigration

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

OTHER PRESCRIPTS RELEVANT TO THE MANDATE OF HOME AFFAIRS

- The Constitution of the Republic of South Africa, 1996;
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);
- 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;
- The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997; and
- Protection of Personal Information Act, 2013 (Act No 4 of 2013).

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

The DHA transfers funds to institutions or 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), Treasury Regulations and the acts establishing the entities. The institutions / entities reporting to the Minister of Home Affairs, and the legislation administered by the said institutions, are as follows:

The Electoral Commission (IEC) – Chapter 9 Institution

- Electoral Commission Act, 1996 (Act No. 51 of 1996);
- Electoral Act, 1998 (Act No. 73 of 1998);
- Local Government: Municipal Electoral Act, 2000 (Act No. 27 of 2000); and
- Political Party Funding Act, 2018 (Act No. 6 of 2018).

The Government Printing Works (GPW) – Government Component

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

Border Management Authority (BMA)

- Border Management Authority Act, 2020 (Act No. 2 of 2020).

The BMA was classified as a Schedule 3A Public Entity on 1 April 2023.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The National Development Plan (NDP) 2030 goals are to eradicate poverty; reduce inequality; build social cohesion; reduce unemployment and increase economic growth. The DHA has a critical contribution to make to the achievement of the NDP 2030 objectives:

- 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. This must be done in an efficient, effective, professional and secure manner.
- A further priority for the DHA is to facilitate the acquisition of the critical skills needed for economic growth as determined by the Department of Higher Education and Training (DHET) to build the country's own skills base.
- The DHA, through the BMA, must continue to drive integrated and coordinated border management to ensure our borders are effectively protected, secured and well-managed.
- The DHA plays a key role in enabling regional development by working with SADC countries through the Department of International Relations and Cooperation (DIRCO) to establish efficient, secure and managed migration.
- The DHA is central to harnessing some of the 4th industrial revolution technologies (4IRT) in building a capable state. The modernisation programme of the DHA can reduce fraud and the cost of doing business by enabling e-government which will attract more investment into the country.

The outcomes of the GNU and strategic priorities of the 2024 to 2029 Medium Term Development Plan (MTDP) are closely aligned. The GNU outcomes are:

- Inclusive growth and job creation.
- Reduce poverty and tackle the high cost of living.
- Investing in people through quality education and health care.
- Rebuild the capability of the state.
- Improve the delivery of basic services and stabilise local government.
- Strengthen law enforcement agencies to address crime, corruption and gender-based violence and femicide (GBVF).

It is evident that the DHA makes a direct contribution to each of the NDP goals through the execution of its mandate. This is one of the reasons why the repositioning of the DHA, as outlined in the White Paper on Home Affairs, and the digital transformation of the DHA are of the utmost importance to government to build a capable, ethical and developmental state.

The MTDP 2024–2029 is the medium-term development plan towards the achievement of the NDP, replacing the Medium Term Strategic Framework (MTSF) by aligning with international naming conventions and emphasising development outcomes. Government has set five goals for the next five years, which are:

- A dynamic, growing economy.
- A more equal society, where no person lives in poverty.
- A capable state delivering basic services to all citizens.
- A safe and secure environment.
- A cohesive and united nation

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To achieve these goals, the MTDP 2024-2029 identifies three Strategic Priorities which will be implemented across the state:

- Strategic priority 1: Drive inclusive growth and job creation
- Strategic priority 2: Reduce poverty and tackle the high cost of living
- Strategic priority 3: Build a capable, ethical and developmental state

The DHA commitments in support of the 2024 to 2029 Medium Term Development Plan are included in table 1 below:

Table 1: DHA Commitments to the 2024 To 2029 Medium Term Development Plan

Strategic Priority	Strategic Intervention	Strategic Intervention Indicators	Mid Term Targets	End of Term Targets 2029
Drive inclusive growth and job creation	Reform the visa regime to attract skills, promote investment and grow tourism in support of economic growth and job creation	Initiatives implemented to attract skills, promote investment and grow the tourism sector	Trusted Tour Operator Scheme implemented	NA
			Trusted Employer Scheme expanded to all qualifying employers	NA
		Reduction in processing time for work visas	95% of critical skills and general work visa outcomes issued within 4 weeks	95% of critical skills and general work visa outcomes issued within 4 weeks
		Implementation of Electronic Travel Authorisation (ETA) system for automated digital application and adjudication of visas	ETA implemented for tourist and short-stay visas	ETA or designated electronic system implemented for all visa categories
Build a capable, ethical and developmental state	Ensure all South Africans can obtain smart and digital IDs and e-Passports	Replacement of Green-barcoded IDs with smart ID cards	Issuance of green ID books discontinued	Universal enrolment in smart ID system
		Introduction of digital ID with remote authentication	Digital ID created Digital wallet launched	15 additional documents / credentials added to wallet
		Number of bank branches equipped with live capture functionality	Live capture functionality extended to 1 000 bank branches	NA
		Introduction and issuance of e-Passports	NA	e-Passports issued

State of the Nation Address 2025

The following commitments, which emanated from the State of the Nation Address on 6 February 2025, are relevant to the DHA:

- Launch a modern ETA driven by artificial intelligence and machine learning to automate tourist and short stay visas.
- Build the first components of digital identity to eliminate identity fraud, expand social and financial inclusion, and ensure access for all “at a touch”.
- Implement the Trusted Tour Operator Scheme to boost tourism from the burgeoning source markets of China and India.

Digital transformation of the Department of Home Affairs

Home Affairs is fundamentally about dignity and the department must deliver dignity through service delivery, securing the country, economic growth and job creation. The potential of the DHA must be used to unlock economic growth and job creation. Dignity will be perceived through how people experience the DHA.

Digital transformation is a whole of government approach and the digital transformation of Home Affairs is the flywheel of the presidential agenda. Home Affairs must create the digital backbone for South Africa that will create security in all facets across the country. This will unlock enormous value and opportunity for South Africans through:

- Adopting new digital tools and technologies
- Rethinking business processes and models
- Changing organisational culture and mind-set
- Improving customer experiences through digital channels and
- Leveraging data analytics for better decision making.

Home Affairs must be repositioned as an economic enabler through wholesale digital transformation. The role of DHA as a crucial flywheel to generate investment, tourism and economic growth was overlooked in the past. Home Affairs sits at the heart of the national security apparatus and internal security must be restored as no one wants to invest in a country that does not have control over its internal security. The outdated, manual, paper-based processes at Home Affairs allow far too much space for human discretion and corruption and is a threat to national security. Securing immigration and civic systems through automation and digital transformation will deliver an immediate boost in confidence in South Africa.

The role of Home Affairs goes well beyond the realm of national security. Home Affairs stands as the single most powerful portfolio in terms of its capacity to kick-start economic growth. Research by National Treasury has found that after load shedding, attracting more skills to the South African economy is the second-most powerful intervention to kick-start growth. Research by the International Food Poverty Research Institute found that attracting just 11 000 more tertiary- educated workers to South Africa annually will add 1.2% to annual gross domestic product (GDP) growth and increase the tax intake by 1.32% per year. Bringing in 11 000 more highly skilled and experienced individuals to South Africa would triple the annual growth rate from 0.6% the country experienced in 2023/24. Boosting tourism arrivals by 10% could add another 0.6% growth to annual Human Development Product (HDP) growth. It is in the domain of Home Affairs to potentially triple or even quadruple the country’s annual economic output. This can all be done with very little additional demands on the fiscus which is already overstretched. To achieve this economic impact, both regulation and administration must be addressed as a matter of urgency. The combination of all the regulatory reforms, including the points-based work visa, the remote working visa, the Trusted Employer Scheme, and the Trusted Tour Operator Scheme, will take the country much closer to the additional 11 000 skilled workers and 10% increase in tourism to quadruple economic growth.

With regard to administration, the only way to turn Home Affairs into a department that supercharges economic growth, delivers dignified civic services and secures national security is by urgently embracing automation and digital transformation. That is why the DHA’s strategic outcomes and priorities are in the process of being redefined to turn Home Affairs into a digital-first organisation where every single thing that we do is automated and digitised. When it comes to civic services, “Home Affairs from home” must be enabled. Every single person in need of an ID, passport or other service must be able to log into a secure platform using facial recognition or any other biometrics on a smart phone or computer, from the comfort of his or her home or local library. Clients must be able to submit applications with the option of having their documents delivered to their doorstep. Home Affairs must come to you instead of you having to go to Home Affairs. The same must go for the visa adjudication process. The entire process must be digitalised from beginning to end. It is through this vision of digital transformation that the country will restore national security, deliver dignified civic services and reposition Home Affairs as the most powerful economic enabler in the country.

This Strategic Plan and subsequent annual performance plans will focus on the strategic vision to turn Home Affairs into a digital-first department during the 2024-2029 term of office. This new approach, dubbed *Home Affairs@home*, envisions an

ambitious new future where no one has to visit a Home Affairs office in-person again to access routine services. Instead, our vision directs that, over the next five years, all of the department's services must become fully automated, digitalised and offered online at the fingertips of our clients, from the comfort of their own homes.

Clients in need of routine civic services, such as obtaining or replacing an ID, passport or certificate, must be able to apply online through a secure platform linked to their unique biometrics, in the same way that banks and the South African Revenue Service (SARS) already verify transactions. The application will then be processed through an automated risk engine that only requires human intervention in cases where anomalies are detected. All other cases will be processed automatically, digitally and securely. Once an application is complete, the resultant ID, passport or other enabling document must be shipped directly to the door of the client, regardless of whether they live in South Africa or abroad – as is already done in the case of bank cards and vehicle licenses. Over time, these vital documents will also be made available in digital format on the client's secure online profile – and in the wallet app on their phone.

Instead of endless paperwork and manual processes, travellers will also be required to register a profile on the secure online platform in order to submit an application for Electronic Travel Authorisation (ETA). The application must be adjudicated instantly, only requiring human intervention if an anomaly is detected by the machine. As part of the ETA application process, travellers will be required to provide their biometrics to Home Affairs. Over time, this system will replace paper-based visas by issuing the traveller with a unique digital code linked to their passport information. Once they arrive at a South African port of entry, travellers will be required to scan their ETA code and provide another copy of their biometric information, which will then be verified against their passport and the information provided at the time of application. Visitors who want to extend their stay or modify their status, will be able to submit applications through the same secure online platform for instant adjudication.

Home Affairs@home will contribute to restoring the integrity of South Africa's national security. Using the same biometric technology that already secures smartphones, online banking and other critical platforms, the automated risk engine must be able to identify and prevent attempts at identity fraud. Using the latest machine learning technology, the risk engine will instantly detect fraudulent documents, or documents that have been re-used in multiple applications. Before issuing an outcome, it will also cross-reference all applications for visas against domestic and international criminal and other databases. By integrating biometric information, local and global databases, and travel authorisation with the movement control system at all ports of entry under the Border Management Authority, the risk engine will notify immigration officials in real time whenever a traveller has failed to exit the country by the time their authorisation has expired. This will make it impossible for travellers who overstay to evade detection, while providing biometric information on all foreigners in the country to enable instant verification of their status.

This new vision must enable everyone with an internet connection to access Home Affairs services online – and it will transform every library or community centre equipped with an internet-connection into a virtual Home Affairs office. These reforms will also be supplemented by the rapid advancement of existing partnerships with accredited banks and retailers, to expand the footprint of Home Affairs across the length and breadth of the country without incurring the costs and delays of investing in new brick-and-mortar buildings.

Home Affairs has only 40% of the staff required to provide adequate services under the current model that requires clients to physically visit offices for even the most routine transactions. The existing business model is not financially sustainable nor future proof, and needs to be replaced by a new model that enables clients to access our services wherever they are. Digital transformation is also essential in order for Home Affairs to play its catalytic role in pursuing the apex priority of the Government of National Unity, which is to grow the economy to create jobs. In order to attract millions more tourists as well as the investment and skills our economy desperately needs, antiquated, inefficient and paper-based red tape must go.

In rolling out this ambitious vision for a re-imagined and digitally transformed department over the next five years, the DHA will be guided by one central aim: to provide the best possible experience to the end users of our services. At Home Affairs, each and every one of the 62 million people of South Africa, as well as millions more international visitors, are our clients. Only through this new vision will the DHA be able to deliver dignity through its services.

The comprehensive digital transformation strategy is aimed at modernising DHA services and improving efficiency, security, and accessibility as well as aligning DHA's immigration and civic processes with the demands of the digital age, much like the successful digital journey taken by the South African Revenue Service (SARS). Through a combination of technological advancements, strategic partnerships, and innovative service delivery models, the DHA is set to revolutionise how it engages with citizens and travellers.

A key driver of this transformation is the department's partnerships with all major banks, including Capitec, Standard Bank, Absa, FNB, and Nedbank. These collaborations aim to integrate artificial intelligence and machine learning into critical functions such as visa processing, border control and identity verification. By automating these

processes, the DHA expects to significantly reduce waiting times, enhance service delivery efficiency, and improve security. These banks are also pivotal in expanding DHA's reach through digital platforms, enabling services to be accessed more easily, particularly in rural and remote areas.

In parallel, the DHA is working closely with the South African Reserve Bank (SARB) to develop a robust digital identity system. This system will use facial recognition as the primary biometric modality and fingerprints as the secondary, thereby significantly enhancing national security and reducing the risk of fraud. The digital identity initiative will streamline immigration processes and ensure that services are more efficient and secure.

The Department's partnerships with the Banking Association of South Africa (BASA) and Business Against Crime South Africa (BACSA) play a vital role in supporting counter-corruption efforts. These collaborations provide the DHA with critical resources and technology-driven anti-corruption measures, ensuring transparency and integrity as the department modernises. Collectively, these efforts position the DHA to achieve its goals of enhanced service delivery, a secure and efficient digital identity system, and a corruption-free operational environment.

This vision is aligned to the ten-year implementation horizon and end-state of a repositioned DHA as outlined in the White Paper on Home Affairs of the legacy model being fully replaced; world-class standards maintained; funding assured; and the DHA having a reputation for ongoing innovation and staff development. The DHA will then be a crucial enabler of integrated e-government and an inclusive economy.

Other Departmental Priorities

In addition to the above, the following departmental priorities will form an integral part of the DHA strategic agenda going forward:

- The continued implementation of the DHA Repositioning Programme to give effect to the White Paper on Home Affairs. The repositioning programme has identified six key pillars which will play a significant role in the digital transformation of the DHA:
  - Policy and legislation
  - Service delivery, operational and organisational models
  - Modernisation programme
  - A capable and developmental department
  - Revenue generation and
  - Service delivery channels and purpose-build infrastructure
- The DHA will contribute to public and social employment through the appointment of unemployed young people for the digitisation of more than 340 million paper-based South African civic records and the modernisation of civic services as announced by the President in the State of the Nation Addresses in February 2022.
- The continued information and communication technology (ICT) modernisation of the DHA, including digital transformation initiatives, ensuring network and system stability, design and rollout of virtual interactive self-service machines (kiosks) for the application of smart ID cards and passports as well as for the re-print of birth, marriage and death certificates in non-modernised and modernised offices and improvement of the queue management system in offices. This will deal decisively with the challenge of long queues at offices.
- An accelerated rollout of the smart ID card to all eligible persons. The main aim is to ensure eligible citizens are in possession of smart ID cards and to ultimately discontinue the issuance of the green barcoded ID book. The issuance of smart ID cards will be expanded to naturalised citizens. The DHA will endeavour to introduce digital identity and e-Passports by 2029.
- The automation of the birth registration process for citizens and foreigners at public and private health facilities.
- The formation of public-private partnerships (PPP) to assist with economical, effective and efficient service delivery.
- The provision of equitable access and footprint development to improve the coverage and reach of DHA services, including the redesign of a DHA model office to facilitate the efficient processing of applicants in offices, and non-traditional channels such as mobile offices and partnerships with public and private institutions.
- To obtain and maintain a clean audit outcome.
- Implementation of the Protection of Personal Information Act, 2013 (Act No 4 of 2013) or POPIA. The POPIA requires all public and private organisations to handle personal information in a lawful manner and not to infringe on the right to privacy in relation to such information nor breach the confidentiality of such information. POPIA gives effect to Section 14 of the Constitution of the Republic of South Africa Act, 1996 – the constitutional right to privacy.
- The DHA will continue to support the objectives of the District Development Model (DDM), mainly by providing services to access enabling documents.

- The DHA will continue to implement its plan to fight against GBVF. Issues of gender, the youth and persons with disabilities will be promoted.
- The DHA will align itself with the Just Transition Framework.
- Compliance with international, regional and national commitments.

The DHA will continue to contribute positively towards the reduction of poverty, inequality, and unemployment. Peaceful and inclusive societies for sustainable development will be promoted by providing legal identity and protection to qualifying migrants and refugees, including birth registration as part of the Sustainable Development Goals (SDGs). Many countries and regions have reached universal or near universal coverage, but in sub-Saharan Africa, fewer than half (46%) of all children under five years of age are registered. South Africa as a country has made major strides with its birth registration programme. The aim is to normalise the percentage of births registered within 30 calendar days compared against the total population of births registered above 80%

The development of strategies, enablers and plans for the efficient provision of DHA services is done with due consideration for women, children, the youth and persons with disabilities. The provision of birth registration services at health facilities is aimed at ensuring that mothers and fathers are able to register their children by the time the mother is discharged, thus contributing to early birth registration, that is, birth registration within 30 days. The DHA is fulfilling its constitutional mandate enshrined in Section 28(1) of the Constitution, which states that every child has a right to a name and a nationality from birth. The DHA is also implementing the prescripts of the Births and Deaths Registration Act, 1992 which stipulates that children born in South Africa must be registered within 30 days of their birth. Visits to schools by departmental officials are aimed at ensuring that children turning 16 years of age are provided with identity documents. The development of a new marriage dispensation is aimed at providing equality to women and protecting children. The immigration environment will contribute to the eradication of gender-based violence through investigations into fraudulent marriages, human trafficking cases, etc. There will be strict compliance with relevant laws and regulations pertaining to the issues of women and children. The DHA will ensure that all other policy and strategic planning documents are in support of these target groups and the priorities set out in various government instruments.

With regards to employment equity, the DHA will strive to achieve the targets set out in respect of women, persons with disabilities, etc. The same will apply to broad-based black economic empowerment (BBBEE) compliance.

3. UPDATES TO RELEVANT COURT RULINGS

The DHA is inundated with a high volume of opportunistic litigation due to backlogs in applications. Court applications do not adversely affect the DHA's policies, legislation or business processes save for putting tremendous pressure on core branches as court orders and/or applications have to be prioritised over non-litigious applications. The Constitutional Court has recently declared unconstitutional and invalid certain sections of the Acts administered by the DHA.

Not only has this court ruling affected the Immigration Act, but also the operations of the DHA. Lawyers for Human Rights successfully challenged the constitutionality of Section 34(1)(b) and (d) in the matter of Lawyers for Human Rights versus Minister of Home Affairs and Others (CCT38/16) [2017]; 2017 (10) BCLR 1242 (CC); 2017 (5) SA 480 (CC) (29 June 2017). The Lawyers for Human Rights challenged these sections of the Act for two reasons. Firstly, the Act does not require that an illegal foreigner who is detained for the purpose of deportation should automatically be brought before a magistrate to confirm the detention. In essence, the immigration officer had discretion whether or not to bring the detainee before the magistrate. The second challenge arises when an immigration officer brings a detainee before a magistrate to extend the detention if the deportation is delayed. The Constitutional Court declared that these sections are unconstitutional and that the detainees must be brought before a magistrate to confirm the detention and the extension for the detention for the purpose of deportation. The invalidity was declared in June 2017, but the invalidity was suspended for 24 months to afford Parliament the opportunity to amend the said sections of the Act. Due to a number of factors, including a change in Parliament during 2019, as well as the advent of the COVID-19 pandemic, the amendment was not effected as prescribed by the Constitutional Court. The inability to amend the said section led to certain magistrates refusing to confirm detention for the purpose of deportation.

In *Ex parte Minister of Home Affairs and Others* [2023] ZACC 34 *In re Lawyers for Human Rights v Minister of Home Affairs and Others* [2017] ZACC 22 (30 October 2023); 2024 (1) BCLR 70 (CC); 2024 (2) SA 58 (CC) (30 October 2023) the Minister of Home Affairs launched an urgent ***ex parte*** application in the High Court in an attempt to revive the 2017 order. On 21 June 2022, the High Court granted an order directing that the 2017 order would remain operative pending the finalisation of this application by the Minister in this Court, alternatively, pending the enactment of the necessary legislative amendments to the Act, in the event that such amendments are effected before the hearing of the application in this Court.

The Constitutional Court ordered that: -

"1. Subject to and pending the enactment of legislation outlined in paragraph 2, as from the date of this order, and pending remedial legislation to be enacted and brought into force within 12 months from the date of this order, the following provisions, supplementary to those contained in paragraph 4 of this Court's order of 29 June 2017, shall apply:

a) An immigration officer considering the arrest and detention of an illegal foreigner in terms of section 34(1) of the Immigration Act 13 of 2002 (Act) must consider whether the interests of justice permit the release of such person subject to reasonable conditions, and must not cause the person to be detained if the officer concludes that the interests of justice permits the release of such person subject to reasonable conditions.

b) A person detained in terms of section 34(1) of the Act shall be brought before a court within 48 hours from the time of arrest or not later than the first court day after the expiry of the 48 hours, if 48 hours expired outside ordinary court days.

c) The Court before whom a person is brought in terms of paragraph (b) above must consider whether the interests of justice permit the release of such person subject to reasonable conditions and must, if it so concludes, order the person to be released subject to reasonable conditions.

d) If the Court concludes that the interests of justice do not permit the release of such person, the Court may authorise the further detention of the person for a period not exceeding 30 calendar days.

e) If the Court has ordered the further detention of a person in terms of paragraph (d) above, the said person must again be brought before the Court before the expiry of the period of detention authorised by the Court and the Court must again consider whether the interests of justice permit the release of such person subject to reasonable conditions and must, if it so concludes, order the person to be released subject to reasonable conditions.

f) If the Court contemplated in paragraph (e) above concludes that the interests of justice do not permit the release of such person, the Court may authorise the person's detention for an adequate period not exceeding a further 90 calendar days.

g) A person brought before a Court in terms of paragraph (b) or (e) must be given an opportunity to make representations to the Court.

2. If remedial legislation is not enacted and brought into force within the said 12-month period, the provisions in paragraph (1) above shall continue to apply until such remedial legislation is enacted and brought into force (sic).".

In another matter, One Movement South Africa NPC versus The President of the RSA and Others, Applicants sought to declare section 31B(3)***(a)***(i) & (ii) of the Electoral Amendment Act, 2023 (Act No. 1 of 2023) as unconstitutional and invalid to the extent that it creates an unreasonable barrier to entry for independent candidates to register for elections. Items 5, 7, 11, 12, 23 and 24 of Schedule 1A of the Electoral Act, 1998 are invalid and unconstitutional to the extent that they disproportionally favour political parties with larger votes over small parties and independent candidates.

On 4 December 2023 the Constitutional Court held that section 31(3)(a)(i) and (ii) of the Electoral Act, 1998 is invalid and unconstitutional and limits the right to freedom of association. The order of invalidity was suspended for 24 months to enable Parliament to cure defects. This means Parliament has a deadline of 3 December 2025. The Constitutional Court implemented a read-in remedy for section 31B(3): effectively an independent candidate requires 1 000 signatures to be registered by the IEC on the ballot for an election to the national assembly in respect of regional seats on the national segment of the voters' roll. The same applies to the election of a provincial legislature on the segment of the voters' roll for the province. The Constitutional Court did not provide the read-in remedy for section 27(2)(cB) (unrepresented political parties).

In a third matter, Tereza Rayment & Others v Minister of Home Affairs & Others (CCT 176/22); [2023] ZACC 40; 2024 (2) BCLR 264 (CC); 2024 (2) SA 591 (CC) (4 December 2023), Applicant sought an order declaring sections 10(6), 11(6), and 18(2) of the Immigration Act, 2002 and regulation 9(9)***(a)*** of the Immigration Regulations, 2014, published under Government Notice R413 in Government Gazette 37679 of 22 May 2014, inconsistent with the Constitution and invalid (violating the constitutional rights of a child). On 4 December 2023 the Constitutional Court declared sections 10(6), 11(6), and 18(2) of the Immigration Act, 2002 and regulation 9(9)***(a)*** of the Immigration Regulations, 2014, published under Government Notice R413 in Government Gazette 37679 of 22 May 2014, inconsistent with the Constitution and invalid, to the extent that they:

- require a foreigner who:
  - is the holder of a section 11(6) visa
  - is a parent of a child who is a citizen or permanent resident
  - is currently fulfilling his or her responsibilities to that child, or demonstrates an intention to do so

- to cease working or leave the Republic because that foreigner's good faith spousal relationship has ended
- require a foreigner who is a parent of a child who is a citizen or permanent resident to leave the Republic to apply for a new visa.

The order of invalidity was suspended for 24 months to enable Parliament to cure defects. This means Parliament has a deadline of 3 December 2025.

Other legislative matters to consider are:

- The Desta Abore matter, which was a constitutional matter, held that Section 2 (on non-refoulment) of the Refugees Act is paramount above all other contradictory legislation and the applicant ought to be allowed to apply for asylum after expressing his intention to do so.
- The Beneyam D Ashebo, also a constitutional matter, better interpreted the Abore matter and gave clarity to the duties of immigration officials after encountering a detained illegal foreigner who wishes to apply for asylum. It held that an immigration official had a duty to interview the applicant to satisfy himself that there is good cause for his illegal entry and stay in the country. After good cause is shown the applicant may then be allowed to apply for asylum. This matter concretises the immigration official's discretion when dealing with asylum applicants.
- The Democratic Alliance matter, in which the Supreme Court held that section 6(1)(a) of the Citizenship Act 88 of 1995 was unconstitutional and all those citizens who lost their citizenship by operation of Section 6(1)(a) are now deemed not to have lost their citizenship. Clearly, this matter significantly impacts civic operations where SA citizens go on to acquire another country's citizenship without informing the DHA first. The matter was heard at the Constitutional Court and judgment is currently reserved. In the interim the Department is in the process of putting measures in place to comply with the operational implementation of assisting those affected by the loss of citizenship to regain same should the Constitutional Court deems the said provision unconstitutional.
- My Vote Counts NPC//The President of RSA and Others With the DA intervening (Case No. 10607/24), the Applicant sought an order, Pending the earlier of:
- (i) the finalisation of proceedings to declare sections 29(g) and (h) of the Electoral Matters Amendment Act, 2024 ("the EMAA") and amended regulations 7(1) and 9 of schedule 2 to the Political Parties Funding Act, 2018 ("PPFA") inconsistent with the Constitution and invalid, and other relief, which must be instituted within 20 days of the order; and
- (ii) the determination of the upper limit in the amended regulation 7(1) of schedule 2 to the PPFA ("the upper limit") and of the disclosure threshold in the amended regulation 9 of schedule 2 to the PPFA ("the disclosure threshold"):

  (aa) the upper limit shall be deemed to have been determined at R15 million per annum;

  (bb) the disclosure threshold shall be deemed to have been determined at R100,000 per annum. On 12 August 2024 the Court made an order as prayed for under sub-paragraphs (aa) and (bb) above. The case has an impact on the funding of the political parties and independent candidates and representatives in that it sets the upper and threshold of donations, which is the function of the President following a resolution of the National Assembly.
- My Vote Counts NPC//The President of RSA and Others (Case No. 7630/230), Applicant, seeks to declare sections 8(2), 9(1)***(a)***, 9(2), 12(2)***(d)***(ii), 12(30)***(c)***, 22 and 24(1), and Regulations 7 & 9 at Schedule 2 of the Political Party Funding Act, 2018 ("the PPFA") unconstitutional and invalid. On 11 June 2024 MVC filled a notice of intention to amend the Notice of Motion to add sections 27 and 29 of the Electoral Matters Amendment Act, 2024 arguing that the two sections are unconstitutional following the ruling of the Western Cape High Court in the matter of My Vote Counts NPC//The President of RSA and Others with the DA intervening (Case No. 10607/24). This case has a huge impact on the funding of political parties which is an important issue in ensuring multi-party democracy envisaged by the Constitution. Therefore, should the abovementioned section of the PPFA be declared unconstitutional and invalid, multi-party democracy will be negatively affected.
- Scalabrini Centre of Cape Town versus the Minister and Others, the Applicant seeks and has an order pending the final determination of the relief sought in Part B of the Notice of Motion, the Respondents are interdicted and restricted to from (a) Deporting or causing any foreign national who has indicated an intention to seek asylum under the Refugees Act, 1998 (Act No. 130 of 1998) to be deported or otherwise compelled to return to their countries of origin, unless and until their asylum application has already been finally rejected on its merits; (b) Implementing sections 4(1)***(f)***, 4(1)***(h)***, 4(1)***(i)*** and 21(1B) of the Act and Regulations 8(1)***(c)***(i), 8(2), 8(3) and 8(4) of the Refugee Regulations, published in GNR 1707. Government *Gazette* 42932, on 27 December 2019, including not arresting and/or detaining foreign nationals pursuant to the application of these provisions. On 13 September 2024 the Court ordered the Department not to deport any foreigner who has indicated an intention to apply for asylum. This case has a negative impact on the mandate of the Department, being deportation of illegal foreigners in that persons who enter and sojourn illegally

will never be deported for as long as they indicate they want to apply for asylum even if they fail the good cause interview. Furthermore, should the Court declare unconstitutional and invalid the abovementioned sections of the Refugees Act, the entire Refugee management regime will be severely weakened. Part B of the matter was heard at the Western Cape High Court on 27 February 2025 where it was agreed and the judgement reserved.



PART B:
STRATEGIC FOCUS

PART B: STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

The digital transformation of Home Affairs, eradication of paper-based processes and removal of "human discretion" are the keys to securing the borders of the country and potentially revolutionising how the government operates in South Africa. A digital Home Affairs will allow South Africans to apply for IDs, passports and important certificates like for birth or marriage entirely online, using a citizen's unique biometrics.

Biometrics that automate and secure access to IDs and passports hold the key to eliminating identity theft and removing the value of fraudulent documents. Digital transformation that empowers every citizen, as well as legal residents and tourists, with secure digital products that cannot be faked or stolen, holds the key to modernising every government service in South Africa. Both public and private sector services that extend well beyond the immediate mandate of Home Affairs are entirely dependent on database management within Home Affairs. Social grants, tax collection, student funding, access to healthcare and education, qualification for housing subsidies, and countless other government services depend directly on the data contained in Home Affairs' NPR. This process could save South Africa billions of rands by making it impossible for fraudsters to steal social grants from the most vulnerable citizens by using fraudulent IDs.

The DHA received a negative audit outcome for the 2024/25 audit cycle with a qualified opinion from the Auditor-General of South Africa on financial statements and material findings on compliance with legislation and audit of performance information for all three financial programmes. It is important for the DHA to deal decisively with these audit findings in our journey to achieve a clean audit. In order to rectify this situation and in our endeavour to work towards an improved audit outcome for the 2025/26 audit cycle, changes were approved by the Minister to the Revised Annual Performance Plan (APP) for 2025/26. The changes are limited to address identified audit findings for the 2024/25 audit cycle or potential audit findings in terms of indicator / target formulation and strengthening of technical indicator descriptors.

The following changes were approved:

- Increase in the target dealing with immigration law enforcement inspections / operations from 2000 to 4000 for 2025/26. The focus has moved away from DHA-led inspections / operations and specific sectors to law enforcement inspections in general. The technical indicator descriptor was reviewed and updated.
- The technical indicator descriptor for the deportations target was reviewed and updated to be more specific and measurable.
- Reformulation of the indicator and target title for the Counter Corruption and Security Services' target dealing with fraud and corruption investigations. The technical indicator descriptor was reviewed and updated to enhance the narrative relating to the measurability of the indicator / target.
- The quarterly breakdown (for quarters 2 to 4) for the target dealing with training on basic digital literacy was amended. The annual target remains unchanged. The revised quarterly breakdown is a more realistic reflection in line with the departmental strategy. The technical indicator descriptor was reviewed and updated to be more specific and measurable.
- The name-list of the 25 health facilities identified as part of the rollout of the online birth registration system was reduced to 9. This is due to the allocation of hospital codes outside the 2025/26 reporting period. The technical indicator descriptor was reviewed and updated.

Table 2: DHA theory of change to achieve its set outcomes

Impact statement	The complete digital transformation of Home Affairs into a digital-first department to ensure citizen empowerment and the delivery of dignified services to clients									
Outcome	Secure population register to empower citizens, enable inclusivity, economic development and national security		Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations		Secure and efficient management of international migration resulting in SA's interests being served and fulfilling international commitments		DHA positioned to contribute positively to a capable and developmental state		Efficient asylum seeker and refugee system	
Output	*	Births registered within prescribed period of 30 calendar days	*	Births registered within prescribed period of 30 calendar days		Permanent residence permit outcomes issued according to set standards in support of economic growth	*	Digital Home Affairs: digital identity introduced, e-Passport, automated core and support processes, delivery of specified DHA documents to preferred places of delivery, e-Birth registration, online birth registration system, digitisation of records		Processing of new asylum applications according to set standards
	*	Automated birth functionality rolled out to health facilities and online birth registration system roll out	*	Automated birth functionality rolled out to health facilities and online birth registration system roll out		Visa outcomes issued according to set standards: Critical skill, business, general work, trusted employer scheme, trusted tour operator scheme, e-Visa		Public procurement directed towards women-owned businesses	*	Legislation: Tabled Citizenship, Immigration and Refugees Bill in Parliament
	*	Digital Identity introduced	*	Digital identity introduced		Electronic Travel Authorisation implemented for visa categories		DHA GBVF Plan implemented	*	Fraud and corruption cases finalised within prescribed timeframe as part of the DHA Counter Corruption and Fraud Prevention Strategy
	*	Digitisation of records	*	Digitisation of records		Deportations conducted		DHA Communication Strategy and action plan implemented	*	Business processes evaluated as part of DHA Counter Corruption and Fraud Prevention Strategy
	*	Legislation: Tabled Home Affairs Bill in Parliament; Tabled National Identification and Registration Bill in Parliament	*	Legislation: Tabled National Identification and Registration Bill in Parliament; Tabled Citizenship, Immigration and Refugees Bill in Parliament; Tabled Home Affairs Bill in Parliament	*	Legislation: Tabled Citizenship, Immigration and Refugees Bill in Parliament	*	Legislation: Tabled National Identification and Registration Bill in Parliament; Tabled Citizenship, Immigration and Refugees Bill in Parliament; Tabled Home Affairs Bill in Parliament		

Impact statement	The complete digital transformation of Home Affairs into a digital-first department to ensure citizen empowerment and the delivery of dignified services to clients											
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	*	Business processes evaluated as part of the DHA Counter Corruption and Fraud Prevention Strategy	*	Business processes evaluated as part of the DHA Counter Corruption and Fraud Prevention Strategy	*	Business processes evaluated as part of the DHA Counter Corruption and Fraud Prevention Strategy	*	Business processes evaluated as part of the DHA Counter Corruption and Fraud Prevention Strategy		
	*	Eligible citizens and permanent residents issued with smart ID cards		Live capture for smart ID card and passport functionality implemented at DHA offices and bank branches		Law enforcement operations/ inspections conducted to ensure compliance with immigration legislation		Vetting files referred to State Security Agency (SSA) for evaluation		
			*	Eligible citizens and permanent residents issued with smart ID cards				Threat and Risk assessment conducted according to MISS and MPSS		
				Adult/child passports issued as per set standards / e-Passport introduced						
	*	Outputs that support more than one DHA Outcome								

5. INTERNAL ENVIRONMENT ANALYSIS

The DHA continues to make a positive contribution to the National Development Plan and priorities of government. The advancements made with the overhaul of the visa regime, the continued implementation of a risk-based approach to immigration (e.g. establishment of the BMA, enforcing immigration legislation), implementation of key State of the Nation Address commitments (e.g. digitisation of civic records, fight against fraud and corruption), the meaningful contribution of the DHA to the National Strategic Plan on Gender-based Violence and Femicide, and critical role played during COVID-19 are testimony to this. The DHA maintains a high level of consistency in the issuance of key enabling documents such as passports and smart ID cards which ensures readily access to rights and services for citizens. The DHA partnered with the Electoral Commission to ensure successful voter registration and elections in 2019 and 2024.

The DHA is not only a key role-player in the security apparatus of the state but feature prominently in all other government clusters as well. The DHA has shown that it is able to manage huge and complex projects with limited resources such as the establishment and operationalisation of the Border Management Authority; the implementation of the digitisation of records programme for civic services' records as well as the ICT modernisation programme.

Service delivery improvements include the expansion of the DHA footprint to bring services closer to the people through partnerships with the banking sector, the expansion and deployment of its mobile office fleet to especially rural and far-flung areas, and the deployment of the branch appointment booking system (BABS). The DHA has been at the forefront in the fight against fraud and corruption. It is foreseen that the new vision of a digitally transformed DHA will further contribute to the successes of the DHA.

Progress against the 2019 to 2024 Medium Term Strategic Framework commitments, the 2020 to 2025 Strategic Plan outcome indicators and targets and the Minister of Home Affairs' Amended Performance Agreement 2023 are outlined in the Strategic Plan for the period 2025 to 2030. The main achievements for the 6th Administration are also reflected in the Strategic Plan.

In support of Operation Vulindlela, the Second and Third Amendment of the Immigration Regulations, 2014 were gazetted in May and October 2024 respectively. These Amendments introduced critical interventions to overhaul the visa system and promote economic growth, jobs and tourism such as the introduction of a points-based system incorporating the critical skills visa and the general work visa; the creation of a remote worker visa and inclusion of the start-up visa as part the current business visa category to establish a business. Certain requirements such as the requirement for a radiological certificate and police clearance certificate for every country an applicant has lived in since attaining majority were regarded as too onerous and were amended.

The Trusted Employer Scheme was launched and will serve as a vehicle for qualifying companies to provide flexible pathways for skilled applicants and their employers to obtain work visas expeditiously in line with global best practice. The scheme will be expanded to qualifying employers over the medium term. The publication of the critical skills list - occupations which are in high demand and priority occupations earmarked for fast tracking of recruitment into South Africa - is a key enabler for the attraction of critical skills to facilitate economic growth. The critical skills list was published in February 2022. An updated critical skills list was published in August 2022 with 39 new skills relating mainly to medical and health practitioners. The Department received a request from the Department of Agriculture, Land Reform and Rural Development for the inclusion of veterinarian occupations. The DHA incorporated this input and published the revised list which was gazetted on 3 October 2023. The e-Visa system (tourism module) was rolled out to 34 countries which are not visa exempted. These countries are regarded as the main tourism producers. The DHA will continue to streamline or simplify the visa process to attract direct investment. The DHA has increased its adjudication capacity by establishing a dedicated e-Visa hub with 18 new adjudicators with effect from 1 April 2023.

The Trusted Tour Operator Scheme (TTOS) was first announced in 2024 and the first group of tourists from China forming part of this scheme was received in February 2025. The TTOS ensures that tourists from India and China who use approved tour operators will no longer have to visit a mission, fill in a single form and need to stand in a queue. This initiative will bring about major tourism growth by enhancing visa efficiency and security. The introduction of the TTOS demonstrates the DHA's commitment to embracing digital transformation and in playing its role as an economic enabler to create jobs. Research has shown that for every twelve new tourists attracted by this scheme, one new job can be created in South Africa.

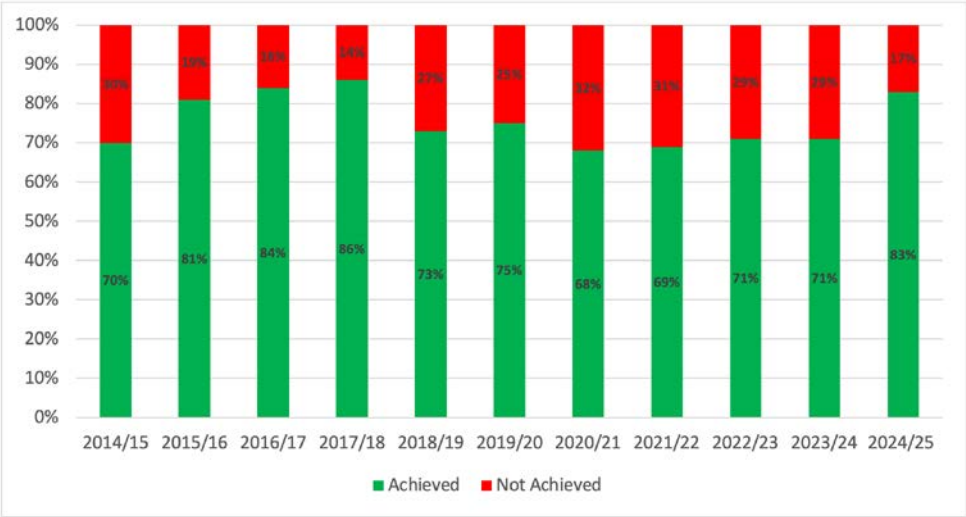
Through the ICT modernisation programme the DHA has ensured higher efficiencies and predictability in its business processes and products, for example, the issuance of smart ID cards, passports and permits directed at economic growth. The turnaround times for the issuance of passports for both adults and children within stipulated timeframes were above 95% in the 2023/24 financial year. Business processes and systems have been made more secure and modern. The integrity of DHA products was also significantly enhanced through the use of modern information security whilst the service delivery environment was improved through the modernisation of offices

and the provision of alternative service delivery channels such as bank branches. Significant strides were made in the combatting fraud and corruption through the implementation of counter corruption strategies and modernisation of the DHA, The appointment of a Multi-Disciplinary Task Team to eradicate corruption and malfeasance demonstrates a commitment to a new public service that is intolerant to corruption and instead uses systems to gain and hold efficiencies. Syndicates that corrupt DHA officials or systems are systematically being dismantled.

The performance delivery environment of the DHA, just like all other state organs, is focused on the effective execution of its mandate and the implementation of governmental priorities. In terms of its strategic agenda, the DHA has managed to maintain consistent organisational performance despite capacity and funding constraints. The progress recorded must be seen in the context that the DHA is functioning at around 40% capacity of the approved establishment. As at 31 December 2024, the DHA was functioning at around 39.3% of its approved capacity. The DHA submitted a second business case to National Treasury in the 2023/24 financial year to increase its capacity to 60%. This translates to a total number of 3 821 positions with a rand value of R1 451 616 637.64.The split of these positions would give 2 869 positions to provinces and 799 for head office, giving rise to a 78% vs 22% split between provinces and head office respectively. The vision of a digitally transformed Home Affairs will impact significantly on human resource capacity constraints in the future.

The organisational performance since 2014 is reflected in Figure 1 below:

Figure 1: DHA Organisational Performance 2014 to 2025



To ensure continuous improvement in organisational performance, the following are proposed:

- Renewed focus on the client. To address client expectations, it is not only about "what" services we provide as a department, but also "how" we provide such services that must be measured. In this regard, it is critical for the DHA to render its services in real time, with predictability and with assurance that the systems are fully effective and robust to avoid systems downtime. Services must be rendered in a conducive working environment and with a professional, well trained and motivated staff. The digital transformation of the DHA will contribute significantly to this aspect.
- Continuously improve the concept of integrated planning in respect of planning, budgeting, reporting, evaluation, risk management and human resource processes.
- Improved management of third party service providers and dealing decisively with dependencies.

- Enforce accountability for under / poor performance through improved monitoring practices such as the monitoring of targets at risk of not being achieved in a financial year on a weekly basis.
- Ensure alignment between individual and organisational performance management linked to the new vision of a digitally transformed DHA.

The DHA has achieved unqualified audit reports since 2016 with a regression to a qualified audit report in the 2023/24 and 2024/25 financial years. The following financial management improvements are planned:

- The departmental executive committee (EXCO) to drive culture change to achieve a clean audit;
- Dealing with Internal Audit findings in the same as Auditor-General of South Africa (AGSA) findings;
- Third party reviews of annual financial statements;
- Focus on resolving repeat audit findings;
- Resolve the DIRCO payable / national Revenue Fund receivable matter by finalising the interactions with Treasury and DIRCO;
- Ensure compliance with laws and regulations by reducing the number of supply chain management deviations, contract extensions and scope variations;
- Prevent irregular and fruitless and wasteful expenditure through improved contract management;
- Capacitate critical areas in the finance and supply chain management environment; and
- Consistent consequence management where warranted.

The DHA has been hamstrung by a number of systemic challenges for a number of years. The weaknesses of the DHA can be grouped into four main categories, namely systems and technology; people, values and culture; infrastructure and operations.

Table 3 below depicts the challenges with a brief description and ideal state to be achieved.

Table 3: Challenges / Weaknesses Experienced by the DHA

Area of Weakness	Description	Ideal State
Systems and technology	Lack of integrated systems across the DHA and unreliable systems (systems not performing to requirements)	A fully modernised, digitally integrated ecosystem that leverages advanced technologies such as digital identity, electronic travel authorisation and AI-driven automation. This will enhance service delivery, improve operational efficiency and ensure secure, seamless access to immigration and civic services nationwide
	System and network instability	
	Lack of full automation between front and back office processes	
	Dependency on external stakeholders such as SITA	
	Lack of adequate IT infrastructure/architecture	
	Weak information technology security	
	Lack of single view of travellers	
People, values and culture	Lack of client centric focus in service delivery leading to high volume of queries, backlogs and litigation	An organisational design and processes that enable high performance and efficiency according to the departmental strategy and performance measures Enable an organisational culture that empowers staff to perform at the highest level Ensure the right fit for the DHA in respect of skills, capability and values
	Misalignment between strategy and structure - There is a need to review the structure to improve horizontal and vertical lines of reporting and accountability and to reengineer and integrate DHA business processes	
	Lack of capacity in general (front office, back office, specialist areas and enforcement)	
	Lack of a transformational and high performing organisational culture informed by the values of the organisation	

Area of Weakness	Description	Ideal State
	Poor management / supervisory practices and ineffective use of human resources	Transformation to a learning organisation Ethical and value driven organisation
	Prevalence of fraud, corruption and unethical behaviour	
Infrastructure	Lack of purpose-built infrastructure exacerbated by poor office design, poor work flow processes, lack of adequate office space and non-compliance with occupational health and safety standards	A seamlessly integrated service delivery model that leverages strategic partnerships with banks and retailers, enabling citizens to access DHA services through digital platforms such as mobile applications. This model prioritises the migration to facial recognition for secure and convenient identity verification, allowing individuals to apply for services from home while ensuring efficient coverage in rural and remote areas without the need for new physical offices
	Inadequate footprint to meet constitutional obligations and inadequate budget to implement approved access model requirements to serve clients	
	Non-compliance with minimum accessibility norms (distance to be travelled by clients to access services) as set by the Department of Public Service and Administration (DPSA)	
	Dual systems in offices due to a combination of modernised and non-modernised offices	
	Dependency on DPW&I for infrastructure	
Operations	Lack of knowledge in implementing policies, legislation and standard operating procedures in core business environment	The digital transformation agenda aims to achieve seamless alignment between planning, budgeting, and performance by leveraging integrated digital solutions, real-time analytics, and improved financial tracking to ensure efficient resource utilisation and sustainable operations
	Inconsistent application of operations management principles and weak management, monitoring practices and quality management	
	Lack of data analysis tools and capability supported by a business intelligence system	
	Inadequate change management in introducing new initiatives	
	Lack of integrated planning in service delivery / new initiatives / projects	
	Historical under-funding of the DHA	

The recommendations from an Integrated Customer Satisfaction Survey conducted in the 2022/23 financial year reflected a mixture of positive and negative sentiments regarding DHA service delivery efforts across all DHA service points. Suggestions by the public on how to improve DHA service delivery included a wide range of interventions. The most popular theme revolved around staff, i.e. more staff deployment, staff professionalism and staff training. System reliability, back-up infrastructure and communication (internal and external) were also mentioned across all service types. The following were suggested to address long queues: need to introduce mobile offices that work in communities to enhance accessibility and reduce pressure on busy offices; and implementation / introduction of self-service facilities at Home Affairs offices as well as dealing with parties demanding bribes for services.

The digital transformation of the DHA will deal significantly with the systemic challenges which have crippled the DHA over many years. The use of technology is central to deal with these issues as the fiscus will not be able to provide the required capacity and / or funding to execute the DHA mandate fully in the current context. The use of technology will ensure greater efficiency and security. Digital transformation will free up resources in certain areas which could be deployed in more strategic areas through reskilling and training. The various annual performance plans to be developed in the 2025 to 2030 period will outline the roadmap to achieve a digitally transformed Home Affairs.

To address the digital divide and connectivity challenges, the DHA has implemented measures to bridge the digital divide and improve service accessibility, particularly for those in remote areas without internet access or feature-rich smartphones. To expand its reach, the DHA is deploying mobile offices equipped with its systems to underserved areas, ensuring that essential services are available beyond urban centres. Additionally, through partnerships with banks, DHA services are being integrated into bank branches, reducing the need for physical DHA offices. The DHA is also enhancing online service channels allowing citizens to apply for identity

documents, passports, and other services via mobile applications and web platforms. Furthermore, a premium document delivery service will enable IDs and passports to be delivered directly to applicants' homes or preferred places of delivery, further reducing the necessity for in-person visits.

The DHA is fully reliant on stable systems and network connectivity to deliver its services at its modernised offices. In this regard, the DHA is dependent on SITA for all its IT-related needs. SITA derives its mandate from the SITA Act, 1998. This Act compels departments to use SITA for what is called 'mandatory services'. The DHA has partnered with the Council for Scientific and Industrial Research (CSIR) to conduct diagnostic assessment, root cause analysis and implementation of remedial actions on its modernisation infrastructure and application architecture (live capture system) which had been implemented from the 2012/13 financial year and continuously enhanced during subsequent financial years.

The DHA has acknowledged the persistent network downtime issues that have historically contributed to long queues at its offices. To address this, the DHA partnered with the CSIR to conduct an assessment of its IT infrastructure to identify weaknesses that contribute to system failures. Based on these findings, the DHA is implementing an improved Enterprise Architecture (EA) model, incorporating real-time monitoring tools and IT service management (ITSM) systems to proactively detect and resolve downtime issues. Furthermore, alternative network solutions are being piloted to improve system resilience and reduce disruptions.

To tackle long queues, the DHA launched the "War on Queues" initiative, introducing several interventions aimed at improving service efficiency. These measures include the expansion of BABS which allows clients to schedule appointments in advance, the proposed deployment of self-service kiosks for quicker transactions, and increased service footprint through partnerships with banks to distribute demand across multiple service points.

As part of its cybersecurity strategy for the 2025 Medium-Term Expenditure Framework (MTEF) period, the DHA plans to establish a Security Operations Centre (SOC) to enhance its ability to detect, respond to, and mitigate cyber threats. Given the specialised skills required to operate the SOC effectively, the DHA recognises the financial strain of hiring cybersecurity professionals. To mitigate these costs, the DHA is adopting a collaborative approach by leveraging expertise within the Peace and Security Function Group, as well as partnering with the Directorate for Priority Crime Investigation (Hawks), which has extensive experience in cybercrime investigations. Additionally, the DHA has strengthened its collaboration with Business Against Crime South Africa (BACSA) to bolster cybersecurity and fraud prevention efforts. BACSA's expertise will be particularly useful in enhancing counter-corruption measures within the DHA, ensuring the integrity of digital identity and immigration systems. By integrating cybersecurity efforts with these entities, the DHA aims to establish a more robust security framework while optimising resource allocation.

The DHA is prioritising collaboration with the Department of Science, Technology, and Innovation (DSTI) to advance key digital transformation initiatives. A protocol collaboration agreement is being established to enhance cybersecurity, digital identity management and the modernisation of ports of entry. Engagements with DSTI and other relevant stakeholders are being strengthened to ensure the integration of artificial intelligence, data analytics and smart border management technologies into DHA systems. These efforts align with the DSTI Decadal Plan, positioning DHA as a key contributor to technological advancements within the public sector.

To align with Regulation 25(1)(e) of the Public Service Regulations, 2016, which governs digital transformation in government entities, the DHA has undertaken several modernisation initiatives. A Programme Management Office (PMO) has been established to oversee the digital transformation agenda, ensuring strategic execution and alignment with national policies. Additionally, the DHA is implementing a structured workforce reskilling initiative with plans to train all of its officials in digital literacy over the medium term. This initiative is essential in equipping staff with the necessary skills to manage the shift toward automated and AI-driven service delivery.

The DHA has also made significant progress in digitising its vast records archive, having successfully digitised around 40 million civic records since the inception of the presidential project. The aim is to digitise 25 million records per annum over the medium term. The digitisation drive forms a core part of the DHA's vision for a "Home Affairs@home" model, where digital platforms replace in-person visits for routine services.

The Branch: Human Resource Management and Development will develop a desired culture blueprint model for the digital transformation of the DHA. This will entail the development and implementation of culture change management and communication strategies as well as skilling / re-skilling of staff on mandatory digital literacy.

It is generally accepted that the existing physical footprint of the DHA is inadequate and that most of the offices / facilities used for front line services are not conducive for service delivery or even compliant in many instances. In addition, half of the current property portfolio is leased from private landlords. This acknowledgement led to the adoption of the strategy to procure or build purpose-build facilities on state owned land. This strategy is costly and will take decades to implement. In 2019 the DHA

commissioned the CSIR to conduct a comprehensive and inclusive geographic accessibility study to assess the provision and geographic location of the DHA's footprint in relation to where people live and work within the country. The ultimate goal of the study was to determine the optimal number and location of service points required by the DHA to meet the service delivery needs of the population.

Travel distance analysis indicated that 74% of the population does have access to DHA services, however duplication in service resources, e.g. offices that serve the same population, did exist. The geographic accessibility study identified the need for the DHA to, in some geographical areas, increase its service points where additional facilities are required, reduce its service points where there are more service points than access standards require and relocate its service points where existing facilities are not located optimally. Ultimately the study resulted in the approved DHA Hybrid Access Model which is a combination of expansion, reduction and relocation access models. Implementation was facilitated in a phased manner through various instruments such as the revision of the Service Delivery Model, the User Asset Immovable Plan (U-AMP), as well as the determination of strategic accommodation requirements.

The strategy of a digitally transformed Home Affairs should place less reliance on brick and mortar facilities and more focus on alternative service channels such as mobile offices, virtual interactive self-service machines (kiosks), expansion of DHA services such as applications for smart ID cards and passports to bank branches, opening of service points in shopping malls and the Home Affairs @home platform. The aforementioned approach should assist the DHA to continuously improve access to service delivery, whilst mitigating the continuous decrease in the budget and reduction in the compensation of employees' ceiling.

GENDER-BASED VIOLENCE AND FEMICIDE (GBV&F)

The DHA will continue to implement its Gender-based Violence and Femicide Plan in support of the National Strategic Plan (NSP) on Gender-based Violence and Femicide and endeavour to achieve the national targets set to promote the priority of dealing with gender, the youth and persons with disabilities. From the 2025/26 financial year, the DHA will have a three-year DHA GBVF Plan. The plan will include priorities dealing with women, the youth and persons with disabilities.

The DHA will continue to allocate around R896 000 towards raising awareness on GBVF. The 2024/25 DHA Gender-based Violence and Femicide Plan was reviewed and the finalised plan was circulated throughout the DHA on 26 July 2024 under Human Resource Management Circular (HRMC) 29 of 2024. The DHA undertakes monthly monitoring of progress against the implementation of the GBV&F Plan as well as reporting to the Department of Women, Youth and Persons with Disability. The development of business processes and standard operating procedures on the reporting and management of sexual harassment cases is underway. The DPSA has reviewed the Public Service Sexual Harassment Policy and Guidelines and replaced it with Policy on the Prevention and Elimination of Harassment in the Public Service World of Work. This will require the DHA to review its Sexual Harassment Policy. The focus for 2025/26 financial year will be on:

- Continue to increase awareness on harassment throughout the DHA by hosting sessions on a national and provincial basis (visits to offices).
- Undertake an impact assessment of the DHA GBV&F Implementation Plan.
- Review the DHA Sexual Harassment Policy in line with the DPSA approved Harassment Policy.
- Continue to ensure that victims of harassment are provided with psycho-social support within two days of reporting their cases.
- Ensure that complaints of harassment are investigated and report provided within 30 days and that the ensuing case is completed within 90 days.

This intensified focus will contribute significantly to rooting out GBV&F against women and to promote equality for women in general. Ongoing assistance and support are provided for reported cases of sexual harassment/assault, through the DHA's Employee Wellness Unit as well as the LYRA Wellbeing service provider. Socialisation sessions on the Code of Good Practice on the Elimination of Harassment in the Workplace, Lyra service offerings, Progressive Discipline as well as Grievance Procedures are underway throughout the DHA. A total of 18 cases of sexual harassment/assault reported during the 2023/24 financial year were concluded. One official charged with sexual harassment was dismissed.

The DHA's approved Employment Equity Policy (2022) and plan (2023 – 2026) were circulated via email to all departmental staff. In addition to other legislation, the DHA adheres to the following in managing matters relating to gender, the youth and persons with disabilities:

- Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
- Convention on the Elimination of All Forms of Discrimination Against Women, 1979
- Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa
- SADC Protocol on Gender and Development

- Convention on the Rights of Persons with Disabilities Protocol to the African Charter on Human and People's Rights on the Rights of Persons with Disabilities in Africa

GENDER, YOUTH AND PERSONS WITH DISABILITIES

The DHA circulated new guidelines on the implementation of the DHA Employment Equity Plan (EE Plan) under HRMC 54 of 2024, which articulated the DHA's employment equity objective of achieving 3% employment of people with disabilities and increasing employment of women at SMS to achieve 50/50 parity at SMS level. This is aimed at assisting the DHA to achieve EE targets for both senior management service and persons with disabilities. This target has been included in all the performance agreements of senior managers.

The following information relates to the status of women, youth and persons with disabilities in the DHA as at 31 December 2024:

- Percentage of women employed as part of the total workforce: 61,21%
- Percentage of women in senior management service: 48,12%
- Percentage of youth as part of the total workforce: 15,31%
- Percentage of persons employed with disabilities: 1,50%
- Percentage of female recruits as part of digitisation programme: 65,64%

The DHA is part of the disability machinery looking at setting targets for persons with disabilities for departments. Numerical representation of women at senior management service level, as well as persons with disabilities, are monitored and reported at relevant departmental forums.

According to Census 2022, the percentage of people with disabilities decreased from 7,4% in 2011 to 6% in 2022. The DHA does offer services to clients with disabilities, but its current systems are not able to detect whether a client is disabled. The smart ID card programme rendered through mobile offices assists persons to apply for smart ID cards in conjunction with the Disability Rights Forum at head office. This includes visiting disability schools as well as disability centres to assist adults/ elderly persons to replace green ID books with smart ID cards. Smart ID cards have partial disability features for persons who read braille.

The Employment Equity Act does not have a target on youth employment and it is proposed that the Department of Women, Youth and People with Disabilities investigate this matter. The DHA's Bursary Policy dictates that 60% of recipients should be women and 10% should be people with disabilities. Bursaries were awarded to 62% of females in 2024/25. Transversal training (diversity management) focusing on women, youth and persons with disabilities was provided to 155 females and ad hoc training (alteration of sex) to 113 females during 2023/24. A total of 60 cadets was appointed in 2024.

The DHA Youth Desk supports organisational operations and change management programmes through youth forums at national and provincial levels. The youth form part of the DHA decision-making structures. Ongoing development programmes geared towards youth empowerment remain a priority. The DHA will continue to explore youth development opportunities in the form of internships and work-integrated learning. The DHA Youth Desk drives the youth campaign that targets identity document applications for matriculants supported by the Deputy Minister, in collaboration with other relevant institutions such as the Presidency and non-governmental organisations such as the South African Youth Council. The Youth Desk supports the presidential youth working group initiatives driving the DHA programmes in mostly rural areas by ensuring that young people are documented including disabled youth and commemorates youth month annually.

The DHA has set aside R500 000 for provision of assistive devices for employees with disabilities. The DHA has functional disability forums (all provinces and nationally). Less than 1% of the departmental goods and services budget is allocated to GBVF, gender, youth and persons with disabilities.

A major challenge with the implementation of this priority is the lack of alignment with policies and regulations in areas such as procurement. The DHA's Supply Chain Management Policy has been amended to incorporate Preferential Procurement Policy Framework Act Regulations. Various categories of preference shall be used in the allocation of contracts and the protection or advancement of persons or categories of persons, disadvantaged by unfair discrimination.

The training conducted by the Directorate: Learning Provisioning is derived from a national training and development plan. This is an institutional plan in which an institution maps out how it will accomplish and prioritise all the individual training plans. These plans are derived from dialogues between the individual civil servant and his or her supervisor in which they discuss how to go about developing the individual competencies relevant to the specific work functions of civil servants aligned to the mandate of the DHA.

The breakdown of training offered by the Directorate: Learning Provisioning to the youth, women and persons with disabilities for the period April to September 2024 was as follows:

- Youth : 574
- Women : 1010
- Persons with Disabilities : 40

Cabinet approved the White Paper on Marriages in South Africa in March 2022. The White Paper on Marriages in South Africa lays a policy foundation that will enable all persons who live in South Africa to conclude legally protected marriages in accordance with the principles of equality, non-discrimination and human dignity as enshrined in the Constitution of the Republic of South Africa. The DHA has developed an implementation for the White Paper on Marriages which will be implemented with effect from the 2023/24 financial year. Legislation was developed in support of the policy.

CAPACITATION OF DHA

As at 31 December 2024, the DHA was functioning at around 39.3%% of its approved capacity (with a total of 7250 filled posts and 686 vacant funded posts versus the approved establishment of 18 613).

The breakdown per management layer is as follows:

- Production /1st level supervisor (level 2-8) : 6 488 staff or 88,93% of the total workforce
- Junior management (level 9-10) : 445 staff or 6,14% of the workforce
- Middle management (level 11-12) : 198 staff or 2,66% of the workforce
- Senior management (level 13-16) : 119 staff or 1,6% of the workforce (Included in the above are 7 contract workers)

An analysis of the above breakdown shows that 88,93% of the DHA workforce are on levels 2 to 8. For the DHA to fully execute its mandate as outlined in the White Paper on Home Affairs and to fulfil its role as an information organisation, a drastic shift in the composition and skilling of the DHA workforce is required. The middle and senior management levels need to be strengthened with the right calibre of official fit for an organisation to drive e-government. The further capacitation of the DHA will need to be considered in line with the new vision of a digitally transformed Home Affairs.

The breakdown of human resource capacity according to gender, youth and persons with disability is indicated in table 4 below:

Table 4: Gender, youth and persons with disability breakdown

Total filled posts	Male	Female
7250	2 810 (38, 23%)	4 440(60, 41%)
	Youth	**Person with disability**
	1 104 (15, 02%)	111 (1, 51%)

Table 5: Home Affairs' capacity breakdown

Head office & provinces	Filled	Vacant funded	Number of posts (approved establishment including additional to establishment)	% capacity available
Head office	2091	220	4795	43.60%
Limpopo	623	57	1483	42.00%
Mpumalanga	427	39	1319	32.37%
Kwa-Zulu Natal	656	54	2144	30.59%
Eastern Cape	637	74	1870	34.06%
Western Cape	540	40	1181	45.72%
Northern Cape	287	26	574	50.00%
North West	447	32	1058	42.24%
Gauteng	1148	113	3355	34.21%
Free State	394	31	834	47.24%
Total	**7250**	**686**	**18613**	**39.3%**

The current organisational structure is not adequately aligned to the departmental strategic direction. The organisational structure will be aligned to the new vision of a digitally transformed Home Affairs. The review of the DHA top three tier organisational structure will necessitate a review of the organisational structure below the top three tiers, which has already commenced. The DHA has, in the interim, engaged in an internal reorganisation process that has led to changes of reporting lines of the provincial structure as a result of service delivery requirements. The provincial structure will now report to Branch Operations and not the Branch Civic Services. This strategic move was to allow Civic Services to focus and strengthen back office systems and processes. The review of the organisational structure will continue into 2025/26 to allow adequate time for analysis and consultation with all relevant stakeholders, including organised labour and the Minister for Public Service and Administration.

Other initiatives include the conversion of secretary posts in line with the operational and service delivery needs of the DHA. Initiatives to ensure all staff is appropriately trained and professional with the required leadership and management capabilities to support the strategic direction are underway. The DHA is in receipt of a discretionary grant of R3 million for the recruitment and placement of 50 interns in the DHA. Funding was also received for the appointment of youth for the digitisation of records and modernisation of civic services

FRAUD AND CORRUPTION

The DHA has not been excluded from experiencing widespread corruption in a world where issues of citizenship and identity have increased in significance. The unlawful attainment of SA citizenship has resulted in undermining the integrity of enabling documents and has a direct and significant bearing on national security. To address these challenges, the DHA has strengthened its counter-corruption programme and bolstered the capacity of the counter-corruption unit. The DHA has adopted a zero-tolerance approach towards corruption and implemented the DHA Counter Corruption and Fraud Prevention Strategy which forms an integral part of strategic and integrity management and in support of the objectives of the National Anti-Corruption Strategy. The Strategy seeks to:

- Investigate all DHA officials who engage in unlawful activities and unethical conduct in breach of the Department's legislation, regulations, rules, policies and procedures;
- Effectively investigate and address systemic and operational gaps that may expose the DHA to fraud and corruption; and
- Ensure that consequence management and criminal prosecutions are taken against those involved in criminal activities.

The zero-tolerance approach to fraud and corruption is making an impact and several officials were dismissed, *inter alia*, for the fraudulent issuance of permits, enabling documents and for accepting bribes. Unfortunately, departmental officials remain vulnerable to exploitation by sophisticated criminal syndicates. It is also unfortunate that some citizens sell their birth right and identity to unscrupulous foreigners for a song.

Bribery is prevalent in the DHA and that weakens integrity, erodes trust and hampers effective service delivery. To combat it effectively, bribery risks are profiled in the Fraud and Corruption Risk Profile to identify vulnerabilities, strengthen preventive measures and ensure accountability. The following high-risk areas have been identified.

- Bribes for fast-tracking applications
- Falsification of documents (fraudulent permits, fake asylum claims, etc.)
- Officials demanding money to approve applications
- Deliberate delays in processing to encourage bribes

Risk profiling helps pinpoint where corruption is most likely to occur. Once risks have been identified, targeted anti-bribery strategies are implemented. These strategies are implemented at various levels of the DHA. The DHA established the following strategies to combat bribery risk:

- Whistle-blower platform – a secure and anonymous whistle-blower mechanism was established to report bribery by clients and staff without fear of retaliation.
- Awareness initiatives - regular training on ethical conduct and anti-corruption law during induction or on request by provincial managers and external stakeholders. Citizen feedback surveys were conducted to assess integrity and detect corruption. The departmental website and face-to-face interactions are some of the platforms used to detect any acts of bribery and other forms of corruption through feedbacks surveys.
- Pre-employment screening, vetting and lifestyle audits – vetting files are referred to the State Security Agency (SSA) for evaluation with a view to identify any history of unethical behaviour, fraud or criminal activity before hiring or promoting an individual. Random assessments of lifestyle audits are conducted to detect unexplained wealth that may indicate involvement in bribery, fraud or corruption and to ensure that officials are not benefitting from any illicit financial activities.
- Investigations and resolutions – collaboration with anti-corruption agencies to conduct joint investigations into fraud and corruption. Harsh penalties are enforced, including dismissals and referral for prosecution.

- Transparency and accountability - regular fraud and corruption trend analysis reports are developed with statistics on reported allegations, cases investigated, cases referred to other law enforcement agencies and business units as well as prosecutions. The branch also performs regular unannounced inspections and audits of offices and business process reviews to identify irregularities

Selected business processes are evaluated to identify possible vulnerabilities to fraud, corruption and security breaches that emanate from manual processing. The findings and recommendations from these evaluations will support digital transformation in fighting fraud and corruption through automated processes. The review of national population register functions is necessary to secure the integrity and reliability of the population register. The use of big data analytics and procurement of analytical tools will assist in automated scripts and extraction of data from various DHA systems for centralised, real time analytical results to identify cases of fraud and corruption.

The former Minister of Home Affairs established a Ministerial Advisory Committee on the issuance of permits and visas in 2022. The Committee was chaired by Dr Cassius Lubisi, the former Director-General in the Presidency. The mandate of this committee was to review the issuance of permanent residence permits, business visas, corporate visas, critical and exceptional skills visas, study visas, retired persons visas and citizenship by naturalisation between 12 October 2004 and 31 December 2020. The Lubisi Committee concluded its investigation on 10 June 2022 and submitted its report with recommendations.

Based on the recommendations of the Lubisi report, the DHA established a Multi-Disciplinary Task Team (MDTT) which became fully operational on 1 March 2023. The MDTT is focusing on 25 focus areas such as appeals, the visa adjudication system (VAS), visas and permits. As a result of the findings of the Lubisi report, the Minister requested the President to issue a proclamation to the Special Investigating Unit (SIU) to investigate visa issues in the DHA. The President issued Proclamation R. 154 of 2024 on 16 February 2024. In terms of this Proclamation, the SIU is empowered to investigate any alleged serious maladministration in connection with the affairs of the department, improper or unlawful conduct by officials or employees of the department, unlawful appropriation or expenditure of public money or property, intentional or negligent loss of public money or damage to public property, offences in terms of the Prevention and Combating of Corrupt Activities Act, 2004 which took place between 12 October 2004 and the date of publication of the Proclamation relating to the issuance of permits / visas and citizenship by naturalisation and the installation of IT firewalls. The DHA is cooperating fully with this investigation.

The DHA Counter Corruption Strategy aims to address the scourge of fraud and corruption within DHA. The strategy seeks to address the systemic and operational gaps that may expose the DHA to fraud and corruption. The strategy is anchored on four pillars, and embodies the steadfast commitment to the fight against fraud and corruption.

Pillar 1: Prevention

- Training and awareness initiatives: DHA employees are sensitised on the consequences of misconduct on a continuous basis. Face-to-face interactions are also undertaken with members of the public to address fraudulent transgressions (e.g. marriages of convenience and registration of births of ghost children to claim SASSA grants).
- Preventative security: DHA ensures the adoption and implementation of comprehensive preventative security approaches which include measures dealing with physical security, information security and personnel security such as vetting and pre-employment screening.
- Compatible/ integrated systems: The priority is to digitise data, including all records, and fully implement integrated and automated processes and systems towards the creation of a paperless environment which is more secure.
- Internal policies: Policies were developed to ensure that all employees and stakeholders are made aware of the DHA's overall anti-fraud and corruption strategy.

Pillar 2: Detection

- Review of DHA business processes: Undertaken continuously to identify possible vulnerabilities to fraud, corruption and security breaches and to recommend mitigating strategies for implementation.
- Analysis: Data from various DHA systems, documents and reports are analysed to determine fraud and corruption trends and risks within the DHA.

Pillar 3: Investigations

- Internal investigations: Allegations of fraud and corruption perpetrated by DHA officials are investigated internally.
- Multi-agency approach: Will be invoked where the nature of matters under investigation warrant involvement of other law enforcement agencies.

Pillar 4: Resolution

- Disciplinary action: Where evidence exists that acts of misconduct were committed, such cases are handled in accordance with the relevant legislative prescripts and Departmental Disciplinary Code and Procedures.
- Referral to other agencies: Department of Priority Crime Investigation (DPCI) to consider instituting criminal prosecution.
- Corruption strategies.

The recent capacitation of the Analysis Unit within the Branch: Counter Corruption and Security Services has bridged the gap in analysing big data to identify vulnerabilities and streamline workflows. The DHA has been able to effectively identify systemic weaknesses leading to improved decision-making based on data-driven insights. Despite these advancements, there remains a need for more skilled and qualified analysts, as well as the integration of modern technology, such as AI-driven data analysis tools and a biometric verification portal. The analysis of e-visa applications uncovered anomalies in the adjudication and issuance processes. The insights gained from these analyses have contributed to investigations into allegations of fraud and corruption involving departmental officials.

The execution of the civics mandate is aimed at every citizen. Emphasis is placed on critical priorities such as early birth registration and the issuance of identity documents to all eligible applicants, including refugees and permanent residents. The development of strategies, enablers and plans for the efficient provision of DHA services is done with due consideration for women, children, the youth and people with disabilities.

The provision of birth registration services at health facilities is aimed at ensuring that mothers and fathers can register their children by the time the mother is discharged. Visits to schools by departmental officials are for example aimed at ensuring that children turning 16 years of age are provided with identity documents. The development of a new marriage act is aimed at providing equality to women. The DHA is able to disaggregate information on services rendered to these groups in the majority of cases. The DHA ensures that all other policy and strategic planning documents are in support of these target groups and the priorities set out in various government instruments.

BROAD-BASED BLACK ECONOMIC EMPOWERMENT (BBBEE) COMPLIANCE

Regarding BBBEE compliance, the DHA will on an annual basis submit the required documents to the BBBEE Commission within 30 days of tabling the annual report except for the BEE certificate, which it does not currently have.

6. EXTERNAL ENVIRONMENT ANALYSIS

The client base of the DHA is huge and diverse. Every South African citizen and foreigner is a client as the DHA is the sole provider of official identity and immigration services. The enabling documents issued by the DHA are required by all citizens to access rights and basic services such as admission to schools, access to health and becoming productive members of the society by contributing to the economy through employment, opening of a bank account, as well as voting during elections.

The DHA maintains a large footprint to serve its client base. As at 31 March 2024, the DHA footprint consisted of:

- A total of 323 front offices of which 209 have been modernised to issue smart ID cards and passports.
- Services are rendered at 391 health facilities where DHA established presence and equipped these health facilities with birth registration systems.
- Banks host 30 DHA service points using an online e-HomeAffairs platform.
- A presence at 71 ports of entry and 32 missions abroad.
- A total of –
  - 4 premium visa and permit centres
  - 11 visa facilitation centres (in South Africa)
  - 45 visa facilitation centres in 18 countries abroad
  - 5 refugee reception offices and one repatriation centre
- A fleet of 220 mobile offices to service geographical areas with low population concentration in particular rural and remote areas.

KEY SERVICES RENDERED BY THE DEPARTMENT OF HOME AFFAIRS

Civics Services provide for the efficient management of both head office and frontline offices as well as policy direction. The branch sets standards for and manages back and front office processes. The purpose is to provide secure, efficient and accessible services and documents to citizens and lawful residents.

The following civic services are rendered at front offices:

- Birth and death registration
- Application for and issuance of identity documents (Smart ID cards at modernised offices, including service points in shopping malls, equipped with live capture functionality and green ID books at non-modernised offices)
- Marriage solemnisation and registration
- Application for and issuance of travel documents/passports at modernised offices, including service points in shopping malls, equipped with live capture functionality
- Application for citizenship
- Application for adoption noting
- Applications for amendment and rectification of personal particulars

Immigration services entail the provision of policy direction, setting of standards and managing back and front office processes. The purpose is to regulate the secure movement of people through ports of entry into and out of the RSA; 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 law enforcement.

The following immigration services are rendered:

- Refugee identity documents
- Refugee travel documents
- Refugee and asylum seeker status determination
- Services for visas and permits are rendered at both foreign missions and inland
- Inspectorate services (investigations, inspections/operations and deportations)

OPPORTUNITIES FOR THE DHA

The new vision of a digitally transformed Home Affairs will provide the opportunity for the DHA to fully execute its mandate and is aligned to the Medium Term Development Plan priority of a digital public service. Political support is therefore ensured and will be further driven by public demand for more efficient and effective service delivery. The increasing use of technology is the cornerstone of the DHA strategy going forward and repositioning itself as a modern, efficient and secure department. Automation is a critical enabler for improved and maintained efficiency. The digital transformation of the DHA is the only way to deal with the systemic challenges and threats faced by the DHA. The digital transformation of the DHA is happening within a broader external context marked by significant global and regional trends in mobile technology, artificial intelligence adoption and external environmental factors. Understanding this context is crucial for shaping the DHA's strategy to modernise immigration and civic processes effectively.

Mobile Technology is growing at a rapid pace in South Africa. In January 2023, South Africa had 112.7 million mobile connections, an increase of 4.1 million from the previous year, highlighting the growing importance of mobile technology in everyday life and business operations. This expansion presents an opportunity for the DHA to capitalise on the ubiquity of mobile devices by integrating mobile-based platforms for service delivery. As more citizens and businesses become reliant on mobile technology, the DHA can streamline access to its services, offering faster, more convenient options for processes such as visa applications, identity verification and document renewals. This growing mobile penetration aligns with the department's partnerships with banks, which aim to leverage digital platforms for expanding service accessibility (DataReportal – Global Digital Insights)(Labour Research SA, 2023).

Globally, AI adoption by governments has surged, with 60% of governments worldwide implementing AI in at least one department by 2023. AI applications in citizen services (56%), public safety (43%), and infrastructure management (41%) demonstrate the transformative potential of this technology in public administration. In South Africa, the government is emerging as a leader in AI adoption within Africa, applying AI to areas like smart policing, public service optimisation and infrastructure monitoring. For the DHA, the integration of AI and machine learning is critical to its digital transformation. AI will be used to automate visa processing, border control and identity verification, significantly improving efficiency and reducing processing times. Additionally, AI technologies will play a vital role in fraud detection, allowing DHA to enhance security in immigration and civic processes (AI Index,(McKinsey & Company, 2023).

The DHA's digital transformation is shaped by various external factors:

Political: Immigration policies are evolving, and IT systems must adapt to shifting regulations. Government reforms, particularly in digital governance, also shape the DHA's modernisation projects.

Economic: Budget constraints and economic downturns present challenges for modernisation, but foreign investment and international partnerships offer potential funding opportunities. These factors directly influence the scope and speed of the DHA's digital projects.

Social: Public expectations for faster, more efficient immigration services are growing, driven by rising digital literacy rates. As the population increases, there is a need for more robust IT infrastructure to handle higher volumes of migration and civic processes.

Technological: Technological advancements in AI, cloud computing, and blockchain present opportunities for the DHA. However, these also come with cybersecurity threats that require continuous attention. Additionally, the development of digital identity systems, like the one being developed in partnership with SARB, is key to modernising identity verification and border control.

Environmental: The pressure to adopt sustainable technologies is growing, particularly in energy-intensive IT operations. The DHA must balance modernisation with the need to reduce its carbon footprint.

Legal: The DHA's systems must comply with data privacy regulations like POPIA, as well as immigration laws that are constantly changing. Compliance with intellectual property laws is also essential as the DHA implements new technology systems.

By understanding and responding to these external factors, the DHA can better navigate the challenges and seize the opportunities presented by digital transformation. Partnerships with banks, the SARB, SARS and other stakeholders will help ensure that this transformation is both effective and resilient in the face of external pressures.

The DHA is geared towards the implementation of the new vision:

- The ICT modernisation programme has made numerous advances in the automation of processes and services. The current DHA ICT Strategy 2020 – 2025 makes provision for 11 focus areas of which the digitalisation of the DHA is a key component. The strategy will be updated to incorporate the new vision and build on the skills and capability already developed. Specific areas will need to be prioritised such as security of departmental data and the development of data analytical skills. The DHA needs to build on existing initiatives such as the expansion of the branch appointment booking system to facilitate access and reduce long queues, the design and rollout of kiosks, etc. The digital transformation of the DHA will bring about new products such as Electronic Travel Authorisation (ETA) and the introduction of digital channels. The DHA is well positioned to leverage on opportunities to be brought about by South Africa's broader digital transformation agenda.
- A critical enabler for the new vision is the digitising of the more than 340 million paper-based records in the DHA. This project is already underway with around 40 million records digitised by the end of March 2024. The project also has a positive impact on youth unemployment and poverty alleviation. The easy access to digitised records will ensure more efficiency in service delivery for a number of applications such as unabridged certificates, amendments, etc. This will also lead to a reduction in long queues and ensure that backlogs are not accumulated in core areas.

- The DHA has established institutional capacity in the form of a programme management office to effectively and efficiently manage all projects that contribute to the repositioning programme. The DHA is in the process of building internal capacity to institutionalise project management within the organisation. The experience and skills gained with be to the benefit of the development and implementation of the new vision.

The DHA needs to market its value proposition to the country in a proactive manner. The DHA can effect large savings for the fiscus by enabling efficiencies, curbing fraud and strengthening potential for generating revenue for the fiscus. The design and implementation of an integrated digital identity system is key to this initiative as it will be the backbone of e-government and e-commerce, enabling all citizens and organisations to access information and services. The DHA will need to be more assertive in its communication with the public and rest of the country. The message needs to be communicated that more investment in the DHA is required to reap the eventual benefits of a modern DHA.

The use of digital channels to apply for DHA services and products will reduce the pressure on traditional channels of service delivery and the human resource and funding constraints associated with footprint expansion. There is potential for further private sector partnerships, particularly in cloud services and AI that can enhance efficiency, reduce costs, and introduce innovative solutions like blockchain for identity and fraud prevention. Additionally, the DHA is aligned with global standards like ITIL, allowing it to implement internationally recognised frameworks for service management and modernisation efforts.

The DHA will need to build on existing partnerships and identify new possible partnerships. Partnerships could play a key role in reducing long queues at Home Affairs offices, for example the use of the banking sector for the intake and collection of smart ID cards and passports as well as offices in shopping malls.

The use of technology will have a number of advantages such as:

- Ensure convenience for clients with the use of digital applications. This will enable “Home Affairs from Home”, limit the number of visits to a DHA office, and ultimately reduce long queues. It will also relieve the burden on infrastructure not conducive for the new digitally transformed DHA.
- Contribute to economic growth and job creation through efficiencies and bring about new revenue generation options in a constrained fiscus.
- Enhance the risk-based approach to immigration by strengthening national security.
- Make processes and systems more secure and contribute to the fight against fraud and corruption.
- Minimise litigation against the DHA brought about by manual adjudication processes, the use of manual records and lengthy turnaround times of applications.
- Reduce capacity constraints through the re-training and redeployment of staff in needy areas.

The Revised White Paper on Citizenship, Immigration and Refugee protection (Towards a Complete Overhaul of the Migration system in South Africa) and subsequent legislation will provide an opportunity for the DHA to bring together, in a common approach and from a single point of reference, issues on citizenship, international migration and refugee protection.

The DHA aims to harness analytics to enhance efficiency and integrity in operations. By analysing data in real-time, potential fraudulent activities and anomalies can be identified while ensuring compliance with regulations through business process reviews coupled with audits and reporting. Collaborating with business units and other stakeholders allows the DHA to leverage complementary datasets for better insights. By studying patterns, non-compliance can be predicted and fraudulent documentation detected as well as the identification of potential security risks linked to visas or citizenship applications. Targeted public awareness campaigns will be conducted and analytics will be used to identify fluctuations in service delivery.

A verification portal is a critical tool for the DHA as it enhances operational efficiency, security and public trust. By providing a centralised platform for verifying documents, identities and credentials, the portal reduces manual errors and speeds up processing times for visas, passports and other civic services. It strengthens fraud prevention by allowing automated cross-checks against secure databases, reducing the risk of counterfeit documents or identity theft. For stakeholders such as employers, educational institutions and law enforcement, the portal will facilitate seamless access to real-time, accurate information, ensuring compliance with immigration and civic policies. It also fosters transparency and accountability, thereby enabling individuals to track the status of their applications and verify the authenticity of documents independently. A verification portal will streamline inter-agency collaboration, allowing data sharing in a secure and controlled manner to combat fraud, improve service delivery and uphold national security. Ultimately, such a platform empowers the DHA

to meet its mandate of safeguarding identity integrity and ensuring efficient service delivery to the public.

THE MAIN THREATS CONFRONTING THE DHA

Migration as an international phenomenon is unavoidable. Migration should be managed through effective policies and legislative measures. South Africa has fragmented and outdated policies that regulate on citizenship, international migration and refugee protection. As a result, this compromises South Africa's national sovereignty, territorial integrity and ability to contribute to the strategic developmental goals of the country. The current administration and management of citizenship, international migration and refugee protection is not in line with South Africa's national interest and national development priorities.

South Africa is a politically, economically and socially stable country and regarded as an influential country in the region, on the continent and globally. Considering the country's political and socio-economic climate, South Africa remains one of the key global countries that attract foreign nationals, both legal and illegal, who are in pursuit of a better quality of life as well as employment and business opportunities in formal and informal markets. While the opportunities that exist have yielded positive gains for the country, they have also resulted in illegal migration, illegal activities and the creation of an illicit goods market. A notable challenge has been the employment of illegal foreigners in key sectors of the economy such as the trucking and logistics industry, which has led to increased protests in the sector. In addition, there have been increasing concerns regarding areas of the economy that appear to be unregulated such as spaza shops that are run by foreign nationals with asylum seeker permits.

Various political, social, economic and environmental conditions in the region impact on migration into South Africa. This has led to the introduction of various special dispensations for countries such as Zimbabwe, Lesotho and Angola. The DHA is in the process of findings durable solutions for dealing with these special dispensations.

The dire social and economic conditions in the country have placed the focus on competition for limited resources. Anti-foreigner sentiments, emergence of vigilantism and unforeseen events such as possible xenophobic attacks will have a negative impact on the DHA agenda and already limited resources. The DHA will continue to work with the JCPS cluster departments and other relevant stakeholders to prevent incidents of xenophobia. The harsh reality is that there are simply insufficient resources available to cater for all the people who might enter South African borders requiring citizenship, immigration and refugee status in order to access associated benefits, rights and privileges which are guaranteed by the Constitution.

SA acceded to the 1951 Convention and the 1967 Protocol without reservations and exceptions permitted in terms of international law. The asylum regime is in many instances conflated with economic migrants, resulting in overburdening the asylum system. Criminal syndicates, including human traffickers and smugglers, have the networks to exploit the refugee and immigration systems to carry out their nefarious activities with impunity.

The visa and permanent residence system is open to abuse - at times in collusion with DHA officials. This may lead to the premature, irregular and inappropriate acquisition of refugee, immigration and citizenship status by non-qualifying foreigners or foreigners who do not contribute to national interest. The DHA is taking steps to withdraw the permanent residence permits and visas unlawfully and irregularly granted to many persons. A task team appointed by the Minister uncovered shocking abuse of the visa, permanent residence and citizenship system, including issuing of fraudulent passports and identity documents. The President has issued a Proclamation for the Special Investigative Unit ("SIU") to investigate maladministration and corruption in the issuance of permits and visas by the officials of the DHA. The structures (immigration and refugee protection), including appeal bodies are not established in line with international practice and are not occupied by suitably qualified persons to carry out efficiently their statutory duties.

The role of the Inspectorate is to investigate transgressors of the Immigration Act and other pieces of departmental legislation. Their enforcement role is to ensure that all persons in South Africa are here on a lawful basis. The unit is understaffed and is reliant on capacity from SAPS and other law enforcement agencies in undertaking its work. The Inspectorate has around 800 staff members to serve the whole of South Africa. Despite these constraints, the DHA has significantly increased the number of law enforcement inspections and operations to ensure compliance with immigration legislation and in support of national priorities / operations. The target for the 2025/26 financial year is 2 000 compared to the just over 200 in 2019/20. The DHA deports between 15 000 to 20 000 illegal foreigners every year. This is just a fraction of the illegal foreigners in the country. The sheer number of illegal foreigners in the country makes it impossible to detect all of them. The establishment and strengthening of the BMA capacity presents an opportunity for the country to better secure its borders to ensure that illegal migration is curbed and that the illicit goods economy is eliminated. The strengthening of border security will also ensure that the revolving door syndrome in respect of deportations is negated.

There is an urgent need to completely overhaul the three pieces of legislation to meet the new challenges facing South Africa and introduce single legislation dealing with citizenship, immigration and refugee protection. The DHA will at SADC level engage in multilateral consultations on the implementation of SADC policies in support of regional economic development, peace and security. SADC needs to implement key strategic decisions to harmonise the economic and social stability of the region. South Africa cannot manage this burden alone. Immigration Services has conducted joint inspections with Botswana, Namibia and Uganda. The DHA will continue to conduct these joint inspections with other countries.

The DHA is operating within an environment of subdued economic growth and rising unemployment. There are risks to the fiscal framework such as slowing global and domestic economic growth; pressure from the public service wage bill; and continued requests for financial support from financially distressed state-owned entities. A major threat to the country is the inability of the DHA to execute its mandate fully due to the continued bleak national and international economic outlook that will perpetuate the historical under-funding and resourcing of the DHA. This position is further exacerbated by the possibility of further budget cuts. Attempts by the DHA to secure additional funding for critical areas in the department have been met with mixed success. The DHA is currently operating at around 40% of its approved capacity and is severely under-funded. The DHA is currently implementing several alternatives to address the lack of skills and capacity in the organisation. Specific emphasis will be placed on ensuring the optimal use of available human resource capacity in the DHA through initiatives such as the reprioritisation of funded vacancies to ensure that available funds are channelled to prioritised areas; hosting various youth development initiatives; secondment of skilled individuals who can ensure skills transfer; and re-skilling and re-utilisation of staff who become available as a result of automation. The DHA will focus on improving financial management competencies among senior managers.

Linked to limited human resource capacity is the possible burn-out and high turnover rate due to increasing pressure on existing staff as well as the possible outflow of critical skills within the DHA to other departments and organs of state. The issue of fostering healthy and good interpersonal relations in the working environment and implementation of effective retention strategies are paramount for the DHA. The DHA has implemented a robust wellness programme to provide adequate support to all DHA officials requiring assistance. A digital DHA is the only way in order to deal effectively with the human resource and financial constraints. Automation will make resources available which could be channelled too much needed areas elsewhere in the organisation and relief pressure on the fiscus.

The DHA's outdated infrastructure and funding shortages limit its capacity for full digital transformation. The lack of 24x7 system monitoring and information security gaps poses cybersecurity risks, especially in the context of sensitive data and critical immigration services. Externally, budget reductions and public expectations for improved services create further pressure. Addressing these challenges requires the DHA to mitigate risks, optimise partnerships, and improve resource allocation to meet its transformation targets efficiently.

Challenges experienced by the DHA such as system downtimes, delayed procurement processes and excessive costs have disrupted the DHA's ability to maintain reliable infrastructure and meet its strategic objectives, including critical projects like the Biometric Movement Control System (BMCS) and Automated Biometric Identification System (ABIS). Despite the critical role of SITA as mandated by the SITA Act, the DHA has faced repeated disruptions, which have made it difficult to achieve performance targets and ensure stable service delivery to citizens. The newly gazetted SITA regulations will be used to resolve long-standing IT challenges.

The DHA faces several significant threats in its efforts to prevent and analyse fraud and corruption cases. These threats include:

- Identity fraud: The use of forged or stolen identification documents, such as birth certificates, passports and visas poses a persistent challenge. Sophisticated counterfeit techniques make detection more difficult.
- Document forgery: Fraudulent alteration or creation of official documents, such as residency permits or citizenship certificates, undermines the integrity of the system.
- Cybersecurity risks: Due to increased digitalisation, the DHA is exposed to data breaches, phishing attacks and hacking attempts that target sensitive personal information, potentially aiding fraud and corruption.
- Internal collusion: Insider threats, where employees abuse their positions to manipulate records, approve fraudulent applications, or bypass verification processes, remain a critical issue.
- Data manipulation: Unauthorised access or tampering with digital records can lead to the approval of fraudulent applications or the concealment of corrupt activities.
- Lack of inter-departmental coordination: Limited collaboration and data sharing between agencies can create gaps that fraudsters exploit to evade detection.
- Resource constraints: Insufficient resources for advanced technology, skilled personnel and training in fraud detection and prevention can hinder the DHA's ability to respond effectively.

- Evolving fraud techniques: Fraudsters are continually developing new methods to bypass verification systems, requiring the DHA to stay ahead with advanced analytical tools and intelligence.
- Public knowledge gaps: Misunderstandings or lack of awareness about processes and requirements can result in exploitation by fraudsters who target vulnerable individuals.

Incidences of fraud and corruption within and outside the DHA environment will be mitigated through the implementation of the Counter Corruption and Fraud Prevention Strategy, 2023 which is anchored on the following four pillars:

- Pillar 1: Prevention (Awareness, security and vetting to foster a positive, ethical culture within the DHA)
- Pillar 2: Detection (process reviews to identify vulnerabilities and gaps in business processes)
- Pillar 3: Investigations (efficient investigation and conclusion of fraud and corruption related cases)
- Pillar 4: Resolution (close cooperation with other law enforcement agencies in an attempt to root out criminality among officials as well as to bring syndicates abusing Home Affairs systems to book)

Addressing these threats will also require a robust combination of advanced analytics, strong cybersecurity measures, inter-agency collaboration, regular audits, public education campaigns and rigorous employee vetting processes.

The DHA is aware of the possibility of further outbreaks of pandemics and their potential to negatively impact society. The DHA is geared for any further pandemics through the lessons learnt from the COVID-19 pandemic and the implementation of governance and operational measures as part of business continuity management.

Changes in climatic and environmental conditions leading to natural disasters will have a possible negative impact on DHA service delivery imperatives. The DHA has shown that it is able to render its services under the most trying circumstances by using its mobile fleet and other business continuity measures. The DHA will strive to contribute to a green economy by using solar systems rather than generators as back-up for service delivery. The business continuity management rollout plan effectively responds to disasters and emergencies that may impact the DHA's operations. Regarding disaster risk reduction, the DHA does not have a formal process in place. There is, however, participation in disaster risk planning as and when required. The DHA will focus on capacity building in terms of human capital and skills in the areas of disaster risk management planning in the 2025/26 financial year.

The high rate of litigation against the DHA due to opportunistic litigation as well as non-compliance with applicable policies, regulations, prescripts and service delivery standards continues. The DHA has analysed problematic areas and will continue to train relevant officials in these areas. The review of business processes will also be undertaken to simplify processes. Consequence management will be implemented against officials who do not apply and implement laws and regulations as prescribed. The DHA is addressing backlogs, especially in visa and permitting matters, using special projects. Part of the strategy is for legal services to collaborate with business to avert opportunistic litigation. In the case of civic services, a similar approach is adopted to manage cases related to registration of birth and identity management.

The following measures have been put in place to address opportunistic litigation against the DHA:

- An electronic case management system was developed.
- The link between the permitting backlog team and legal services has been strengthened to deal with priority cases as first call of business.
- Registrars of all High Courts have been directed to inform the DHA of court rolls to avoid matters being in court unopposed. The appointment of provincial nodal points for the court rolls is also yielding results; however, some rolls are transmitted belatedly, when matters have already been dealt with at court.
- The Letter of Demand database is instrumental in showing the law firms that litigate against the DHA, which areas they target effortlessly and which of those areas needs to be tightened within the DHA.

The digital transformation of the DHA will deal effectively with most of these threats. Specific areas within the DHA will need to be beefed up such as IT security. The development and implementation of a change management strategy will be of the utmost importance to realise the desired end state.



PART C:
MEASURING PERFORMANCE

PART C: MEASURING PERFORMANCE

7. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The Revised Framework for Strategic Plans and Annual Performance Plans from the DPME propagates an outcomes-based approach to strategic planning. The achievement of outcomes requires the contribution of a number of departments or business units within a department and is rarely linked to the achievement of one department or business unit.

In support of the outcomes-based approach to strategic planning, the DHA developed its own outcomes:

- Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments – linked mainly to the immigration mandate.
- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations – linked mainly to the civics mandate.
- Efficient asylum seeker and refugee system in compliance with domestic and international obligations – linked mainly to the refugees mandate.
- Secure population register to empower citizens, enable inclusivity, economic development and national security – this outcome has a cross-cutting impact on the DHA mandate.
- DHA positioned to contribute positively to a capable and developmental state – linked mainly to the contribution of the support branches within the DHA. This includes key priorities such as the fight against GBVF and the promotion of the rights of women, youth and persons with disabilities. A new focus is on the contribution of the DHA to a digital public service.

To facilitate the outcomes-based approach and integrated planning principle in the DHA, the branches within the DHA are required to indicate their contribution to the various outcomes of the DHA. In this regard, the branch dealing with information services plays a critical cross-cutting role in support of several outcomes. This is mainly due to the nature of their function and the responsibilities allocated to the branch. The budget for modernising the DHA sits mainly under the Administration Programme even though the contribution is in support of all DHA outcomes.

The new vision of a digitally transformed DHA will have a significant and long-lasting impact on all facets of the department. It will fundamentally change the way the DHA conducts its business and delivers its services. The digital transformation process will bring about many opportunities as well as risks and threats. The DHA is in the process of conducting a comprehensive environmental analysis to determine the impact thereof on the organisational design, alignment of planning and resource considerations such as budgeting practices and updating of risk plans. The 2025 to 2030 Strategic Plan and subsequent annual performance plans will outline the details of this process.

PROGAMME 1: ADMINISTRATION

Administration covers all functions of the DHA that support its core business, such as policy, governance, finance, human resource management and security. It is also responsible for the provision of ICT infrastructure, accommodation, transport and the keeping of records.

In addition, large transversal IT systems reside under this programme, which explains why its budget is relatively large, and it is responsible for the implementation of key systems in the modernisation programme of the DHA, such as finalisation of the Who Am I Online (WAIO) scope, the building of ABIS and the development of integrated identity systems.

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

Sub-programme

- Ministry
  - Minister
  - Deputy Minister
- Management Support Services
  - Director-General
  - Institutional Planning and Support (Operations)
- Corporate Services
  - Counter Corruption and Security Services
  - Human Resources Support
  - Financial Services
- Transversal Information Technology Management
  - IS Operational
  - HANIS
  - National Immigration Information System
  - Transversal IT Projects
- Office Accommodation

ADMINISTRATION RESOURCE CONSIDERATIONS

Expenditure estimates over the MTEF 2025 – 2028

Table 6: Administration programme expenditure estimates 2025 – 2028

PROGRAMME ONE: ADMINISTRATION	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Audited outcome	Audited outcome	Audited outcome	Appropriation	Medium Term Expenditure Framework		
Rand thousand	**R'000**	**R'000**	**R'000**		**R'000**	**R'000**	**R'000**
Subprogrammes							
Ministry	25 643	28 869	29 286	29 325	27 290	30 076	31 266
Management Support Services	252 841	277 407	318 604	353 830	280 252	304 604	319 407
Corporate Services	710 959	810 021	858 124	1 092 417	840 685	864 154	869 975
Transversal Information Technology Management	1 033 768	1 086 559	1 150 015	1 110 636	1 146 599	1 252 722	1 304 022
Office Accommodation	613 640	592 209	395 738	301 013	400 880	575 391	617 858
Total	**2 636 851**	**2 795 065**	**2 751 767**	**2 887 221**	**2 695 706**	**3 026 947**	**3 142 528**
Economic classification							
Current payments	**2 343 922**	**2 546 685**	**2 462 574**	**2 609 484**	**2 678 073**	**3 008 463**	**3 123 210**
Compensation of employees	**577 055**	**600 703**	**601 604**	**820 990**	**993 408**	**994 197**	**1 013 082**
Salaries and wages	500 264	521 979	517 524	729 101	900 455	893 921	908 741
Social contributions	76 791	78 724	84 080	91 889	92 953	100 276	104 341
Goods and services	**1 766 867**	**1 944 869**	**1 860 323**	**1 788 494**	**1 684 665**	**2 014 266**	**2 110 128**
Interest and rent on land	**-**	**1 113**	**647**	**-**	**-**	**-**	**-**
Transfers and subsidies	**5 715**	**3 091**	**3 552**	**3 103**	**2 474**	**2 597**	**2 713**
Payments for capital assets	**279 249**	**241 039**	**284 061**	**274 634**	**15 159**	**15 887**	**16 605**
Payments for financial assets	**7 965**	**4 250**	**1 580**	**-**	**-**	**-**	**-**
Total	**2 636 851**	**2 795 065**	**2 751 767**	**2 887 221**	**2 695 706**	**3 026 947**	**3 142 528**

The main spending focus over the medium term, with specific focus on the 2025/26 financial year, will be on:

- Maintenance and support (R421,5 million) – included as part of maintenance and support are the integrated revenue engine; live capture; networks and e-Home Affairs hosting; branch server support; biometric access control mechanism solution; public key infrastructure services and certificates; network provisioning, routers and switches.
- Licences (R 201,5 million) – included are licences for Microsoft, IBM, HP and Gemalto.
- Technology refresh and rollout (R51,2 million) – included are servers; live capture rollout to mobile offices; e-Visa and related systems to missions and desktop/ workstation refresh at ports.
- Projects (R62,7 million) – included are mobile offices and connectivity, hospital connectivity; development for systems such as integrated case management system, live capture (thin client and asylum seeker management); e-Visa and tier 3 data centre (R29,4 million). Funding for the ABIS project is derived from the Integrated Justice System (R 35,8 million).
- Maintaining and improving the footprint of the DHA through:
  - Private leases: R247 million
  - State-owned buildings: R105 million
  - Municipal services: R80 million
  - Malls: R50 million
- Implementing specific training, leadership and staff development interventions to develop a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans by establishing a world-class academy and the culture and practice of continuous learning. The focus is on strategic projects such as leadership and management training; training on the National Certificate: Home Affairs Services; coaching clinics; development programmes; allocation of bursaries; mentoring and preparing for the fourth industrial revolution (R7 million).
- Raising awareness on gender-based violence and related matters (R896 000).
- Dealing with misconduct cases in the DHA (R10 million).
- Promoting the services and activities of the DHA through publicity, advocacy, marketing and awareness initiatives, via a multimedia approach; media platforms that will carry departmental messages and campaigns mostly on social media platforms owned by the Department - R 6,5 million.
- Outsourcing activities for planned audit projects and audits that require specialised skills that are lacking in the internal auditing environment as well as related expenditure such as travel costs (R1,4 million).
- Creating awareness of risk management and implementation of business continuity management (R2 million).
- Implementation of the Home Affairs repositioning programme by developing relevant policies and legislation pertaining to civic, immigration and support services as well as the establishment of a project management office (R9 million).
- Implementing the DHA Counter Corruption Strategy by providing private security services for departmental offices (R102,8 million); conducting threat and risk assessments at offices (R642 000); the ongoing vetting of officials (R731 000); assessment of business processes to detect vulnerabilities (R355 000) and investigation of fraud and corruption cases (R729 000).

Information Services

Note: 'Per year' refers to the financial year

Automated birth functionality at health facilities

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Automated birth functionality rolled out in health facilities						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Number of health facilities with automated birth functionality rollout	NA	NA	New PI	1	47	45	45

Explanation of planned performance over the Medium-Term Period

The aim of the output is to ensure that the birth registration process for first registrations and foreign births is rolled out in health facilities. Rollout refers to the gradual introduction or release of the system, software, or feature to its intended users or stakeholders. The automation of births will improve security of the process by minimising fraud and corruption, tightening up the registration process and improving the turnaround time for issuing birth certificates. The legacy system will run parallel with the new automated birth system for a period of a year to ensure stability and thereafter the legacy system will be discontinued. The output indicator will support the DHA outcome to provide secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. The output and DHA outcome contribute to the strategic priority in the Medium Term Development Plan 2024 to 2029 dealing with a capable, ethical and developmental state.

The identified health facilities for 2025/26 are Bertha Gxowa (Germiston), Charlotte Maxeke (Johannesburg General), Chris Hani Baragwanath, Dora Nginza, Dr George Mukhari, Dr Yusuf Dadoo (Paardekraal), Edendale, Edenvale, Far East Rand, Job Shimankana Tabane (Rustenburg Provincial), Kalafong, Karl Bremer, King Edward VIII, Tshepong (Klerksdorp), Ladysmith Provincial, Leratong, Mafikeng Provincial (Bophelong), Mahatma Gandhi, Mamelodi Day, Mankweng, Mowbray Maternity, Mthatha General, Newcastle Provincial, Northdale, Paarl, Pholosong, Prince Mshiyeni, Queen Nandi Regional, Raheema Moosa (Coronation), RK Khan, Sebokeng, Somerset (New Somerset), St Elizabeth's, Stanger, Tambo Memorial, Tembisa, Thelle Mogoerane Regional, Tintswalo, Tonga, Tshilidzini, Tygerberg. Kimberly Hospital, Kuruman Hospital, Pelonomi Hospital, Fezi Ngumbentombi Hospital, Letaba Hospital and Tshwane District Hospital.

	Quarterly Targets for 2025/26				
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of health facilities with automated birth functionality rollout	47	NA	e-Birth development completed	User acceptance testing signed off by DDG: CS	47

Live capture functionality								
	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Live capture for smart ID card and passport functionality implemented at local offices and bank branches to ensure all South Africans and permanent residents can obtain smart ID cards						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of offices with live capture functionality for smart ID cards and passports	NA	NA	NA	5	10 offices	10 offices	10 offices
	Number of bank branches with live capture functionality for smart ID cards and passports (new model)	NA	NA	NA	New PI	100 bank branches	400 bank branches	500 bank branches

Explanation of planned performance over the Medium Term Period

The DHA implemented a business application to automate the processes to apply for passports and smart identity cards at certain offices, referred to as modernised offices. The aim is to convert legacy offices into modernised offices. The system was rolled out to a limited number of bank branches from a number of banks.

The expansion of the DHA footprint to bank branches enables the DHA to leverage their infrastructure to improve accessibility particularly in under-developed areas. Banks will invest in connectivity links, endpoint devices, peripherals—including facial recognition biometric cameras—and deploy dedicated staff to facilitate DHA service delivery. Furthermore, deep linking into their web and mobile platforms will integrate DHA services seamlessly, reducing reliance on physical DHA offices. This strategic partnership modernises service delivery, enhances operational efficiency, and expands DHA's reach without the need for new physical infrastructure. The rollout to bank branches will increase significantly over the medium term and follow a different model from the previous rollout in banks. The list of bank branches will be included in the live capture rollout plan.

The output contributes to the DHA outcome to secure and efficiently manage citizenship and civil registration to fulfil constitutional and international obligations. It also contributes to the DHA outcome to secure the population register to empower citizens, enable inclusivity, economic development and national security as well as the strategic priority in the Medium Term Development Plan 2024 to 2029 dealing with a capable, ethical and developmental state. The rollout to banks is a DHA commitment in the Medium Term Development Plan for 2024 to 2029.

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of offices with live capture functionality for smart ID cards and passports	10 offices	Live capture rollout project plan approved by DDG: IS and DDG: OPS	NA	5 offices	5 offices
	Number of bank branches with live capture functionality for smart ID cards and passports (new model)	100 bank branches	Live capture rollout project plan approved by DDG: IS and DDG: OPS	System development and integration completed	40 bank branches	60 bank branches

Electronic Travel Authorization (ETA)								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Electronic Travel Authorization (ETA) implemented for automated digital application and adjudication of visas in support of the reform of the visa regime to attract skills, promote investment and grow tourism						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Implementation of Electronic Travel Authorization (ETA) solution for visa categories	NA	NA	NA	E-Visa prototype developed: AI-enabled adjudication process for the Tourist Visa	ETA solution for Visitor's Visa (section 11(1) and 11(2)) deployed to DHA website	ETA solution for study and critical skills developed	ETA solution for work and spousal visas developed
	Explanation of planned performance over the Medium Term Period The ETA is an automated online process that simplifies travel procedures and minimize paperwork for applicants. Artificial Intelligence is used to reduce human intervention in the adjudication process. This will reduce the turnaround time for processing of applications. Applicants will access the solution through a website at any given time anywhere in the world. The ETA will be implemented for section 11(1) and 11(2) visas in 2025/26. Section 11(1) refers to an application for a visitor's visa not exceeding a period of three months. Section 11(2) refers to authorisation to conduct work on a Visitor's Visa, Section 11(1). The ETA will be applicable to visa exempted and non-exempted countries. The output will give effect to the ministerial priority of a digitally transformed Home Affairs. The output is critical to the comprehensive review of the visa regime as pronounced in various State of the Nation Addresses. The output will contribute to the Economic Reconstruction and Recovery Plan of Government and the APEX priority in the Medium Term Development Plan 2024 to 2029 dealing with economic transformation and job creation. The output will support the developmental and risk-based approach to immigration and the DHA outcome dealing with the secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Implementation of ETA solution for visa categories	ETA solution for Visitor's Visa (section 11(1) and 11(2)) deployed to DHA website	Business requirement specifications approved by DDG: IMS	Functional design specifications approved by DDG: IS	ETA solution development completed	User acceptance testing signed off by DDG: IMS ETA solution deployed to website

Digital Identity	**Outcome:**	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Digital identity piloted to ensure all South Africans can attain smart and digital IDs						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Digital identity piloted	NA	NA	NA	NA	Foundational public key infrastructure (PKI) for digital identity configured	Development of digital identity completed (digital identity created)	Digital identity piloted

Explanation of planned performance over the Medium Term Period

Public key infrastructure (PKI) is the foundation in preparation of the implementation of digital identity. PKI is a core component of data confidentiality, information integrity, authentication and data access control. PKI configuration means that the platform will be ready for the digital identity system. The output is critical to the digital reforms to be implemented regarding the adoption of new digital tools and technologies and the roadmap will outline end-to-end phases towards implementation of digital identity. A digital identity solution will provide citizens with a more convenient, secure and efficient way to access government services. The digital identity initiative will also streamline immigration processes and ensure that services are more efficient and secure.

The output will contribute to the DHA outcome of a secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. The output is an integral part of the new vision of a digitally transformed Home Affairs and the Medium Term Development Priority of building a capable, ethical and developmental state. The output supports the MTDP strategic intervention to ensure all South Africans can obtain smart and digital IDs.

Digital identity in the DHA context is defined as a trusted and verifiable online representation of an individual, enabling secure access to government and private sector services. It is cryptographically secured to ensure privacy, authentication and fraud resistance, while supporting both physical and digital formats.

In the Home Affairs@home, digital identity integrates:

- Digital Verifiable Credentials (DVCs) – Secure digital credentials issued by authorised institutions, granting access to SASSA, healthcare, driver's licenses, Home Affairs records, banking and other critical services.
- Public Key Infrastructure (PKI) – A foundational security framework providing encryption, authentication and digital signatures, ensuring trusted identity verification.
- Certificate Authority (CA) – The trusted entity responsible for issuing and managing digital certificates, enabling identity validation and secure transactions within the digital identity ecosystem.
- Physical Smart ID Cards and QR-Based Credentials – Secure, offline-capable authentication using embedded chips or facial biometrics, ensuring interoperability between digital and physical identity verification.
- Digital Wallets – A secure software application that stores and manages DVCs, supporting biometric authentication, PIN-based access, and cryptographic verification for seamless service access.
- Ecosystem Integration – A whole-of-government approach, hosted by the SARB, integrating biometric verification, regulatory compliance, and interoperability across identity platforms to ensure scalability and security.

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Digital identity piloted	Foundational public key infrastructure (PKI) for digital identity configured	Roadmap on digital identity approved by DDG: IS	PKI system and infrastructure readiness for implementation assessed	Procurement of PKI infrastructure finalised	Foundational public key infrastructure (PKI) for digital identity configured

Automated support service processes								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Automated support services processes implemented for e-Leave, e-PMDS and e-Invoice tracking						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of automated corporate services processes rolled out	NA	NA	NA	e-Recruitment system activated for use by Branch: HRM&D (tested)	Roll-out of 3 automated corporate services processes: (e-Leave, e-PMDS, and e-Invoice tracking)	NA	NA
	Explanation of planned performance over the Medium Term Period Support processes in the DHA are manual and labour-intensive. The automation of support processes will improve the decision-making value chain and alleviate the pressures on constrained human resource capacity in the DHA. It will contribute to a paperless environment. The identified processes will be operational in 2025/26. The output is in support of the new vision of a digitally transformed Home Affairs. The output is critical to the digital reforms to be implemented regarding the adoption of new digital tools and technologies; rethinking of business processes and models and the improvement of the customer experiences through digital channels. The output will contribute to the DHA outcome of a DHA positioned to contribute positively to a capable and developmental state as well as the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of automated corporate services processes rolled out	Roll-out of 3 automated corporate services processes: (e-Leave, e-PMDS, and e-Invoice tracking)	Business requirement specifications approved by DDG: HRM&D and CFO Functional design specifications approved by DDG: IS	e-Leave, e-PMDS and e-Invoice tracking customized as per user requirement specifications	Rollout of e-Leave and e-PMDS in DHA	Rollout of e-Invoice tracking in DHA

Preferred places of delivery of documents

Outcome:	DHA positioned to contribute positively to a capable and developmental state						
Output:	Delivery of smart ID cards and passports at preferred places of delivery						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Implementation of method for delivery of smart ID cards and passports at preferred places of delivery	NA	NA	NA	New PI	Capability developed for method of delivery of smart ID cards and passports at preferred places of delivery	Delivery of smart ID cards and passports at preferred places of delivery implemented	Delivery of smart ID cards and passports at preferred places of delivery implemented

Explanation of planned performance over the Medium Term Period

The delivery of DHA documents at preferred places of delivery is a key component of the Home Affairs@home vision. Applicants will be afforded the opportunity to indicate the preferred destination for the delivery of their documents at the time of application, e.g. home address or at the office / bank of application. This arrangement will require changes to be made to DHA systems. This initiative will limit the number of visits to DHA offices, reduce long queues at offices and ensure convenience to clients.

The output will contribute to the DHA outcome of a DHA positioned to contribute positively to a capable and developmental state as well as the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state. The output is an integral part of the new vision of a digitally transformed Home Affairs.

Quarterly targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Implementation of method for delivery of smart ID cards and passports at preferred places of delivery	Capability developed for delivery of smart ID cards and passports at preferred places of delivery	Business requirement specifications approved by DDG: CS	Functional design specifications approved by DDG: IS	NA	Capability developed for method of delivery of smart ID cards and passports at preferred places of delivery

Office of the Director-General (DG)

DHA Bill

Outcome:	DHA positioned to contribute positively to a capable and developmental state						
Output:	Home Affairs Bill tabled in Parliament						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Tabling of Home Affairs Bill ("DHA Bill") in Parliament for processing of Bill	Draft Home Affairs Bill approved by Minister	Home Affairs Bill submitted to Cabinet for approval to introduce Bill into Parliament	Draft Home Affairs Bill submitted to OCSLA for preliminary certification	Draft Home Affairs Bill approved by Minister	Home Affairs Bill submitted to Cabinet for approval to publish Bill for public comments	Home Affairs Bill submitted to Cabinet for approval to introduce Bill into Parliament	NA

Explanation of planned performance over the Medium Term Period

Cabinet approved in March 2017 the business case for repositioning the DHA as a modern, secure department located within the security system of the state. Cabinet also announced that the DHA would be fully integrated into the JCPS cluster. In the majority, departments that operate in this area are established by an Act of Parliament which regulates, amongst others, recruitment of employees and access to their systems and buildings (national key points). The DHA needs anchor legislation in the form of a Home Affairs Act to provide a coherent legal framework for a repositioned DHA to deliver on a mandate appropriate for a sovereign state that has a Constitution founded on democracy, inclusion, social justice, development, peace and security. The Home Affairs Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Home Affairs Act is a necessary legal instrument that will enable the DHA to be repositioned as a secure, modern department that is located within the security system. A secure and modern department is a department that delivers its services through digital platforms and is able to protect its services from cyber-crimes such as phishing, identity theft/fraud, hacking of the system, etc. DHA services enable national sovereignty, safety, peace and stability of the country. If the DHA is not secure, the security of all other institutions and every person in South Africa is at risk.

One of the priority pillars as part of the DHA repositioning programme in support of the White Paper on Home Affairs is policy and legislation. The legislative target(s) in this annual performance plan will contribute significantly to address existing gaps in the DHA policy and legislation environment. The output is in support of the DHA outcome to contribute positively to a capable and developmental state and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.

Quarterly Targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Tabling of Home Affairs Bill in Parliament for processing of Bill	Home Affairs Bill submitted to Cabinet for approval to publish Bill for public comments	Approved draft Bill submitted to the JCPS FOSAD cluster	JCPS cluster inputs included in revised draft Bill	Approved draft Bill submitted to Cabinet for approval to publish for public comments	Approved draft Bill published in Government Gazette for public comments

DHA communication strategic interventions

Outcome:	DHA positioned to contribute positively to a capable and developmental state						
Output:	DHA Communication Strategy and action plan implemented for media engagements, outreach engagements and campaigns						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Number of interventions implemented in support of Communication Strategy and Action Plan (per year)	DHA Communication Strategy and plan implemented through: • 49 Media engagements • 19 Outreach engagements • 6 Campaigns	DHA Communication Strategy and plan implemented • 71 Media engagements • 18 Outreach engagements • 4 Campaigns	DHA Communication Strategy and plan implemented • 64 Media engagements • 16 Outreach engagements • 6 Campaigns	DHA Communication Strategy and plan implemented • 24 Media engagements • 6 Outreach engagements • 3 Campaigns	DHA Communication Strategy and plan implemented • 56 Media engagements • 6 Outreach engagements • 12 Campaigns	DHA Communication Strategy and plan implemented • 56 Media engagements • 6 Outreach engagements • 12 Campaigns	DHA Communication Strategy and plan implemented • 56 Media engagements • 6 Outreach engagements • 12 Campaigns

Explanation of planned performance over the Medium Term Period

The main aim is to publicise the programmes of the DHA while also profiling the work of the political principals in undertaking the mandate of the DHA. This is done through the DHA Communication Strategy which is reviewed and updated yearly with relevant communication action plans. The priority is to continue creating a positive brand positioning for the DHA and putting the DHA services foremost in the minds of clients. The output supports the DHA outcome of contributing positively to a capable and developmental state by putting the DHA at the forefront of government's service delivery agenda. The APP targets are intended to strategically communicate and publicise the DHA's core functions and mandate, while also engaging with stakeholders to solicit their support and buy-in for the work of the institution.

The targets for the outer years will be reviewed based on possible changes in the communication environment, available human resources and budget. Media engagements and campaigns have been chosen due to their strategic importance in effectively getting advocacy and publicity messages across to the DHA's target market and client base. Cabinet also issued a directive that the executive should have an unmediated community engagement programme every financial year (outreach engagements/izimbizo). Outreach engagements are defined as unmediated ministerial (either by the minister or deputy minister) engagements directly with members of the public on service delivery issues. The targets directly support the achievement of the chosen outcome by publicising the work of the DHA and its executive in undertaking its core programmes and service offering in support of its mandate.

The media is a critical stakeholder to help convey the new initiatives the DHA has introduced to achieve its set outcomes. The media ensures that the DHA is held accountable by keeping the public and stakeholders up to date with progress, thus the need for continuous engagement with the media fraternity. The outreach engagements/izimbizo are Cabinet-sanctioned programme outputs that are aimed at giving the clients and stakeholders the opportunity to engage with the DHA's executive directly around the progress and/or challenges in achieving the DHA's intended outcomes. Outreach engagements/izimbizo assist in ensuring that the achievement of the outcomes are enhanced through consensus and collaborative efforts with communities, clients and relevant stakeholders. Communication campaigns drive the advocacy and publicity of the DHA's outcomes so that the clients and stakeholders know what the DHA intends to deliver on in a particular financial year; and ensure expectations in achievement of the outcomes are aligned to the current organisational plans and resource-reality. The output and DHA outcome are in support of the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of interventions implemented in support of Communication Strategy and Action Plan (per year)	DHA Communication Strategy and plan implemented: • 56 Media engagements • 6 Outreach engagements • 12 Campaigns	• 14 Media engagements • 2 Outreach engagements • 3 Campaigns	• 14 Media engagements • 2 Outreach engagements • 3 Campaigns	• 14 Media engagements • 1 Outreach engagement • 3 Campaigns	• 14 Media engagements • 1 Outreach engagement • 3 Campaigns

Online Birth Registration System at health facilities

Outcome:	DHA positioned to contribute positively to a capable and developmental state						
Output:	Rollout of online birth registration system in public and private health facilities						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Number of health facilities with online birth registration system rollout (capability established at health facility to issue birth certificates)	NA	NA	Rollout of online birth registration system in 8 priority 2&3 health facilities	Rollout of online birth registration system in 48 Priority 4 health facilities	Rollout of online birth registration system in 9 health facilities (capability established at health facility to issue birth certificates)	NA	NA

Explanation of planned performance over the Medium Term Period

The project to rollout out an online birth registration system in public and private health facilities seeks to establish birth registration infrastructure in health facilities that deliver births in the country with the capability to process birth registration applications, conduct online verification and authentication of clients on the spot. The online birth registration system in this context refers to the establishment of capability in health facilities to issue birth certificates. The names of the health facilities are captured in annexure D.

The output is a key contributor to ensuring early birth registration (births registered within 30 calendar days) and will improve access to the public for the registration of births. Furthermore, the output will contribute to closing the gap between the births delivered and births registered resulting in the reduction in the number of late registration of births. The output contributes to the attainment of Sustainable Developmental Goal 16.9 which states that by 2030 legal identity must be provided for all, including birth registration. The rollout of the birth registration system is central to expanding the footprint of the DHA and taking services closer to the public. The output will contribute to the DHA outcome of securing the population register to empower citizens, enable inclusivity, economic development and national security; and to position the DHA to contribute positively to a capable and developmental state. The output will contribute to the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.

Quarterly targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of health facilities with online birth registration system rollout (capability established at health facility to issue birth certificates)	Rollout of online birth registration system in 9 health facilities (capability established at health facility to issue birth certificates)	NA	NA	4	5

Digitisation of records								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Civic records digitised						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of civic records digitised	NA	New PI	29 730 032 records digitised	12 million	25 million	25 million	25 million
	Explanation of planned performance over the Medium Term Period The civic records to be digitised include birth, marriage, death, amendment, identity and passport records. The project to digitise civic records was announced by the President in the 2022 State of the Nation Address. The digitisation of DHA records will have a significant impact on improving service delivery standards and turnaround times for enabling documents such as unabridged birth, marriage and death certificates. It will reduce the number of visits by clients to DHA offices. The output is in support of the DHA outcome to contribute positively to a capable and developmental state and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26				
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of civic records digitised	25 million	6,2 million	6,6 million	6,1 million	6,1 million

Digital Identity Policy								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	National Identification Registration Bill submitted to Cabinet for approval to introduce Bill into Parliament						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Tabling of National Identification Registration Bill in Parliament for processing of Bill	NA	NA	NA	New PI	Digital Identity (DI) Policy approved by Minister for submission to Cabinet for approval	National Identification Registration Bill submitted to Cabinet for approval for public comments	National Identification Registration Bill submitted to Cabinet for approval to introduce Bill into Parliament
	Explanation of planned performance over the Medium Term Period The DHA's constitutional mandate of citizenship and civil registration (including identity management) empowers the DHA to develop a Digital Identity Policy that will ensure a secure, accessible, trusted and inclusive digital ID for all South African citizens and residents, and digital ID system(s) that enable economic development and seamless transactions with government. The Digital Identity Policy will be submitted to Cabinet for approval by 31 March 2026. The output is in support of the DHA outcome to contribute positively to a capable and developmental state and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Tabling of National Identification Registration Bill in Parliament for processing of Bill	Digital Identity (DI) Policy approved by Minister for submission to Cabinet for approval	SEIAS Report submitted to Presidency	Presentation of the DI Policy to 3 FOSAD Clusters (GSCID, ESIEID and JCPS)	DI Policy gazetted for public comments	DI Policy approved by Minister for submission to Cabinet for approval

Draft Revised White Paper								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Draft Citizenship, Immigration and Refugee Protection Bill submitted to Cabinet to introduce Bill into Parliament						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Submission of Draft Citizenship, Immigration and Refugee Protection Bill to Cabinet for approval to introduce Bill in Parliament	NA	NA	NA	New PI	Draft Revised White Paper on Citizenship, Immigration and Refugee Protection submitted to Cabinet for approval	Draft Citizenship, Immigration and Refugee Protection Bill submitted to Cabinet for approval to publish for public comments	Draft Citizenship, Immigration and Refugee Protection Bill submitted to Cabinet to introduce Bill in Parliament
	Explanation of planned performance over the Medium Term Period The mandate of the DHA empowers the DHA to develop a Draft Revised White Paper that will complement the approved White Paper on Citizenship, Immigration and Refugee Protection: Towards a complete overhaul of the migration system in South Africa. The Draft Revised White Paper will be submitted to Cabinet for approval by 31 March 2026. The output is in support of the DHA to outcome to contribute positively to a capable and developmental state and the strategic priority in the Medium Term Development Plan 2024 to 2029 to build a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Submission of Draft Citizenship, Immigration and Refugee Protection Bill to Cabinet for approval to introduce Bill in Parliament	Draft Revised White Paper on Citizenship, Immigration and Refugees Protection submitted to Cabinet for approval	Draft Revised White Paper approved by Minister	Presentation of the Draft Revised White Paper to 3 FOSAD Clusters (ESIEID, ICTS and JCPS)	Draft Revised White Paper gazetted for public comments	Draft Revised White Paper submitted to Cabinet for approval

Human Resource Management and Development (HRM&D)

DHA Gender-based Violence and Femicide Plan								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	DHA Gender-based Violence and Femicide Plan implemented						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Implementation of DHA GBVF Plan	15 Awareness sessions conducted	DHA GBVF Plan implemented	DHA GBVF Plan implemented	DHA GBVF Plan implemented	DHA GBVF Plan implemented	DHA GBVF Plan implemented	DHA GBVF Plan implemented
	Explanation of planned performance over the Medium Term Period All departments are required to contribute to the National Strategic Plan on Gender-based Violence and Femicide (NSP on GBVF): 2020 – 2030. The output is the DHA's contribution to this requirement and to the DHA outcome of contributing positively to a capable and developmental state. The DHA will address this important priority through the development and implementation of the DHA GBVF Plan. A key component of the plan will be to raise awareness on matters addressed under the NSP on GBVF, as well gender and disability mainstreaming priorities. The plan will be integrated with the DHA's Employee Wellness Programme. The implementation of the plan will be closely monitored to ensure that the DHA plays its rightful role in the fight against GBVF. The plan will comprise of the contribution of each of the DHA branches as well as their associated roles and responsibilities, which will be integrated into a consolidated plan, monitored and reported on by the Branch HRM&D. Around 61% of departmental employees are women. The aim is to reach all of the women in terms of interventions as per this plan by 2027/28. The output and DHA outcome is in support of the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Implementation of DHA GBVF Plan	DHA GBVF Plan implemented	DHA GBVF Plan implemented as per identified quarterly deliverables	DHA GBVF Plan implemented as per identified quarterly deliverables	DHA GBVF Plan implemented as per identified quarterly deliverables	DHA GBVF Plan implemented as per identified quarterly deliverables

Training on digital interventions								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	DHA officials trained on identified digital literacy interventions						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of DHA officials trained on digital literacy interventions	NA	NA	NA	New PI	2 500 DHA officials trained on basic digital literacy interventions (mandatory)	3 500 DHA officials trained on digital literacy interventions (Basic: 2500; Intermediate: 1000)	4 000 DHA officials trained on digital literacy interventions (Basic: 2500; Intermediate: 1000; Advanced: 500)
	Explanation of planned performance over the Medium Term Period The Digital Literacy Programme will be offered at basic, intermediate and advanced level. The curriculum covers the following: information literacy, communication and collaborative tools, digital devices and software proficiency, cyber security and enterprise content management. This programme will be rolled out over three financial years (2025-2028). The basic level will be offered throughout the three financial years targeting all DHA Officials. Intermediate level will commence in the financial year 2026/27 and advanced programmes will commence in the financial year 2027/28. The training will follow a hybrid model (combination of self-directed and virtual platforms) and will be applicable to head office and provincial staff. The aim of the output is to improve digital literacy from entry level up to specialisation within the core functional areas of the DHA. The White Paper on Home Affairs emphasises the need for skilling DHA officials in an effort to ensure that they are purpose fit and can respond adequately to the needs of citizens. The output is in support of the new vision of a digitally transformed DHA. A digital public service is a priority in the Medium Term Development Plan 2024 to 2029.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of DHA officials trained on digital literacy interventions	2 500 DHA officials trained on basic digital literacy interventions (mandatory)	600 • SL13-15: 20 • SL 09-12: 250 • SL 03-08: 330	1000 • SL13-15: 35 • SL 09-12: 100 • SL 03-08: 865	600 • SL13-15: 10 • SL 09-12: 100 • SL 03-08: 490	300 • SL13-15: 10 • SL 09-12: 100 • SL 03-08: 190

Counter Corruption and Security Services (CCSS)

Business process evaluation								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Business processes reviewed as part of the implementation of the DHA Counter Corruption and Fraud Prevention Strategy						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of DHA business processes reviewed to identify vulnerabilities to fraud, corruption and security breaches (per year)	1 (Port of entry and BMA)	4	16	16	12	12	12
	Explanation of planned performance over the Medium Term Period Process reviews are conducted with the aim of identifying corruption vulnerabilities and gaps within DHA business processes, and to recommend mitigating strategies to eliminate opportunities for officials to commit fraud and corruption. Reported and finalised cases are analysed to identify the modus operandi used to commit fraud and corruption and inform the re-engineering of DHA business processes. The CCSS branch was established as a mechanism to spearhead the implementation of measures to prevent and combat fraud and corruption in the DHA in compliance with the 2002 Cabinet resolution. Reports are to be signed off by DDG: CCSS. The output will contribute towards the implementation of the DHA Counter Corruption and Fraud Prevention Strategy and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of DHA business processes reviewed to identify vulnerabilities to fraud, corruption and security breaches (per year)	12	3 business processes reviewed: • Appeal process (Asylum seekers) • Multiple birth registration processes (two or more births, e.g. twins) • First time application processes for smart ID cards	3 business processes reviewed: • User identity allocation processes to access DHA systems • Review of Population Register functions • Passport collection process	3 business processes reviewed: • Death registration (completeness of application forms) • ID collection process • Marriage registration process (verification of status)	3 business processes reviewed: • Admission of persons onto the National Population Register (function 006) • Late registration of birth (7-14 years) • Smart ID application (replacing BI-1 with BI-2)

Fraud and corruption investigations								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Fraud and corruption cases finalised within prescribed timeframe as part of the implementation of the DHA Counter Corruption and Fraud Prevention Strategy						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of fraud and corruption cases finalised within 90 working days (per year)	62%	66%	83.8%	80%	80%	80%	80%
	Explanation of planned performance over the Medium Term Period The investigation of fraud and corruption is important to deal effectively with corrupt elements within and outside the DHA and is an important priority of the JCPS Cluster. Successful investigations also serve as a deterrent to possible future corrupt activities. This target is one of the components to ensure the DHA has an adequate security system in place in line with the White Paper on Home Affairs. The CCSS branch was established as a mechanism to spearhead the implementation of measures to prevent and combat fraud and corruption in the DHA in compliance with the 2002 Cabinet resolution. The output will contribute towards the implementation of the DHA Counter Corruption and Fraud Prevention Strategy and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Percentage of fraud and corruption cases finalised within 90 working days (per year)	80%	80%	80%	80%	80%

Threat and risk assessments (TRAs)								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Threat and Risk Assessments (TRAs) conducted as part of the implementation of the DHA Counter Corruption and Fraud Prevention Strategy						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of TRAs conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and/or Minimum Physical Security Standards (MPSS) to mitigate risks (per year)	42	80	50	40	40	40	40
	Explanation of planned performance over the Medium Term Period The purpose of TRAs are: • Identification and determination of the value of critical assets of offices and determining the potential threats and risks that may compromise the safety of the DHA's assets/resources (people, assets, processes and documents) • Determination of the adequacy of current security measures and cost effectiveness thereof • Making of recommendations to add, modify or eliminate security shortfalls and provide for business continuity The names of the offices will not be published for security reasons. TRAs are signed off by the Director: Physical Security. The output will contribute towards the implementation of the DHA Counter Corruption and Fraud Prevention Strategy and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of TRAs conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and/or Minimum Physical Security Standards (MPSS) to mitigate risks (per year)	40	10	10	10	10

Vetting								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Vetting files referred to the State Security Agency (SSA) for evaluation as part of the implementation of the DHA Counter Corruption and Fraud Prevention Strategy						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of completed vetting files referred to SSA for evaluation (per year)	369	800	516	400	400	400	400
	Explanation of planned performance over the Medium Term Period It is imperative for officials to be vetted if their duties or tasks necessitate access to sensitive information, assets and areas designated as national key points. This applies to all positions and phases of the contracting process, and when an individual's duties or tasks require access to essential persons or installations that are deemed to afford regular and consistent access to classified information and/or assets. To this end it is critical that all employees, consultants, interns and contractors are not beyond reproach. The vetting files are referred to the SSA once the DHA has completed the required departmental processes. The output will contribute towards the implementation of the DHA Counter Corruption and Fraud Prevention Strategy and the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of completed vetting files referred to SSA for evaluation (per year)	400 (100 Top Secret / Secret and 300 Confidential files)	120 (30 Top Secret / Secret and 90 Confidential files)	120 (30 Top Secret / Secret and 90 Confidential files)	80 (20 Top Secret / Secret and 60 Confidential files)	80 (20 Top Secret / Secret and 60 Confidential files)

Procurement to women-owned businesses								
	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Public procurement directed to women-owned businesses						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of public (bids) procurement to women-owned businesses	NA	NA	New PI	20% of public procurement to women-owned businesses	30% of public (bids) procurement to women-owned businesses	40% of public (bids) procurement to women-owned businesses	40% of public (bids) procurement to women-owned businesses
	Explanation of planned performance over the Medium Term Period The indicator is directed towards directing a set percentage of public procurement towards women-owned businesses. The purpose is to contribute towards the economic empowerment of women. The DHA has developed a Preferential Procurement Policy to assist with the implementation of this priority. The target will be measured on an annual basis. The output and DHA outcome is in support of the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state. It will contribute towards the economic empowerment of women and assist with the eradication of gender- based violence and femicide in line with the national strategic plan.							

	Quarterly Targets for 2025/26					
	Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
	Percentage of public (bids) procurement to women-owned businesses	30% of public (bids) procurement to women-owned businesses	NA	NA	NA	30% of public (bids) procurement to women-owned businesses

PROGRAMME 2: CITIZEN AFFAIRS

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

Sub-programme:

- *Citizen Affairs Management* provides for the overall management of the branch for both head office and frontline offices and provides policy direction, sets standards and manages back office processes.
- *Status Services* (back office status services) regulates all matters relating to the NPR. These include maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; amending personal particulars on the NPR; providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship.
- *Identification Services* (back office ID processing) oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- *Provinces* provides for all civic, immigration and refugee affairs functions in the provinces. This entails providing a client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example temporary identity certificates) and conducting quality assurance of, for example, immigration and civic services applications.

CITIZEN AFFAIRS RESOURCE CONSIDERATIONS

Programme 2: Expenditure estimates over the MTEF 2025 – 2028

Table 7: Citizen Affairs expenditure estimates 2025 – 2028

PROGRAMME TWO: CITIZEN AFFAIRS	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Audited outcome	Audited outcome	Audited outcome	Appropriation	Medium Term Expenditure Framework		
Rand thousand	**R'000**	**R'000**	**R'000**		**R'000**	**R'000**	**R'000**
Subprogrammes							
Citizen Affairs Management	92 523	302 159	881 914	540 600	338 908	43 318	45 081
Status Services	532 494	839 746	923 104	1 157 392	100 068	105 370	110 796
Identification Services	262 108	160 001	165 224	169 554	175 820	185 081	194 728
Service Delivery to Provinces	2 087 711	2 260 258	2 392 256	2 527 301	2 685 910	2 858 340	3 005 707
Total	**2 974 836**	**3 562 164**	**4 362 498**	**4 394 847**	**3 300 706**	**3 192 109**	**3 356 312**
Economic classification							
Current payments	**2 926 379**	**3 396 829**	**3 733 603**	**4 322 166**	**3 281 560**	**3 172 045**	**3 335 342**
Compensation of employees	**2 236 425**	**2 341 748**	**2 525 733**	**2 633 426**	**2 830 991**	**2 986 991**	**3 145 227**
Salaries and wages	1 865 994	1 955 723	2 093 812	2 182 527	2 364 781	2 498 853	2 640 297
Social contributions	370 431	386 025	431 921	450 899	466 210	488 138	504 930
Goods and services	**689 954**	**1 055 081**	**1 207 870**	**1 688 740**	**450 569**	**185 054**	**190 115**
Interest and rent on land	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers and subsidies	**19 005**	**18 449**	**18 870**	**15 438**	**19 146**	**20 064**	**20 970**
Payments for capital assets	**29 452**	**146 886**	**610 025**	**57 243**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**2 974 836**	**3 562 164**	**4 362 498**	**4 394 847**	**3 300 706**	**3 192 109**	**3 356 312**

The spending focus over the medium term period, with specific focus on the 2025/26 financial year, will be on:

- Registration of births (births within 30 calendar days and late registration of birth) and provision of civic service-related functions and services such as the registration of marriages and deaths, amendments, rectifications and the issuance or re-issuance of relevant certificates – R683 000 from head office and various provincial budgets.
- Providing travel and citizenship documents such as passports for adults and children (R248 000 from head office and through self-financing).
- Issuance of identity documents / smart ID cards to eligible citizens and applicants 16 years of age and above (R4,7 million and through self-financing).
- Maintaining of the ABIS and updating of the NPR. Identifying and implementing additional revenue streams through the existing online fingerprint verification facilities – funding is provided from the Information Services budget.
- Digitisation of records as part of the Digitisation Programme (R500 million).

Programme 2: Citizen Affairs – Outcomes, outputs, performance indicators and targets (annual and quarterly)

Birth registration within 30 calendar days

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Births registered within prescribed period of 30 calendar days						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Number of births registered within 30 calendar days per year	798 025	779 012	744 588	724 999	667 000	667 000	667 000

Explanation of planned performance over the Medium Term Period

The purpose of the Branch Civic Services is to ensure secure, efficient and accessible services and documents for citizens and lawful residents through the execution of core functions such as the management of the national population register, management of passports and travel documents, determination of the status of citizens and document management including, births, marriages, deaths, amendments and rectifications. The outputs and indicators dealing with birth registration, the issuance of smart ID cards and issuance of passports are all in support of the DHA outcome dealing with the secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Securing the identity of South Africans is critical for national security and territorial integrity, local and national planning, economic development, access to rights and services and integrity of systems and data that depend on the DHA population register.

The birth target set for the 2025/26 financial year is lower than in previous years. This is due to the misalignment of working hours between the DHA and the Department of Health - the DHA operates from 07h30 to 16h00 on weekdays only, whereas the Department of Health operates on a 24 hour basis. The DHA did not make provision for planned overtime in the 2025/26 financial year and this will impact on birth registration volumes. Performance of previous financial years included statistics for overtime worked. The 2025/26 target was set by subtracting the number of births registered as part of overtime worked from the 2024/25 target. The DHA has insufficient staff complement at health facilities – not all health facilities have permanent staff placed at the facilities. The births registered for foreigners are excluded from the birth population and the set target.

To secure the integrity of the NPR, it is essential that the public be encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ensure that registration at birth is the only entry point to the national population register. This means that every child born every year must be registered within 30 calendar days as prescribed by legislation (currently there are between 900 000 and 1 million births per annum). This will minimise the number of late registration of birth applications – a process which is susceptible to fraud and corruption – and the number of undocumented citizens. The output is central to achieving the DHA outcome of the secure and efficient management of citizenship and civil registration. From a national security perspective, it is imperative for a country to know who your citizens are. The birth target contributes to the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.

Quarterly targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of births registered within 30 calendar days per year	667 000	187 500	166 750	153 404	159 346

Smart ID cards								
	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Smart ID cards issued to eligible citizens and permanent residents						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of smart ID cards issued to citizens and permanent residents 16 years of age and above per year	2 369 245	2 613 248	2 888 231	2 500 000	2 750 000	2 750 000	2 750 000
	Explanation of planned performance over the Medium Term Period Eligible citizens and permanent residents who have attained the age of 16 years are required to apply for identity documents. The biometrics of applicants are captured on the National Population Register as part of the application process. The green-barcoded ID book is susceptible to fraud. The aim is to replace all green ID books with smart ID cards to eligible citizens. Naturalised citizens and permanent residents will be included in the issuance of smart ID cards. The discontinuation of the green barcoded ID will be unpacked in the 2026/27 annual performance plan. The output is central to the secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. All transactions in South Africa are based on identity and the possession of a smart ID card or identity document will enable access to rights and services such as opening a bank account or applying for employment. The DHA needs to ensure that only eligible applicants are issued with identity documents. It is of utmost importance that the identity and status of everyone in South Africa is known. The correct registration of birth and issuance of identity documents will ensure a credible and reliable national population register. The output and DHA outcome contribute to the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of smart ID cards issued to citizens and permanent residents 16 years of age and above per year	2 750 000	715 000	687 500	632 500	715 000

Adult and children passports								
	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Passports issued as per set standards						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage (%) of machine readable adult passports (live capture system) issued within 13 working days for applications collected and processed within the RSA per year	88,22%	96,08%	95.74%	90%	90%	90%	90%
	Percentage (%) of machine readable passports for children (live capture system) issued within 18 working days for applications collected and processed within the RSA per year	New PI	99,25%	98.99%	90%	90%	90%	90%
	Explanation of planned performance over the Medium Term Period The output is important to the clientele of the DHA to ensure that clients receive transparent services with a level of predictability in terms of the duration required to issue live capture passports and to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on the economic development of the country. The DHA needs to ensure that only eligible persons, including children, are issued with passports to achieve the DHA outcome of the secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. The issuance of passports to undeserving applicants could lead to reputational damage for the country. The turnaround times for the issuance of machine-readable adult and children passports are projected to remain the same over the medium term. This is mainly due to dependencies on service providers such as the GPW. The turnaround time in terms of number of working days to issue children passports is different from the adult passport target due to a different business process followed with the printing of children passports by the GPW (inclusion of details of parents in passports). The output and DHA outcome is in support of the strategic priority in the Medium Term Development Plan 2024 to 2029 of a capable, ethical and developmental state.							

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Percentage (%) of machine readable adult passports (live capture system) issued within 13 working days for applications collected and processed within the RSA per year	90%	90%	90%	90%	90%
	Percentage (%) of machine readable passports for children (live capture system) issued within 18 working days for applications collected and processed within the RSA per year	90%	90%	90%	90%	90%

E-passports

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	e-Passport functionality tested at ports of entry and e-gates						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
e-Passport functional testing at ports of entry and e-gates	NA	NA	NA	New PI	e-Passport concept document approved by DG	Technical specifications for e-Passport approved by CIO	Functional testing of the system at ports of entry and e-gates

Explanation of planned performance over the Medium Term Period

The output is important to the clientele of the DHA to ensure that our passports is aligned to the latest security measures with the addition of chip technology that heightens authenticity of the passports and its information, thus preventing counterfeiting and better links the passports to their respective owners. To achieve this output over a five-year period, the department would need to develop a concept document, technical specifications and pilot the concept with related e-Passport technology to ensure its viability before full-scale implementation (full-scale implementation including printing and issuance of chip embedded passports along with upgrading of port control functionality). The output contributes to the DHA outcome of the secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations and the Medium Term Development Plan Priority of building a capable, ethical and developmental state. The output supports the MTDP strategic intervention to ensure all South Africans can obtain e-Passports. The priority forms an integral part of the Medium Term Development Plan priorities and the new vision of a digitally transformed Home Affairs.

Quarterly targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
e-Passport functional testing ports of entry and e-gates	e-Passport concept document approved by DG	Consultations held with stakeholders regarding concept document, including scoping elements • Internal stakeholders: IS, OPS, DGO, Finance, HRM&D and IMS • External: Government Printing Works, State Security Agency, Department of Transport, Border Management Authority and Department of Arts and Culture	Consultations held with stakeholders regarding concept document including scoping elements • Internal stakeholders: IS, OPS, DGO, Finance, HRM&D and IMS • External: Government Printing Works, State Security Agency, Department of Transport, Border Management Authority, Department of Arts and Culture and ICAO Country Representatives	Concept document presented to EXCO and MMM for further input	Concept document approved by DG

PROGRAMME 3: IMMIGRATION AFFAIRS

Purpose: Enable the secure movement of persons to and from South Africa in line with the Immigration Act (2002). Confirm and provide enabling documents to foreign visitors legally residing within RSA including the realisation of a positive skills trend into the RSA. Enforce immigration legislation and effect deportations. Determine the status of asylum seekers and regulate refugee affairs.

Sub-programmes:

- *Immigration Affairs Management* provides for the overall management of the branch and policy direction, sets standards, and manages back office processes.
- *Admission Services* enables the secure movement of persons to and from South Africa in line with the Immigration Act (2002); and controlling the processing of applications for permanent and temporary residence permits/visas, including work, study and business visas.
- *Immigration Services* deals with immigration matters in foreign countries; detects, detains and deports illegal immigrants in terms of the Immigration Act (2002); conducts investigations and operations 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). The head office is responsible for providing strategic leadership, whereas refugee reception offices are responsible for operations.

IMMIGRATION AFFAIRS RESOURCE CONSIDERATIONS

Programme 3: Immigration Affairs expenditure estimates over the MTEF

Table 8: Immigration Affairs expenditure estimates 2025 – 2028

PROGRAMME THREE: IMMIGRATION AFFAIRS	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Audited outcome	Audited outcome	Audited outcome	Appropriation	Medium Term Expenditure Framework		
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Subprogrammes							
Immigration Affairs Management	123 588	69 110	59 294	91 459	22 590	25 279	26 403
Admission Services	823 693	892 403	333 912	335 953	494 686	553 101	575 167
Immigration Services	232 250	214 357	285 953	184 920	152 174	164 456	171 709
Asylum Seekers	213 120	154 059	161 935	169 081	167 656	177 305	186 818
Total	**1 392 651**	**1 329 929**	**841 094**	**781 413**	**837 106**	**920 141**	**960 097**
Economic classification							
Current payments	**1 367 574**	**1 321 592**	**838 797**	**777 522**	**833 299**	**916 151**	**955 926**
Compensation of employees	**847 352**	**890 563**	**397 617**	**421 591**	**408 194**	**432 056**	**454 606**
Salaries and wages	712 173	752 725	338 182	360 004	337 290	356 908	377 065
Social contributions	135 179	137 838	59 435	61 587	70 904	75 148	77 541
Goods and services	**520 222**	**431 029**	**441 167**	**355 931**	**425 105**	**484 095**	**501 320**
Interest and rent on land	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers and subsidies	**1 927**	**3 058**	**1 996**	**3 655**	**3 807**	**3 990**	**4 171**
Payments for capital assets	**23 150**	**5 279**	**301**	**236**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**1 392 651**	**1 329 929**	**841 094**	**781 413**	**837 106**	**920 141**	**960 097**

The spending focus for Immigration Affairs over the medium term period, with specific focus on the 2025/26 financial year, will be on:

- Issuing strategic visas such as critical skills, business and general work visas as well as permanent residence permits for selected categories to facilitate the importation of critical skills and tourism into South Africa according to a risk-based and developmental approach to immigration (R599 000 and self-financing).
- Executing immigration law enforcement inspections/operations to ensure compliance with immigration legislation (R2.1 million).
- Ensuring that the management of the deportation holding facility – Lindela – is maintained in compliance with the highest applicable human rights standards in line with the Constitution (1996) and the Immigration Act (R57.6 million).
- 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 (R23.2 million).
- Providing relevant services and products to asylum seekers and refugees at refugee reception offices (R8.8 million).
- Ensuring the smooth facilitation of traveller movements at ports of entry through the implementation of modernised e-systems such as the APP System: R335, 6 million.
- Providing a departmental presence at missions abroad to execute the department's mandate (R1.5 million).

Programme 3: Immigration Affairs outcomes, outputs, performance indicators and targets (annual and quarterly)

Permanent residence permits in support of economic growth	**Outcome:**	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Permanent residence permit outcomes issued according to set standards in support of economic growth						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of permanent residence permit outcomes for general work (section 26(a)) issued within 8 months for applications submitted within the RSA per year	85,6%	38,8%	92%	85%	85%	85%	85%
	Percentage of permanent residence permit outcomes for critical skills (section 27(b)) issued within 8 months for applications submitted within the RSA per year	85,6%	38,8%	92%	85%	85%	85%	85%
	Percentage of permanent residence permit outcomes for business (section 27(c) issued within 8 months for applications submitted within the RSA per year	85,6%	38,8%	92%	85%	85%	85%	85%

Explanation of planned performance over the Medium Term Period

The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". There are two primary components to the mandate of immigration, which is to ensure the integrity of the state through a risk-based approach in the management of migration, and the facilitation of investment and critical skills through a visa regime that is administratively efficient and secure (developmental approach to immigration).

The output focuses on the developmental aspect of immigration, but with due consideration to national security imperatives. The focus is on permanent residence permits that will facilitate economic growth and employment. The output plays a critical role in support of the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with inclusive growth and job creation. The output is part of the National Development Plan to adopt a more open approach to immigration to expand the supply of skills in a manner that contributes to economic growth and to facilitate visa/permit applications for investment purpose, business and general work. The National Development Plan calls for a consistent migration policy outlook that contributes to the attraction of skilled migrants and their families, thereby making South Africa attractive as a destination. South Africa as a country must constantly evaluate and improve its competitiveness in the global hunt for business, prospective investors as well as migrants with skills and knowledge to grow the economy.

Previous annual performance plans included sections 26(a), 27(b) and 27(c) as one indicator. The output is split into 3 separate indicators and targets with effect from the 2025/26 financial year.

	Quarterly targets for 2025/26					
	Output indicator	Annual target	Q1	Q2	Q3	Q4
	Percentage of permanent residence permit outcomes for general work (section 26(a)) issued within 8 months for applications submitted within the RSA per year	85%	85%	85%	85%	85%
	Percentage of permanent residence permit outcomes for critical skills (section 27(b)) issued within 8 months for applications submitted within the RSA per year	85%	85%	85%	85%	85%
	Percentage of permanent residence permit outcomes for business (section 27(c) issued within 8 months for applications submitted within the RSA per year	85%	85%	85%	85%	85%

Temporary residence visas in support of economic growth								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Temporary residence visa outcomes issued according to set standards in support of economic growth and the reform of the visa regime to attract skills, promote investment and grow tourism						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted within the RSA per year	57,2%	7,6%	52%	95%	95%	95%	95%
	Percentage of business visa outcomes issued within 8 weeks for applications submitted within the RSA per year	NA	62,8% (business and general work combined)	61%	90%	90%	90%	90%
	Percentage of general work visa outcomes issued within 8 weeks for applications submitted within the RSA per year	NA	62,8% (business and general work combined)	10%	90%	90%	95%	95%

Explanation of planned performance over the Medium Term Period

The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". There are two primary components to the mandate of immigration, which is to ensure the integrity of the state through a risk-based approach in the management of migration, and the facilitation of investment and critical skills through a visa regime that is administratively efficient and secure (developmental approach to immigration).

The output deals mainly with the developmental aspect of immigration, i.e. facilitation of critical skills into the country, but with due consideration to national security imperatives. The indicator plays a critical role in support of the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with inclusive growth and job creation and as part of the strategic intervention to reform the visa regime to attract skills, promote investment and grow tourism. The output is part of the National Development Plan to adopt a more open approach to immigration to expand the supply of skills in a manner that contributes to economic growth and to facilitate visa applications for investment purposes, business and general work. The National Development Plan calls for a consistent migration policy outlook that contributes to attracting skilled migrants and their families, thereby making South Africa an attractive economic and tourist destination.

The output and DHA outcome contribute to the proactive attraction, recruitment and retention of critical skills needed for economic growth and development. The output makes an important contribution to the economy in infrastructure, manufacturing, energy, retail, professional and financial services as well as research and development to grow the economy. The implementation of "one-stop-shop" centres offers investors and their families reduced turnaround times for priority applications by establishing a dedicated centre at the back office to deal with applications received from these centres and offer immigration-related advice. Impact is achieved through the streamlining of priority applications and shortened turnaround times. The Trusted Employer Scheme will make a meaningful contribution in this area.

	Quarterly targets for 2025/26					
	Output indicator	Annual target	Q1	Q2	Q3	Q4
	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted within the RSA per year	95%	95%	95%	95%	95%
	Percentage of business visa outcomes issued within 8 weeks for applications submitted within the RSA per year	90%	90%	90%	90%	90%
	Percentage of general work visa outcomes issued within 8 weeks for applications submitted within the RSA per year	90%	90%	90%	90%	90%

Trusted Employer Scheme								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Critical skills and general work visa outcomes issued through the Trusted Employer Scheme according to set standards						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year	NA	NA	NA	New PI	95%	95%	95%
	Percentage of general work visa outcomes issued within 8 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year	NA	NA	NA	New PI	90%	95%	95%
	Explanation of planned performance over the Medium Term Period The Trusted Employer Scheme is an intervention by the DHA in response to the recommendations by Operation Vulindlela for qualifying companies, which aims to provide flexible pathways for skilled applicants and their employers to obtain work visas expeditiously in line with global best practice. The scheme provides compliant employers with a streamlined experience, reducing their administrative burden while encouraging higher levels of tax compliance and responsible employer behaviour. A core component of the TES involves recognising compliant employers and offering them benefits in exchange for sustained compliance. The focus is typically on enhancing compliance and transparency; reducing administrative burden; fostering collaboration; and encouraging broad participation. The scheme will be expanded to qualifying employers in 2026/27 The output focuses on the developmental aspect of immigration, but with due consideration to national security imperatives. The output plays a critical role in support of the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with inclusive growth and job creation. The output is part of the National Development Plan to adopt a more open approach to immigration to expand the supply of skills in a manner that contributes to economic growth and to facilitate visa/permit applications for investment purpose, business and general work.							

	Quarterly targets for 2025/26					
	Output indicator	Annual target	Q1	Q2	Q3	Q4
	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year	95%	95%	95%	95%	95%
	Percentage of general work visa outcomes issued within 8 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year	90%	90%	90%	90%	90%

Trusted Tour Operator Scheme

Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
Output:	Virtual port of entry visa outcomes issued through the Trusted Tour Operator Scheme according to set standards						
Output indicators	**Annual targets**						
	Audited/actual performance			**Estimated performance**	**MTEF period**		
	2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Percentage of virtual port of entry visa outcomes issued within 5 working days for applications submitted through the Trusted Tour Operator Scheme per year	NA	NA	NA	New PI	85%	85%	85%

Explanation of planned performance over the Medium Term Period

The Trusted Tour Operator Scheme (TTOS) in South Africa is part of initiatives that aim to enhance compliance, service delivery and administrative efficiency within the tourism sector. This scheme is designed to recognise tour operators who maintain high standards of legal compliance, ethical business practices, and responsible tourism management. Similar to the Trusted Employer Scheme, compliant tour operators are provided certain benefits and incentives in exchange for maintaining those standards.

The medium term period benefits for the Trusted Tour Operator Scheme are designed to enhance the overall efficiency, compliance, and competitiveness of tour operators in South Africa. The scheme offers a combination of financial, administrative and marketing benefits while promoting sustainable and responsible tourism practices. It aims to build long-term relationships between the government and operators to strengthen the tourism sector as a whole.

The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". The output plays a critical role in support of the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with inclusive growth and job creation.

Quarterly targets for 2025/26					
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage of virtual port of entry visa outcomes issued within 5 working days for applications submitted through the Trusted Tour Operator Scheme per year	85%	85%	85%	85%	85%

e-Visas for Visitors								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Virtual port of entry visa outcomes issued through the e-Visa system according to set standards						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of virtual port of entry visa outcomes issued within 10 working days for applications submitted through the e-visa system per year	NA	NA	NA	New PI	85%	85%	85%
	Explanation of planned performance over the Medium Term Period The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". The e-Visa system is a significant development for South Africa aimed at modernising the visa application process and promoting tourism by simplifying travel for foreign visitors. Launched as part of the government's broader tourism and immigration reforms, the e-Visa is an online platform that allows tourists to apply for visas electronically, reducing the need for in-person visits to embassies or consulates. The system is particularly geared toward enhancing efficiency, convenience, and the overall attractiveness of South Africa as a travel destination. Some of the benefits of the e-Visa system include boosting tourism and economic growth; streamlining the visa application process; ensuring convenience for tourists; enhanced security and efficiency; cost savings for both government and applicants; support for tourism recovery post COVID-19; increased accessibility for key markets and supporting sustainable tourism. By expanding access to key international markets and aligning with global trends toward digital and sustainable tourism, the e-Visa system is a vital component of South Africa's strategy to revitalize and grow its tourism sector in the coming years. The output plays a critical role in support of the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with inclusive growth and job creation.							

	Quarterly targets for 2025/26				
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage of virtual port of entry visa outcomes issued within 10 working days for applications submitted through the e-visa system per year	85%	85%	85%	85%	85%

Immigration law enforcement operations / inspections								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Immigration law enforcement operations/ inspections conducted to ensure compliance with immigration legislation						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of immigration law enforcement operations/ inspections conducted per year to ensure compliance with immigration legislation	294	1 112	1 538	2 000	4 000	5 000	6 000

Explanation of planned performance over the Medium Term Period

Immigration law enforcement operations/ inspections will be conducted by the DHA and other stakeholders in pursuance of a common goal to curb illegal migration. The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". The role of the Inspectorate function must recognise and give effect to the mandate the DHA fulfils within the security cluster through providing information that confirms and verifies identity of foreign nationals in the country, their status and uses biometric data to establish a unique identification of record of movement. The output and DHA outcome contribute to the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with a capable, ethical and developmental state.

There are two primary components to the mandate of immigration, which is to ensure the integrity of the state through a risk-based approach in the management of migration and by means of the facilitation of investment and critical skills through a visa regime that is administratively efficient and secure. This specific output deals with the risk- based approach to immigration and protecting national interest. The purpose of the indicator is to ensure that people who are undocumented are detected (that foreign nationals are not illegally employed by South Africans or businesses and that all persons in South Africa are here on a lawful basis as per departmental legislation). The indicator is intended to ensure that those who work illegally (with no correct visas or immigration permits to do so), or employ such persons in violation of legislation, or are here illegally, are either charged or deported. The target also aims to ensure that other people encountered, for example during inspections are here lawfully. In short, the target seeks to locate or trace illegal foreign nationals in South Africa and ensure that the resulting enforcement, be it prosecution or deportation, is undertaken.

This provides a safe environment as it ensures that everyone in South Africa is correctly documented and placed on a system with their personal information. It also provides stability in ensuring that there is enforcement that is visible and attending to matters that are of concern to members of the public. Attacks against foreign nationals have in the past been partly blamed on the prevalence of undocumented foreign nationals in the country. The indicator shows that the DHA actively contributes to efforts to re- assert the authority of the state in combatting crime.

	Quarterly targets for 2025/26					
	Output indicator	Annual target	Q1	Q2	Q3	Q4
	Number of immigration law enforcement operations/ inspections conducted per year to ensure compliance with immigration legislation	4 000	529	1 000	1 300	1 171

New asylum applications								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	New asylum applications adjudicated according to set standards						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Percentage of new asylum applications at the level of Refugee Status Determination Officer (RSDO) adjudicated within 30 working days from the date of registration on the Asylum Seeker Management System	NA	NA	NA	90%	90%	90%	90%
	Explanation of planned performance over the Medium Term Period The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". The output indicator aims to finalise new asylum applications within the prescribed turnaround times to ensure that deserving asylum seekers are granted refugee status whilst undeserving applicants receive their outcomes without delays and are handed over to Inspectorate for processing of their deportation. An efficient system will reduce the abuse of the asylum process, reduce litigation against the DHA and protect public funds in areas like health, education and social services for undeserving persons. The output and DHA outcome contribute to the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with a capable, ethical and developmental state.							

	Quarterly targets for 2025/26				
Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage of new asylum applications at the level of Refugee Status Determination Officer (RSDO) adjudicated within 30 working days from the date of registration on the Asylum Seeker Management System	90%	90%	90%	90%	90%

Deportations								
	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Deportations of illegal foreigners conducted						
	Output indicators	**Annual targets**						
		Audited/actual performance			**Estimated performance**	**MTEF period**		
		2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
	Number of deportations conducted per year	NA	NA	NA	12 000 (Oct 2024 to Mar 2025)	40 000	40 000	40 000

Explanation of planned performance over the Medium Term Period

The output indicator aims to ensure that detected foreign nationals found to be undocumented, in possession of fraudulent documents and those who have committed other transgressions of the Immigration Act, Act No 13 of 2002, are deported back to their home countries. After a final confirmation order (by court) for deportation is obtained, immigration officers facilitate the physical departure of the non-South African national from the country by either road or air in an humane and coordinated manner.

The scope includes:

Deportations (land and air): These are deportations by the provinces, where nationals of countries bordering a province are apprehended and where direct return to that country can be facilitated from that province. Lindela deportations include all nationals that are transferred from various sources and deported to countries bordering SA and to the rest of the world.
Self-deportations: These are deportees who volunteer to procure their own tickets (air and land) as provided for in the Immigration Act. They are still processed in the same manner as for those who are deported by the department. They are escorted and removed out of the country in a coordinated and controlled manner to ensure that they are departing the country.

The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". The role of the Inspectorate function must recognise and give effect to the mandate the DHA fulfils within the security cluster. Deportations play a key role in the reduction of illegal immigration within the country and in support of national security. The output and DHA outcome contribute to the strategic priority of the Medium Term Development Plan 2024 to 2029 dealing with a capable, ethical and developmental state.

	Quarterly targets for 2025/26					
	Output indicator	**Annual target**	**Q1**	**Q2**	**Q3**	**Q4**
	Number of deportations conducted per year	40 000	10 000	10 000	10 000	10 000

PROGRAMME 4: INSTITUTIONAL SUPPORT AND TRANSFERS

Purpose:

- Transfer funds to the Electoral Commission and Represented Political Parties' Fund which manages national, provincial and local government elections to ensure those elections are free and fair
- Transfer funds to the BMA to ensure South Africa's borders are effectively defended, protected, secured and well-managed

Sub-programmes:

- Border Management Authority
- Electoral Commission
- Represented Political Parties' Fund

With regards to oversight of public entities, the DHA plays a supporting role to entities by providing guidance and advice in relation to strategic planning, reporting and financial matters. Concerted efforts are made to ensure the strategies of entities are aligned to the DHA with presentations to the Minister and Deputy Minister on annual performance plans conducted as a collective.

Programme 4: Institutional Support and Transfers expenditure estimates over the MTEF

Table 9: Institutional Support and Transfers expenditure estimates 2025 – 2028

PROGRAMME FOUR: INSTITUTIONAL SUPPORT AND TRANSERS	2021/22 Audited outcome	2022/23 Audited outcome	2023/24 Audited outcome	2024/25 Appropriation	2025/26 Medium Term Expenditure Framework	2026/27	2027/28
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Subprogrammes							
Border Management Authority	10 031	145 006	1 341 225	1 407 692	1 753 078	1 846 566	1 937 513
Electoral Commission	2 250 255	2 223 790	2 232 334	2 302 221	2 137 885	3 125 655	2 341 036
Represented Political Parties' Fund	166 812	342 077	850 345	322 077	335 521	351 650	367 404
Total	**2 427 098**	**2 710 873**	**4 423 904**	**4 031 990**	**4 226 484**	**5 323 871**	**4 645 953**
Economic classification							
Current payments	**10 003**	**134 084**	**-**	**-**	**-**	**-**	**-**
Compensation of employees	**6 654**	**70 603**	**-**	**-**	**-**	**-**	**-**
Salaries and wages	6 472	60 364	-	-	-	-	-
Social contributions	182	10 239	-	-	-	-	-
Goods and services	**3 349**	**63 481**	**-**	**-**	**-**	**-**	**-**
Interest and rent on land	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers and subsidies	**2 417 067**	**2 565 972**	**4 423 904**	**4 031 990**	**4 226 484**	**5 323 871**	**4 645 953**
Payments for capital assets	**28**	**10 817**	**-**	**-**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**2 427 098**	**2 710 873**	**4 423 904**	**4 031 990**	**4 226 484**	**5 323 871**	**4 645 953**

8. PROGRAMME RESOURCE CONSIDERATIONS

Budget allocation for DHA programmes and sub-programmes as per estimates of national expenditure

Table 10: Expenditure estimates over the MTEF

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Audited outcome	Audited outcome	Audited outcome	Appropriation	Medium Term Expenditure Framework		
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programmes							
Administration	2 636 851	2 795 065	2 751 767	2 887 221	2 695 706	3 026 947	3 142 528
Citizen Affairs	2 974 836	3 562 164	4 362 498	4 394 847	3 300 706	3 192 109	3 356 312
Immigration Affairs	1 392 651	1 329 929	841 094	781 413	837 106	920 141	960 097
Institutional Support and Transfers	2 427 098	2 710 873	4 423 904	4 031 990	4 226 484	5 323 871	4 645 953
Total	**9 431 436**	**10 398 031**	**12 379 263**	**12 095 471**	**11 060 002**	**12 463 068**	**12 104 890**
Economic classification							
Current payments	**6 647 878**	**7 399 190**	**7 034 974**	**7 709 172**	**6 792 932**	**7 096 659**	**7 414 478**
Compensation of employees	**3 667 486**	**3 903 617**	**3 524 954**	**3 876 007**	**4 232 593**	**4 413 244**	**4 612 915**
Salaries and wages	3 084 903	3 290 791	2 949 518	3 271 632	3 602 526	3 749 682	3 926 103
Social contributions	582 583	612 826	575 436	604 375	630 067	663 562	686 812
Goods and services	**2 980 392**	**3 494 460**	**3 509 360**	**3 833 165**	**2 560 339**	**2 683 415**	**2 801 563**
Interest and rent on land	**-**	**1 113**	**-**		**-**	**-**	**-**
Transfers and subsidies	**2 443 714**	**2 590 570**	**4 448 322**	**4 054 186**	**4 251 911**	**5 350 522**	**4 673 807**
Payments for capital assets	**331 879**	**404 021**	**894 387**	**332 113**	**15 159**	**15 887**	**16 605**
Payments for financial assets	**7 965**	**4 250**	**1 580**		**-**	**-**	**-**
Total	**9 431 436**	**10 398 031**	**12 379 263**	**12 095 471**	**11 060 002**	**12 463 068**	**12 104 890**

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS ACHIEVEMENT OF OUTPUTS

Reprioritisation/Realignment within the Existing Baseline over the 2025 MTEF

A reprioritisation exercise was performed between programmes and economic classification on the 2025 MTEF template to reallocate spending between programmes and economic classifications with a view of addressing cost pressures and/or better aligning resources. In addition, by realigning the budget, it will allow for the minimising of constant shifting and virements to address shortfalls and inadequate budget in certain programmes.

Expenditure Analysis 2023/24 Financial Year

The budget allocation for 2023/24 (R12.380 billion) shows a marginal increase of 12% compared to the previous financial year 2022/23 (R11.096 billion). The increase is mainly due to an approved roll-over of funds of R38.472 million for the Digitisation project, Self-Financing which increased from R798 million to R1.047 billion in the 2023/24 financial year for issuing official documents, which is defrayed by revenue generated. Furthermore, during the second Adjustment Appropriation Act, the Department received an amount of R200 million on behalf of the Independent Electoral Commission to defray expected excess expenditure by the Represented Political Party Fund (RPPF) for preparatory costs of the upcoming elections.

Therefore, in real terms the 2023/24 budget did not even cater for the rise in the inflation rate since the previous year, while the demand for DHA services are increasing based on the growth in the population as well as the number of foreign nationals in the country. The Department used 100% of the budget allocated for the 2023/24 financial year.

Expenditure Analysis over the 2025 MTEF

The DHA's budget allocation over the medium term is R11.0 billion in 2025/26, R12.4 billion in 2026/27 and R12.1 billion 2027/28 respectively. Expenditure decreases at an average annual rate of -0.1 per cent, from R12.1 billion in 2024/25 to R12.0 billion in 2027/28. Programme One: Administration expenditure increases at an average annual rate of 2.8 per cent, from R2.9 billion in 2024/25 to R3.1 billion in 2027/28; Programme Two: Citizen Affairs expenditure decreases at an average annual rate of -8.9 per cent, from R4.4 billion in 2024/25 to R3.3 billion in 2027/28; Programme Three: Immigration Affairs expenditure increases at an average annual rate of 6.9 per cent, from R781 million in 2024/25 to R956 million in 2027/28; and Programme Four: Institutional Support and Transfers expenditure increases at an average annual rate of 4.8 per cent, from R4.0 billion in 2024/25 to R4.6 billion in 2027/28.

Spending on Compensation of Employees accounts for 35.7 per cent (R13.1 billion) of total expenditure over the 2025 MTEF period. Goods and Services accounts for 25.0 per cent (R8.0 billion) of total spending over the period. Departmental agencies and accounts, the second largest is 38.3 per cent (R14.2 billion) of total expenditure over the 2025 MTEF period.

CoE – The CoE ceiling for the 2025/26 financial year is (R4,233 billion), 2026/27 (R4,413 billion) and 2027/28 (R4,613 billion). The average annual growth for CoE over the MTEF is 6,0%.

Goods and services – National Treasury has indicated that no additional funding will be allocated over the MTEF period. The DHA has been encouraged to reprioritise within programmes, where programmes will be scaled down or closed to cater for funding pressures experienced as well as to effect cost containment measures. The allocation for goods and services in the 2025/26 financial year is (R2,560 billion), 2026/27 (R2,683 billion) and 2027/28 (R2,802 billion). The average annual growth for goods and services over the MTEF is -9,9%. No funding was allocated by National Treasury for the Digitisation Project in the 2025/26 financial year. In light of this, an amount of R500 million has been made available through reducing the Department's baseline to cater for this.

Savings and Budget Cuts

The DHA has over the financial years continuously looked into areas where savings can be realised (through a combination of initiatives such as implementing cost cutting measures, renegotiating existing contracts, sourcing donor funding, and self-financing). The DHA has also exhausted the options for realignment/reprioritisation of the budget across all programmes.

A further reduction of the goods and services budget places the achievement of targets at serious risk. Contractual commitments, especially on contracts with a forex component, are at risk of not being honoured. This could lead to service disruptions and litigation. Payment of suppliers within 30 days becomes difficult, maintenance and support are compromised, and vehicles are not repaired as the budget for fleet hardly covers the running costs of fuel. Technology refreshes are delayed which contributes to downtime and system instability and, ultimately, customer frustration. Further budget cuts will severely affect service delivery and operations and delay critical measures required to modernise and reposition the DHA.

9. UPDATED KEY RISKS

Table 11: Department of Home Affairs key risks

Explanatory note: The risks relating to support branches such as IS will cut across number or all of the outcomes of the Department.

No	Outcome	Key risk	Risk mitigation
1.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	Increasing trend of litigation against the DHA	1. Develop the DHA Litigation Strategy for approval. 2. Review and update the Litigation standard operating procedure for approval.
2.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	Inability to have a single view to service clients resulting in inefficiencies in operations	1. Approval for implementation of the DHA architecture blue print. (Modernisation programme) 2. Facilitate the review of business processes to achieve a single view. 3. Create awareness on the difference between business processes and operating procedures. 4. Develop a business case and roadmap toward achieving a single-client view, including the architecture recommendations from the Systems Diagnostic Assessment Project (DHA and CSIR). (This should include data, systems / technology and enterprise architecture).
3.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	Poor records and archive management / Loss of critical data / records	1. Review of the record management structure to include archive management of all the records of the Department. For Papers: 2. Appraisal and disposal of records at selected local offices and selected missions abroad. For electronic records: 3. Adequate space for keeping of records – with IS. 4. Procurement of service provider for the design of Record and Archive Management IT System. 5. Review for approval the DHA Records and Archive Management Strategy. 6. Perform Occupational Health and Safety Act compliance assessment in the selected records keeping storage areas.

No	Outcome	Key risk	Risk mitigation
4.	• Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.	Inability to adhere to 120 days detention period	1. Bilateral engagements with foreign missions through DIRCO and signing of outstanding country to country agreements to facilitate co-ordination of department
5.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security. • DHA positioned to contribute positively to a capable and developmental state.	Insufficient funding of DHA to optimally deliver on its mandate	1. Utilise opportunity to increase revenue collection through increasing of tariffs. 2. Introduce cost cutting measures. 3. Close monitoring of budget expenditure. 4. Align planning with available budget/funding. 5. Executive to sign off for budget availability aligned to APP and AOP targets. 6. M&E to review the departmental quarterly performance report to ensure management report on targets against the budget and expenditure for each target. 7. Project management training to support strategic planning.
6.	• Secure population register to empower citizens, enable inclusivity, economic development and national security. • DHA positioned to contribute positively to a capable and developmental state.	Lack of strategies for business continuity	1. Identify critical points of failure. 2. Develop a business case to establish the most appropriate response strategy towards ensuring business continuity.
7.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security. • DHA positioned to contribute positively to a capable and developmental state.	Failure of corporate governance	1. Appoint a service provider/s for the implementation of compliance and governance functions. 2. Appoint a service provider to design and implement the process of monitoring compliance and report on areas and risks of non-compliance to laws, regulations and supply chain management processes. 3. Review of the Policy Development Framework to include the policy communication strategy for internal users and public education.

No	Outcome	Key risk	Risk mitigation
8.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.	Inability to deliver on major / key DHA projects	1. All senior managers to be trained on project management and regular refresher training programme to be developed. 2. The process and interval of project management assurance to be included in the project management process of the Department for compliance by project managers.
9.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security. • DHA positioned to contribute positively to a capable and developmental state.	Insufficient capacitation of DHA to optimally deliver on its mandate	1. Complete the second capacitation business case to request additional funding from National Treasury (With the purpose of increasing capacity level from 44% to 60% over the MTEF period). 2. Total of 454 unfunded natural attrition and new prioritised positions to be filled from the allocation of R216 million received (Need to obtain concurrence from DPSA). 3. To conduct skills audit to determine if officials are correctly placed based on their skills. 4. Review of the functional organisational structure and post establishment.
10.	• Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • DHA positioned to contribute positively to a capable and developmental state.	Ineffectiveness of the laws, regulations, processes and systems to cater for the evolving challenges in the immigration services	1. Revision of Immigration law in line with the recommendation of the Vulindlela Report and the UN related to API/PNR. 2. Procurement of hand-held devices. 3. Create awareness to report matters relating to immigration or illegal immigrants through the indicated e-mail (cle.investigation@dha.gov.za) and contact Centre (HACC). 4. Increase number of immigration law enforcement operations in key areas. 5. Business case for filling of posts in identified missions.
11.	• Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • DHA positioned to contribute positively to a capable and developmental state.	Abuse of refugee and asylum seeker system	1. Review the standard operating procedures to accommodate developments in directive controls. 2. Ensure that all new asylum applications are adjudicated, finalised and referred within the prescribed turnaround times. 3. Capacitate, train and equip refugee reception centres with personnel, country research, training and functioning interpretation services. Submit comprehensive requirements.

No	Outcome	Key risk	Risk mitigation
12.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	Cyber-attacks on critical systems	1. Procurement of anti-malware licenses (dependency on SITA supply chain management processes) or procurement of anti-malware through internal supply chain management processes (Deviation). 2. Adopt and implement an Information Security Policy. 3. Perform a gap analysis and create an information security roadmap. 4. Source funding to implement the Information Security Roadmap. 5. Establish an Enterprise Operation Centre (EOC) inclusive of Network Operation Centre (NOC) and Security Operation Centre (SOC), which will assist with monitoring infrastructure and applications, as well as security events and threats. 6. Retire legacy systems through the implementation of the following systems in phases: ABIS, ASM and BMCS as outlined in the annual performance plans. 7. Conduct compliance audits on the IAM policy. 8. Encryption of data at rest on endpoints. 9. Conduct surveys and simulate cyber activity to assist in evaluating the effectiveness of the annual security awareness campaign amongst end users. (Ongoing improvement) 10. Ensure all systems are being backed up and media stored off-site. 11. Appoint data management stewards per chief directorate to manage the migration of data to DHA systems. 12. Establish SharePoint data structure per branch and grant access to data stewards. 13. Migrate data into SharePoint and assign access according to approved rights. 14. Educate and train users in the use of SharePoint (Self-help content and classroom-based). 15. Review the Patch Management Policy. 16. Implement Patch Management Policy. 17. Source funding to implement a Network Access Control (NAC) solution to detect unknown devices on the network. 18. Develop the Bring Your Own Device policy to provide guidance on the use of personal devices within the network. 19. Develop the Mobile Device Management policy to provide guidance on the use of mobile devices within the network. 20. Frequent access reviews. 21. Constant monitoring of service provider activities on systems. 22. Regular vetting of service providers. 23. Capacitating IS Branch to reduce the reliance on 3rd parties.

No	Outcome	Key risk	Risk mitigation
13.	• Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	IT system unavailability	1. Implement the recommendations of the network capacity management plan (investment plan). Recommendations: a) Consider the replacement of hardware reaching the end of life in line with the architecture strategy. b) Remediate network device software vulnerabilities. c) Upgrade bandwidth at offices lacking stable connections and transactions. d) Secure maintenance contracts with 3rd parties. e) Implement a configuration review in line with best practice deployments and security objectives. 2. Implement system monitoring tools and high availability proxy (HA). 3. Develop and implement an infrastructure maintenance plan. 4. Improve end-to-end monitoring capability. 5. Procure and implement the asset management module on the manage engine. 6. Develop a Cloud Policy. 7. Develop a Cloud Strategy. 8. Adoption of Cloud Strategy 9. Review and improve release management practices to ensure up-to-date hardware and software. 10. Implement failover and redundancy for core systems to ensure business continuity. 11. Review solutions architecture and incorporate architecture recommendations from the Systems Diagnostic Assessment Project.
14.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	Population Register contamination and vulnerabilities resulting in compromised national security and negative economic development	1. Review the approved standard operating procedure to include the process for fraudulently registered births, deaths and marriages. 2. Resuscitate and review Managers Handbook/Toolkit to improve on quality control measures on birth, death and marriage registration process. 3. Information Services to review approval for the User Access Management Procedure – standard operating procedure that includes the process of user access review. 4. Monitoring compliance of the revised and approved standard operating procedure of the late registration of birth process. Automation of the late registration of birth process. 5. 47 health facilities with automated birth functionality. 6. Strategy: identification and ring-fencing of all vulnerable ID numbers. Limit access to these ID numbers. (IS to implement the change request submitted by CS). 7. Conduct regular spot checks on access to Function 005.

No	Outcome	Key risk	Risk mitigation
15.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security. • DHA positioned to contribute positively to a capable and developmental state.	Fraud and corruption	1. Develop the control self-assessment tool by following-up on the controls recommended to business for implementation and compare with the trend analysis to check if the same fraud or corruption is being committed. 2. Installation of alarms and armed response to 8 identified offices. Long term Plan: Replacement of old electronic security systems; procurement, installation and maintenance of a new security systems including alarms and armed response. 3. Expedite resuscitation of the forum with SSA that is operating under the terms of the service level agreement approved by the principals. 4. Enter into a memorandum of understanding with the SSA to fast-track finalisation of clearance. 5. To resuscitate the Security Committee and have quarterly head office security meetings. 6. Appoint a service provider to assist with the implementation of the Arbutus server-based analytics solution. 7. Appoint service provider to provide training on the implementation of the Arbutus server based analytics solution on DHA systems. 8. Business process reviews and investigation report findings and recommendations to be shared with business.
16.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • Secure population register to empower citizens, enable inclusivity, economic development and national security.	Compromised personal information	1. Implementation of the POPIA generic standard operating procedure. 2. Implementation of the POPIA auxiliary form. 3. To conduct gap analysis on existing verification agreements with the rest of third parties.
17.	• Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.	Escape of illegal foreigners from the detention centre	1. Review of Detention and Deportation Policy for approval and implementation. 2. Verification of daily deployments of security guards by DHA Facility Head.

No	Outcome	Key risk	Risk mitigation
18.	• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. • Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. • Efficient asylum seeker and refugee system in compliance with domestic and international obligations. • DHA positioned to contribute positively to a capable and developmental state.	Policy incoherence within government	1. All the newly developed DHA policies and legislation will be presented in all government clusters where all departments are represented for them to take note and amend their policies in their different departments to ensure proper alignment with the new or revised DHA policy and Legislation. 2. Resuscitation of the IMS Advisory Board (consist of critical Ministers from different departments) to advise the ministers on policy and legislative development.

The fight against GBVF is a key priority for the DHA and the following were included as part of the operational risk register of the DHA

Table 12: GBVF key risks

No	Target	Key risk	Risk mitigation
1	• DHA Gender-based Violence and Femicide Plan implemented.	Insufficient human resources on adequate salary levels within the Directorate: Transformation and Gender	1. Capacitation of the unit in accordance with the Employee Acquisition and Mobility Policy, 2018. 2. Training of line managers in terms of their roles and responsibilities in terms of GBVF. 3. Monitoring of Implementation of GBVF Plan on a monthly basis.

10. PUBLIC ENTITIES

Table 13: Public entities reporting to the DHA

Name of public entity	Mandate	Outputs	Annual budget for 2025/26
Border Management Authority (subject to the BMA coming into operation as a Schedule 3A Public Entity)	The functions of the Authority are to — • facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry • facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry • co-operate and co-ordinate its border law enforcement functions with other organs of state, border communities or any other persons	Institutional excellence distinguished by good corporate governance and ethical leadership. Secure borders that protect national interests and enhance national security. Enhanced trade and socio-economic development. Strengthened coordination and co-operation among stakeholders within the border management environment.	R1 753 078 in 2025/26 R1 846 566 in 2026/27 R1 937 513 in 2027/28

- The GPW is a government component and generates its own funding. No transfer of funds is made to the GPW.
- The Electoral Commission is a Chapter 9 institution – funds are transferred by the DHA to the Electoral Commission.

11. INFRASTRUCTURE PROJECTS

Table 14: DHA infrastructure projects over the medium term

No	Project name	Programme	Project description	Outputs	Latitude	Longitude	Project start date	Project completion date	Total estimated cost	2023/24		2024/25	2025/26	2026/27	2027/28
										Indicative baseline	Expenditure up to 31 March 2024	Planning baseline	Long term planning		
Rand thousand									R' 000	R' 000	R' 000	R' 000	R' 000		
1	Taung (NW)	Building	Construction of new accommodation	Non-residential buildings	-27.56363	24.7453	2019/11/18	See Footnote*	35 827 252	35 827 252	11 253 085	9 271 969	1 950	0	0
2	Stanger (KZN)	Building	Construction of new office building	Non-residential buildings	-29.3401	27.93886	2021/01/23	See Footnote*	61 376 750	61 376 750	26 401 133	17 411 418	5 000	10 000	1 500
3	Nqamakwe (EC)	Building	Relocation of prefabricated structures from Bizana magistrate office to Nqamakwe, connection of services, earthworks installation of air-conditioners and other related necessities	Non-residential buildings	-32.20404	27.933333	See Footnote *	See Footnote*	6 869 771	6 869 771	2 140 237	0	0	0	0
4	Randfontein (GP)	Building	Demolition of old commando and construction of new office building	Non-residential buildings	-26.18808	27.7020979	See Footnote *	See Footnote *	136 602 746	136 602 746	50 107 209	15 440 068	40 000	55 000	55 000
5	Mokopane (LP)	Building	Construction of new office building	Non-residential buildings	-24.18892	29.01543	2019/09/02	2023/09/30	47 826 792	47 826 792	8 008 714	1 917 591	647 339	0	0
6	Ministry (GP)	Building	Rezoning of office building	Commercial buildings (zoning)	-25.72688	28.1946677	See Footnote *	See Footnote *	227 459	227 459	158 802	68 655	0	68 655	0
7	Itsoseng (NW)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	-26.08982	25.8841	See Footnote*	See Footnote*	26 889 606	26 889 606	4 306 713	0	2 000	15 000	5 664

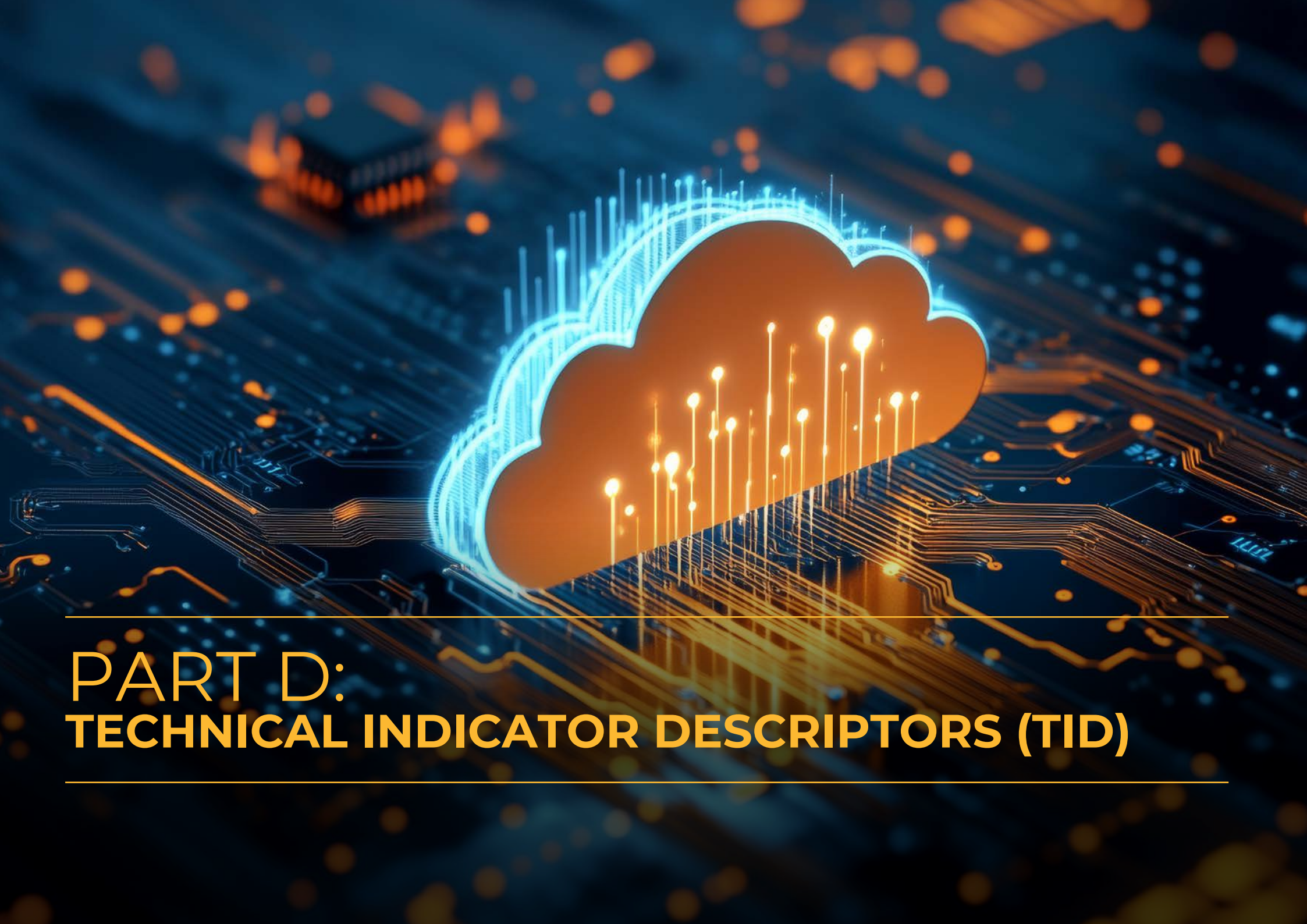
No	Project name	Programme	Project description	Outputs	Latitude	Longitude	Project start date	Project completion date	Total estimated cost	2023/24		2024/25	2025/26	2026/27	2027/28
										Indicative baseline	Expenditure up to 31 March 2024	Planning baseline	Long term planning		
Rand thousand									R' 000	R' 000	R' 000	R' 000	R' 000		
8	Christiana (NW)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	-27.90884	25.16719	See Footnote *	See Footnote *	8 421 862	8 421 862	529 003	0	0	3 000	4 500
9	Thohoyandou (LP)	Building	Construction and refurbishment of office	Non-residential buildings	-22.9726572	30.4188724	2012/04/03		48 628 402	48 628 402	12 305 722	15 436 651	15 000	6 320	0
10	Mhala (LP)	Upgrading of offices	Construction of additional accommodation for Mhala office	Non-residential buildings	-24.7261643	31.202978	2012/04/03		6 415 711	6 415 711	115 292	100 000	15 000	10 000	7 000
11	Harding (KZN)	Building	Construction of new office building	Non-residential buildings	-30.5738556	29.8802336	See Footnote*	See Footnote*	13 537 993	13 537 993	0	0	10 000	25 000	7 000
12	New Cooperation Building (BVR) (GP)	Upgrade of Home Affairs UPS system	Building installation of monitoring system for four UPS	Non-residential buildings	-25.7542553	28.1874868	2020/09/07		10 737 522	10 737 522	1 000 000	0	7 500	4 627	1 347
13	Ministry (GP)	Building	Repairs and upgrade of security systems	Non-residential buildings	-25.7268842	28.1946677	See Footnote*	See Footnote*	13 183 447	13 183 447	2 000 000	2 000 000	154 000	0	0
14	Randburg (GP)	Building	Construction of ablution facilities	Non-residential buildings	-26.0901527	27.9769124	See Footnote*	See Footnote*	934 561	934 561	1 500 000	700 000	3 600	276 000	0
15	Hlabisa (KZN)	Building	Refurbishment of Hlabisa	Non-residential buildings	-28.1447932	31.8715643	See Footnote*	See Footnote*	4 585 512	4 585 512	160 137	0	10 000	10 000	5 000

The projects without start and end dates are still at the conceptual and planning stages and therefore do not have timelines yet. These projects are managed by the DPW&I on behalf of the DHA. Refurbishment projects undertaken to refurbish offices in line with the 'Look and Feel' and modernisation projects are managed by the DHA. The programmes that fall under these items are also ad-hoc in nature. They also do not have start and end dates as they are dependent on the availability of self-financing, which only becomes available at the middle of the financial year.

12. PUBLIC-PRIVATE PARTNERSHIPS

Table 15: Proposed public-private partnerships

PPP	Purpose	Outputs	Current value of agreement	End date of agreement
Permanent head office	The DHA is currently operating in five different buildings – this project is to consolidate all head office buildings into one head office for DHA	Single head office for DHA	Estimated project cost – R1,36 billion	2025/26
Appointment of a service provider to operate frontline visa facilitation centre(s) on behalf of the DHA	To appoint a service provider to receive visa and permit applications at front offices and hand over outcomes on behalf of the DHA	Efficient and effective receipt of applications online for adjudication purposes and issuing of outcomes to clients	No cost to DHA	Contract with current service provider was extended for a further 3 years. PPP put on hold due to change in visa approach



PART D:
TECHNICAL INDICATOR DESCRIPTORS (TID)

PART D: TECHNICAL INDICATOR DESCRIPTION

Birth functionality at health facilities	
Indicator title	Number of health facilities with automated birth functionality rollout
Target title	47
Definition	The target aims to implement an automated process for the capturing of births (first registrations for citizens and foreign birth registrations for non-citizens).The automation will address the security gaps that are currently part of the manual process and improve on the turnaround times for registering births. The module will be implemented in 47 identified health facilities and further roll out will be implemented in outer years. Functionality means automated birth capability will be operational in identified health facilities. The health facilities will be able to process the registration of birth business processes on live capture and issue certificates on the spot.
Purpose/importance	To automate manual processing of birth to increase security and improve turnaround times
Source of data	List of 47 health facilities
Method of calculation / assessment	Number of health facilities identified (47) vs number of health facilities automated (actual vs planned)
Means of verification	Q1: NA Q2: User interface screens per each process signed off by DDG: IS Q3: User acceptance certificate signed off by DDG: CS Q4: Checklist signed off by office managers confirming functionality of system
Assumptions	Network bandwidth upgraded to minimum of 4mbps
Disaggregation of beneficiaries (where applicable)	Disaggregation of information to form part of DHA reporting processes in respect of birth registrations
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	List of 47 health facilities
Reporting cycle	Quarterly and annually
Desired performance	Functional automated birth functionality at 47 health facilities
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Live capture rollout for smart ID cards and passports at offices	
Indicator title	Number of offices equipped with live capture functionality for smart ID cards and passports
Target title	10 offices
Definition	This is an automated process of enrolling and capturing of applications in front offices to produce secure documents effectively and efficiently. This process entails the preparation and upgrading of networks in offices to cater for the new live capture system. Functional means processing applications for both smart ID cards and passports on the live capture system. Legacy offices are converted into modernised offices through the installation of live capture functionality for smart ID cards and passports. The following offices are targeted for implementation by the DHA: Middelburg, Stutterheim, Citrusdal, Laingsburg, Matatiele, Molemole, Mutale, Orange Farm, Zastron and Port St John's Office.
Purpose/importance	To improve efficiency and the secure issuance of enabling documents
Source of data	List of 10 offices
Method of calculation / assessment	Number of offices identified for live capture functionality (10) vs number of offices equipped with live capture functionality for passports and smart ID cards (actual vs planned)
Means of verification	Q1: Live capture roll out project plan approved by DDG: IS and DDG: OPS Q2: NA Q3 – Q4: Checklist signed off by office managers confirming functionality of system
Assumptions	Network bandwidth upgraded to minimum of 4 mbps
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	List of 10 offices
Reporting cycle	Quarterly and annual
Desired performance	Functional live capture system for smart ID cards and passports in 10 offices
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Live capture rollout for bank branches	
Indicator title	Number of bank branches equipped with live capture functionality for smart ID cards and passports (new model)
Target title	100 bank branches
Definition	This is an automated process of enrolling and capturing of applications in banks to produce secure documents effectively and efficiently. Functional means processing applications for both smart ID cards and passports on the live capture system. The list of bank branches will be included in the live capture rollout project plan

Live capture rollout for bank branches	
Purpose/importance	To improve efficiency and the secure issuance of enabling documents
Source of data	List of 100 bank branches
Method of calculation / assessment	Number of bank branches identified for live capture functionality vs number of bank branches equipped with live capture functionality for passports and smart ID cards (actual vs planned)
Means of verification	Q1: Project plan approved by DDG: OPS and DDG: IS Q2: Prototype (screen shots) Q3 – Q4: Checklist signed off by bank officials confirming functionality of the system
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	List of 100 bank branches
Reporting cycle	Quarterly and annual
Desired performance	Functional live capture system for smart ID cards and passports in 100 bank branches
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Electronic Travel Authorisation	
Indicator title	Implementation of ETA solution for visa categories
Target title	ETA solution for Visitor's Visa (section 11(1) and 11(2)) deployed to DHA website
Definition	The ETA solution is an automated online process that makes it easier for eligible travellers to enter the country. Artificial Intelligence will reduce human intervention to fast-track the response time to the applicants. Applicants will access the solution through the website at any given time anywhere in the world. The ETA will be implemented for section 11(1) and 11(2), mainly for the promotion of tourism, for both visa exempted countries and non-exempted countries as well as authorisation to conduct work on a Visitor's Visa, Section 11(1).
Purpose/importance	To simplify travel procedures, minimise paperwork for visitors or tourists and improve processing times
Source of data	Business requirement specifications and functional design specifications
Method of calculation / assessment	ETA solution for section 11(1) and 11(2) deployed to website ETA implemented for section 11(1) and 11(2) visas

Electronic Travel Authorisation	
Means of verification	Q1: Business requirement specifications approved by DDG: IMS Q2: Functional design specifications approved by DDG: IS Q3: User interface screens per each process signed off by DDG: IS Q4: User acceptance testing signed off by DDG: IMS Q4: Sign off on deployment of ETA solution to website by DDG: IMS, screenshots of website to show link to ETA
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	Business requirements specification; technical design specifications
Reporting cycle	Quarterly and annual
Desired performance	ETA solution for Visitor's Visa (section 11(1) and 11(2)) deployed to website
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Digital IDs	
Indicator title	Digital identity piloted
Target title	Foundational public key infrastructure (PKI) for digital identity configured
Definition	Public key infrastructure (PKI) is the foundation in preparation of digital identity implementation. PKI is a core component of data confidentiality, information integrity, authentication and data access control. PKI configuration means that the platform will be ready for digital identity system. The digital identity initiative will streamline immigration processes and ensure that services are more efficient and secure.
Purpose/importance	A digital identity solution will provide citizens with a more convenient, secure and efficient way to access government services. Public key infrastructure configuration is an important foundational component in preparation of the digital identity and Home Affairs@home vision.
Source of data	Roadmap on digital identity
Method of calculation / assessment	Foundational public key infrastructure (PKI) for digital identity configured As Built document against roadmap on digital identity

Digital IDs	
Means of verification	Q1: Roadmap signed off by DDG: IS Q2: System and infrastructure readiness report signed off by DDG: IS Q3: Official purchase order for PKI infrastructure procurement issued; letter of appointment Q4: As Built configuration document for PKI signed off by DDG: IS (detailed blueprint of how the PKI system has been developed).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	Refer to source documents and means of verification
Reporting cycle	Quarterly and annual
Desired performance	Fully configured PKI for digital identity
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Automated Corporate Support Services	
Indicator title	Number of automated corporate services processes rolled out
Target title	Rollout of 3 automated corporate services processes (e-Leave, e-PMDS and e-Invoice tracking)
Definition	A total of three support processes will be automated as defined in the target title: e-PMDS: all officials will be able to complete their performance agreements and reviews on the system; e-Leave: all officials will be able to capture leave on the system and approval will be done on the system; e-Invoice tracking: all senior managers, administrators and finance officials will be able to capture and process invoices on the system. The manual invoices will be scanned into the system. All approvals will be done on the system and not on paper.
Purpose/importance	To improve productivity, enhance efficiency, reduce costs and improve accuracy of processes
Source of data	Business requirements specification; technical specifications
Method of calculation / assessment	Functional automated corporate services processes for e-Leave, e-PMDS and e-Invoice tracking
Means of verification	Q1: Business requirement specifications approved by DDG: HRM&D and CFO Q1: Functional design specifications approved by DDG: IS Q2: Customisation reports for e-Leave, e-PMDS and e-Invoice tracking modules approved by DDG: IS Q3: Sign off by DDG: HRM&D (user acceptance testing) Q4: Sign off by CFO (user acceptance testing)

Automated Corporate Support Services	
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	Business requirements; functional design specifications; list of support services automated
Reporting cycle	Quarterly and annual
Desired performance	Functional automated support services processes for e-Leave, e-PMDS and e-Invoice tracking
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Delivery of DHA documents at preferred places of delivery	
Indicator title	Implementation of method for delivery of smart ID cards and passports at preferred places of delivery
Target title	Capability developed for method of delivery of smart ID cards and passports at preferred places of delivery
Definition	Applicants will be afforded the opportunity to indicate the preferred destination for the delivery of their documents at the time of application, e.g. home address or at the office / bank of application. This arrangement will require changes to be made to DHA systems. The capability refers to the ability of the system to provide options for applicants to choose the destination of the document applied for, e.g. DHA office, bank branch or home address.
Purpose/importance	The delivery of DHA documents at preferred places of delivery is a key component of the Home Affairs@home vision. This initiative will limit the number of visits to DHA offices, reduce long queues at offices and ensure convenience to clients.
Source of data	Business requirement specifications, functional design specifications
Method of calculation / assessment	Capability for delivery of smart ID cards and passports established (Prototype)
Means of verification	Q1: Business requirements approved by DDG: CS Q2: Functional design specifications approved by DDG: IS Q3: NA Q4: Prototype (system screenshots that shows capability)
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative

Delivery of DHA documents at preferred places of delivery	
Availability of total population	Refer to source data column
Reporting cycle	Quarterly and annual
Desired performance	Capability for delivery of smart ID cards and passports at preferred places developed
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

Home Affairs Bill ("DHA Bill")	
Indicator title	Tabling of Home Affairs Bill in Parliament for processing of Bill
Target title	Home Affairs Bill submitted to Cabinet for approval to publish Bill for public comments
Definition	Anchor legislation is required in the form of a Home Affairs Act to provide a coherent legal framework for a repositioned DHA to deliver on a mandate appropriate for a sovereign state that has a constitution founded on democracy, inclusion, social justice, development, peace and security. The Home Affairs Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the department to be repositioned as a secure, modern department that is located within the security system. The Bill is to be submitted to Cabinet to obtain approval to publish for public comments in 2025/26.
Purpose / importance	The new legislation will provide a constitutionally sound legal framework for repositioning the DHA as a modern and secure department with the following critical elements: • The Home Affairs Act frames the mandate of DHA and empowers the Minister to declare certain functions of the department as essential services after consultation with relevant structures • Provisions for differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions • Provisions that ensure that the DHA can deliver on its core mandate securely and efficiently by procuring and accessing resources such as expertise, technology, networks, accommodation and security services • Establishment of a capacity within the DHA for vetting employees and accrediting all individuals who access the system and 3rd party service providers. This will also entail undertaking threat and risk assessments to the system, by staff, citizens and non-citizens (on national security)
Source of data	The White Paper on Home Affairs, legislation administered by the DHA, Public Service Act, Basic Conditions of Employment Act, Home Affairs Bill and research studies will be used as basis for drafting the Home Affairs Act
Method of calculation / assessment	Home Affairs Bill submitted to Cabinet for approval to publish for public comments

Home Affairs Bill ("DHA Bill")	
Means of verification	Q1: Agenda, presentation to JCPS FOSAD cluster and minutes of meeting Q2: Signed submission by Minister on revised Bill Q3: Cabinet memorandum; signed submission to submit cabinet memorandum Q4: Approved Draft Bill, Government Gazette
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Draft Home Affairs Bill
Reporting cycle	Quarterly and annual reporting
Desired performance	Home Affairs Bill submitted to Cabinet for approval to publish for public comments
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services
	Who resolves internal disputes on performance reports / matters? Director-General

Birth registration system at health facilities	
Indicator title	Number of health facilities with online birth registration system rollout (capability established at health facility to issue birth certificates)
Target title	Rollout of online birth registration system in 9 health facilities (capability established at health facility to issue birth certificates)
Definition	The aim of the target is to rollout an online birth registration system in public and private health facilities with maternity wards by establishing health facility service points to allow for the registration of birth and issuance of birth certificates on the spot. The target aims to achieve the establishment of health facility service points in 9 health facilities with maternity wards which will capacitate the department to register births where it occurs by providing access to birth registration services to parents to register their children. The online birth registration system in this context refers to the establishment of capability in health facilities to issue birth certificates. The names of the health facilities are listed below: Busamed Bram Fischer International Airport Hospital, Life Cosmos Hospital (Emalahleni), Life Midmed - Middelburg, Medi-Clinic - Ermelo, RH Piet Retief Private Hospital, Lenmed – Kathu Private Hospital, Medi-Clinic – Kimberley Hospital, Medi- Clinic – Upington, Medi-Clinic – Brits.

Birth registration system at health facilities	
Purpose/importance	The ultimate goal of this project is to ensure that every birth delivered in a health facility with a maternity ward is registered and every child born in the health facility leaves with a birth certificate. The target also contributes to the early birth registration programme which allows parents to register the birth of their children with Home Affairs within 30 days. The target further contributes to the elimination of late registration of birth and ensuring universal birth registration. The indicator and target contribute to the attainment of SDG 16.9 by 2030 which provides for legal identity for all including birth registration.
Source of data	Health facility database
Method of calculation / assessment	Number of health facilities identified / planned for roll out (9) vs number of health facilities equipped with the online birth registration system (issuing of birth certificates on the spot)
Means of verification	Q1: NA Q2 – Q4: Handover certificate for functionality signed off by hospital clerk (DHA), RITO and official from Footprint Development and Hospitals
Assumptions	Availability of office space in all health facilities at the time of implementation Adequate support and cooperation from the Department of Health (national and provincial)
Disaggregation of beneficiaries (where applicable)	Focus of the indicator and target is on children and parents of the children, specifically women
Spatial transformation (where applicable)	Rollout will be across the country in provinces where public and private health facilities with maternity wards are located
Calculation type	Cumulative (Year-end)
Availability of total population	List of 9 health facilities
Reporting cycle	Quarterly and annual
Desired performance	9 health facilities equipped with online birth registration system (issuing birth certificates on the spot)
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: Operations
	Who resolves internal disputes on performance reports/matters? DG

Digitisation of records	
Indicator title	Number of civics records digitised
Target title	25 million
Definition	The indicator and targets focus on the digitisation of the 340 million civic records over the duration of the project. The 2025/26 financial year will be used for the digitisation of 25 million records. • 'Civic records' refer to birth, marriage and death records, amendments, identity and passport records. A record is linked to an application. • A 'record' refers to an application form and supporting documents. One physical record may contain multiple pages, with an average of 8 pages per record. • Regarding the storage of records, once digitised, all (physical) original records will be returned to its place of origin to be retained in the same condition and filing sequence as before digitisation. The digitised records and images resulting from the scanning process will be stored on hardware that is owned by DHA.
Purpose/importance	The President announced the project in the 2022 State of the Nation Address. The project will also contribute to more efficient service delivery to clients; provide employment to the youth and contribute to the digital transformation of Home Affairs
Source of data	Records of citizens; servers containing scanned electronic records; and reports from system
Method of calculation / assessment	25 million civic records digitised
Means of verification	Q1 – Q4: List of digitised records
Assumptions	• 95% uninterrupted production • Sufficient supply of records to all facilities • Sufficient storage capacity for digital images • Sufficient bandwidth capacity to transfer digitised images between production and storage sites • Total staff complement of 3000 digitisation staff is maintained • A record consists of an average page count of 8 pages • Constant power and water supply to the digitisation hubs
Disaggregation of beneficiaries (where applicable)	The project is aimed at the appointment of unemployed youth. Preference will be given to women and persons with disabilities in the recruitment process. The records digitised cover all beneficiaries of the DHA despite gender, race, age and location.
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	List of actual records to be digitised
Reporting cycle	Quarterly and annually
Desired performance	25 million civic records digitised
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: OPS
	Who resolves internal disputes on performance reports/matters? DG

Digital identity Policy	
Indicator title	Tabling of National Identification Registration Bill in Parliament for processing of Bill
Target title	Digital Identity (DI) Policy approved by Minister for submission to Cabinet for approval
Definition	A digital identity is the information and data that identifies an individual in the digital world. It is an electronic representation of an individual often used to access online services, make purchases, and interact with others on digital platforms. A need was identified to develop a Policy Paper on Digital Identity that will inform the drafting of new legislation. The Digital Identity Policy will become the official policy of government in managing digital identity of persons. The policy will be developed and approved by Minister for submission to Cabinet for approval in the 2025/26 financial year.
Purpose/importance	The Digital Identity Policy and legislation will ensure a secure, accessible, trusted and inclusive digital ID for all South African citizens and digital ID system(s) that enable economic development
Source of data	DHA White Paper; DHA Digital Road Map; Official Identity Management Policy; National Identity Act; Immigration Act and Regulations; DHA Data Management Research Report 2023/24; White Paper on Immigration, Citizenship and Refugees Protection: Towards a Complete Overhaul of the Migration System in South Africa; DPSA Minimum Interoperability Standards Framework and National Policy on Data and Cloud 2024
Method of calculation / assessment	Approval of DI Policy by Minister for submission to Cabinet for approval
Means of verification	Q1: SEIAS Report and correspondence to Presidency Q2: Cluster agendas, presentation and minutes Q3: Gazetted DI Policy Paper Q4: Approved submission signed by Minister and DI Policy document; proof of submission to cabinet
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	All research documents, policies, applicable legislation and draft DI Policy
Reporting cycle	Quarterly and annual
Desired performance	Approval of the Digital Identity Policy Paper and submission to Cabinet for approval
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG:OPS supported by DDG: OPS
	Who resolves internal disputes on performance reports/matters? DG

Draft Revised White Paper on Citizenship, Immigration and Refugee Protection	
Indicator title	Submission of Draft Citizenship, Immigration and Refugee Protection Bill to Cabinet for approval to introduce Bill in Parliament
Target title	Draft Revised White Paper on Citizenship, Immigration and Refugees Protection submitted to Cabinet for approval
Definition	A need was identified to strengthen some of the policy propositions in the approved White Paper on Citizenship, Immigration and Refugee Protection: Towards a complete overhaul of the migration system in South Africa, through the development of a Draft Revised White Paper. The formation of the GNU in the seventh administration has created an additional need to reconfirm the approved White Paper to ensure that it is in line with the priorities of the GNU. The new vision of a digitally transformed DHA, constitutional imperatives and finding a balance between the economic growth agenda and security necessitated the review of the White Paper, through the development of a Draft Revised White Paper.
Purpose/importance	The Draft Revised White Paper will ensure that the approved White Paper is in line with the priorities of the new Government administration and contribute to the effective mandate of the DHA including the management of citizenship, immigration and refugee protection.
Source of data	White Paper on Immigration, Citizenship and Refugees Protection: Towards a Complete Overhaul of the Migration System in South Africa; DHA White Paper; Official Identity Management Policy; National Identity Act; Immigration Act and Regulations; Refugees Act and Regulations; Birth and Death Registration Act.
Method of calculation / assessment	Submission of Draft Revised White Paper to Cabinet for approval
Means of verification	Q1: Approved Draft Revised White Paper; Submission signed by Minister Q2: Cluster agendas, presentations and minutes Q3: Formal Gazette Notice published Q4: Cabinet Memorandum signed by Minister; proof of submission to Cabinet
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	All research documents, policies, applicable legislation and draft Draft Revised White Paper
Reporting cycle	Quarterly and annual
Desired performance	Submission of the Draft Revised White Paper to Cabinet for approval
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG:OPS
	Who resolves internal disputes on performance reports/matters? DG

Communication strategy and action plan	
Indicator title	Number of interventions implemented in support of Communication Strategy and Action Plan (per year)
Target title	DHA Communication Strategy implemented through: • 56 media engagements • 6 outreach engagements • 12 campaigns
Definition	The Communication Strategy serves to inform public and staff about DHA services, products, programmes and campaigns. The action plan outlines the various activities to be undertaken with specific timelines. The indicator is important as it promotes the image of DHA. The target title consists of 3 separate targets. Outreach engagements are an alternative name for Izimbizo, meaning they are the same concept and the evidence remains the same.
Purpose/importance	The indicator supports the programmes of the Ministry and DHA, establishes and maintains partnerships with relevant stakeholders to assist the DHA to promote and expand its service delivery initiatives in communities.
Source of data	Media briefings/statements, ministerial dialogues and interventions, such as outreach programmes and campaigns, etc.
Method of calculation / assessment	Number of initiatives performed vs planned
Means of verification	Q1 – Q4: • Media engagements: Statements and advisories, placed on DHA website • Outreaches: Outreach reports • Campaigns: Placement on DHA social media platforms
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The focus of the indicator is on all DHA clients (South Africans and foreigners) as well as DHA staff
Spatial transformation (where applicable)	The ever changing communication environment as well as decisions taken by executive authority will influence the course of action
Calculation type	Cumulative (Year-end)
Availability of total population	List of all the initiatives as referred in the communication plan (56 media engagements, 6 outreach engagements and 12 campaigns)
Reporting cycle	Quarterly and annual
Desired performance	Number of identified initiatives completed (56 media engagements, 6 outreach engagements and 12 campaigns)
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Chief Director: Communication Services / DDG: OPS
	Who resolves internal disputes on performance reports / matters? Director-General

DHA Gender-based Violence and Femicide Plan implemented	
Indicator title	Implementation of DHA Gender-based Violence and Femicide Plan
Target title	DHA Gender-based Violence and Femicide Plan implemented
Definition	The indicator/target deals with the DHA's holistic contribution to supporting the implementation of the Cabinet approved NSP on GBVF driven by the Department of Women, Youth and Persons with Disability. The DHA develops its own implementation plan on an annual basis. The indicator/target will also raise awareness on matters addressed under the NSP on GBVF, as well as youth, gender and disability mainstreaming priorities, and will be integrated with the department's Employee Wellness Programme, among others. The plan will comprise of the various DHA branch contributions in support of the priority as well as outlining roles, responsibilities and timelines, which will be consolidated, monitored and reported on by the Branch: HRM&D.
Purpose/importance	The NSP on GBVF was approved by Cabinet, and all departments are required to set out targets that must be implemented; and periodic reports must be sent through to the Department of Women, Youth and Persons with Disabilities (DWYPD) for consolidation and forwarding to Cabinet and Parliament. The National Gender Policy Framework requires the DHA to implement Gender Equality and Women Empowerment (GEWE), and the department is required to implement the Public Service and DHA Disability Policy Frameworks.
Source of data	• National Strategic Plan on GBVF • DHA GBVF Implementation Plan relevant to 2025/26 financial year
Method of calculation / assessment	Achievement of actual target versus planned (execution of planned deliverables in the implementation plan)
Means of verification	Q1 – Q4: Monthly Report forwarded to DWYPD (proof of submission); Final report to be approved by DG (in the following month)
Assumptions	All units responsible for targets/activities which contribute towards the implementation of the DHA GBVF Plan, will deliver on these commitments
Disaggregation of beneficiaries (where applicable)	The plan is aimed at all DHA staff, including the targeted groups of women, youth and persons with disability
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	DHA GBVF Plan
Reporting cycle	Quarterly and annual reporting
Desired performance	Implementation of DHA GBVF Plan as per deliverables
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: HRM&D
	Who resolves internal disputes on performance reports/matters? DG

Digital training interventions	
Indicator title	Number of DHA officials trained on digital literacy interventions
Target title	2 500 DHA officials trained on basic digital literacy interventions
Definition	The target reflects the number of officials who have completed basic digital literacy training in line with the new vision of a digitally transformed Home Affairs. The focus is on the completion of all mandatory modules of basic digital training in 2025/26.
Purpose/importance	To capacitate DHA officials on digital literacy in the DHA, in alignment with the DHA digital transformation vision.
Source of data	Attendance registers, training reports
Method of calculation / assessment	Number of officials who have been trained on the basic mandatory modules (Information Literacy; Digital Communication and Collaboration Tools; Technical Skills; Online Safety; Online Content Development; and E-learning) vs number of officials targeted for training. This excludes officials undergoing refresher training in the basic mandatory digital literacy modules.
Means of verification	Q1 – Q4: Training report signed off by CD: Learning and Development or higher rank
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	All DHA officials
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	List of officials trained
Reporting cycle	Quarterly and annual
Desired performance	2500 officials complete digital literacy training (all mandatory modules)
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: HRM&D
	Who resolves internal disputes on performance reports/matters? DG

Business process evaluation	
Indicator title	Number of DHA business processes reviewed to identify vulnerabilities to fraud, corruption and security breaches (per year)
Target title	12
Definition	The target seeks to evaluate selected business processes to identify possible vulnerabilities to fraud, corruption and security breaches. The 12 business process are included in the quarterly breakdown of the annual target. Responsibility for implementation of recommendations rests with the affected branch/business unit.
Purpose	The purpose is to mitigate fraud and corruption risks in DHA processes as well as to enhance DHA systems
Source of data	SOPs from business units, investigation reports and trend analysis reports
Method of calculation / assessment	Number of processes reviewed vs planned

Business process evaluation	
Means of verification	Q1 – Q4: Reports on processes reviewed signed off by DDG: CCSS
Assumptions	Cooperation by business units
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	List of processes evaluated
Reporting cycle	Quarterly and annual
Desired performance	12 business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: CCSS
	Who resolves internal disputes on performance reports/matters? DG

Investigations – fraud and corruption	
Indicator title	Percentage of fraud and corruption cases finalised within 90 working days (per year)
Target title	80%
Definition	The target is focused on finalising a percentage of fraud and corruption cases received based on a set of population in a period under review within 90 working days. The Directorate Analysis handles the analysis, determination and assignment of case numbers to investigators, using a CCSS fraud and corruption database. A received case of unethical or criminal behavior is considered to be within the CCSS mandate if it involves fraud or corruption related to officials of the DHA and affects departmental responsibilities. The branch is responsible for conducting and finalising investigations into cases of fraud and corruption. Cases of fraud and corruption refer to received unethical or criminal acts that: • Has been analysed and determined to fall within the investigation mandate of CCSS and/or warrants a formal investigation by CCSS. • A case number has been assigned and an investigator allocated to begin the investigation. The following criteria is applied in terms of analysing and determining cases as part of the CCSS mandate: The Directorate Analysis analyses and determines whether • the complaint relates to fraud and corruption; • a departmental official is involved; and • whether there is sufficient grounds of a transgression to warrant an investigation. Once the above-mentioned criteria is met, and the complaint has merit, a case number is generated and captured on the CCSS database used for reporting purposes. The case is then formally referred to Directorate Investigation for finalisation within 90 working days. Cases regarded as outside the mandate of CCSS are excluded from the population and referred to the relevant branches. A case is considered finalised when the DDG: CCSS approves the outcome of the case.
Purpose	To investigate fraud and corruption in the DHA efficiently and in a timely manner (within the mandate of the Branch: CCSS).

Investigations – fraud and corruption	
Source of data	CCSS fraud and corruption database administered by the Directorate Analysis.
Method of calculation/assessment	1. Group all cases of fraud and corruption received between 20 November 2024 and 20 November 2025 Q1: 20 November 2024 to 17 February 2025. Q2: 18 February 2025 to 26 May 2025. Q3: 27 May 2025 to 22 August 2025. Q4: 23 August 2025 to 20 November 2025. 2. The clock starts when the Directorate Analysis receives a case of fraud and corruption, and it stops when the DDG: CCSS approves the report. 3. Calculate how long it takes to resolve a fraud and corruption case from the date received by the Directorate Analysis until the report's outcome is compiled and approved by the DDG: CCSS. The duration will be number of days, excluding weekends and holidays. 4. Formula: Number of fraud and corruption cases finalised within 90 working days divided by the total number of fraud and corruption cases received, based on the population dates during the period under review, then multiplying by 100. This percentage reflects fraud and corruption cases finalised within 90 working days. A case will only be considered finalised when the outcome is approved by the DDG: CCSS. When a case is identified as a duplicate (received from the same or different complainants with similar facts and allegations during the investigation), it will be merged and reported accordingly. All cases analysed and found not to conform to the mandate of the Branch CCSS will be excluded from the fraud and corruption database.
Means of verification	CCSS: Fraud and Corruption database administered by the Directorate Analysis; and Signed reports by DDG: CCSS
Assumptions	Ability to retrieve records (manual/ electronic), reliability of records, availability of witnesses and cooperative complainants
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of the total population	List of investigated cases from the CCSS fraud and corruption database based on the population dates.
Reporting cycle	Quarterly and Annually
Desired performance	80% of cases of fraud and corruption finalised within 90 working days (per year)
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: CCSS
	Who extracts data and frequency? D: Analysis
	Who checks the calculation? D: Investigations
	Who resolves internal disputes on performance reports/matters? DG

Threat and risk assessments (TRA)	
Indicator title	Number of TRAs conducted in accordance with the requirements of MISS and/or MPSS per year
Target title	40
Definition	The target is aimed at conducting the set number of TRAs in accordance with the MISS and/or MPSS through: • Assessment of security mechanisms in place, both physical and information; observance of security process and procedures and inspection of information and face value documentation storage, resulting in TRAs generated • Conducting of security threat and risk assessments in the DHA in accordance with the applicable prescripts • The criteria used is informed by the MISS and MPSS
Purpose	The purpose of the indicator is to mitigate security threats and risks which may adversely affect DHA operations
Source of data	Information gathered from identified offices as outlined in 'Definition' column List of identified offices. The list will not be publicised but is available for auditing purposes
Method of calculation / assessment	The extent to which the planned TRAs in identified offices has been completed (planned vs actual) according to predetermined list
Means of verification	Signed off TRAs by Director Physical Security
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	List of TRAs conducted
Reporting cycle	Quarterly and annual
Desired performance	40 TRAs conducted
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Security Services
	Who resolves internal disputes on performance reports/matters? DDG: CCSS

Vetting	
Indicator title	Number of completed vetting files referred to SSA for evaluation (per year)
Target title	400 completed vetting files referred to SSA for evaluation

Vetting	
Definition	The target is aimed at conducting vetting on the set number of DHA officials and referring the vetting files to the SSA for evaluation. The process is finalised when SSA acknowledges the receipt of the completed files. Certain categories may be prioritised due to importance and/or capacity considerations. The numbers of vetting files to be referred to SSA are 400. The quarterly breakdown provides the categories of vetting to be addressed.
Purpose/importance	To ensure that appointed officials meet the security requirements of their posts
Source of data	Completed Z204 (vetting application form) and annexures as well as references as per Z204 form the basis. List of files submitted to SSA
Method of calculation / assessment	Actual number of vetting files completed and referred to and acknowledged by SSA vs planned
Means of verification	List of files submitted Signed acknowledgements of receipt of submitted files by SSA
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	List of files submitted to SSA
Reporting cycle	Quarterly and annual
Desired performance	Equal or higher than targeted performance is desirable
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: CCSS
	Who extracts data and frequency? SAO: Vetting (manual collation of SSA acknowledgement of receipt documentation)
	Who checks data extraction? DD: Vetting
	Who does the calculation? SAO: Vetting
	Who checks the calculation? Specialist: Vetting
	Who resolves internal disputes on performance reports/matters? DG

Public procurement on women-owned businesses	
Indicator title	Percentage of public (bids) procurement to women-owned businesses
Target title	30% of public (bids) procurement to women-owned businesses

Public procurement on women-owned businesses	
Definition	The indicator is directed towards a set percentage of public procurement for women-owned businesses. "Women-owned businesses" refer to equal to and greater than 30% of businesses owned by women. "Bids" refer to tenders to the value of more than R1 million.
Purpose / importance	The purpose is to contribute towards the economic empowerment of women
Source of data	Preferential Procurement Policy directive and bids awarded
Method of calculation / assessment	Total number of procurement awarded bids to women-owned businesses over total number of procurement awarded bids Calculations will be rounding off, where required
Means of verification	Excel report indicating entire population of all bids awarded vs allocated to targeted group
Assumptions	Availability of women-owned businesses including their willingness to express interest in published bids An enabling legal framework to support the priority Availability of tenders to be awarded by the DHA
Disaggregation of beneficiaries (where applicable)	Focus is on women-owned businesses as defined
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	List of all bids awarded
Reporting cycle	Annual reporting.
Desired performance	30% of public (bids) procurement to women-owned businesses
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CFO
	Who resolves internal disputes on performance reports / matters? DG

Early birth registration (births 0 – 30 days)	
Indicator title	Number of births registered within 30 calendar days per year
Target title	667 000
Definition	The indicator/target deals with the registration of births within 30 calendar days of the birth event as legislated. The indicator measures the number of children who are registered within 30 calendar days of the birth event.
Purpose/importance	To secure the integrity of the NPR, it is essential that the public are encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ultimately ensure that registration at birth is the only entry point to the NPR.
Source of data	Information relating to births registered is obtained from Notices of Birth (DHA-24) forms. The information on these forms is used to capture the relevant birth/s onto the NPR at local offices and health facilities. Online applications on introduction of e-Birth.

Early birth registration (births 0 – 30 days)	
Method of calculation / assessment	To calculate the recorded achievement, the actual births registered within 30 calendar days of birth per quarter are compared against the planned target to determine compliance. At the end of each financial year, the total births registered within 30 calendar days are compared against the calculated annual target to determine the level of compliance/achievement. To calculate the births, data is imported into an analytics software programme for calculation. The source data is text files extracted from the NPR with the transaction information of births registered within 30 days. The transactions extracted from the NPR are imported into analytics software programme for calculation and isolation of any birth registration transactions above 30 calendar days. The number count of births registered within 30 days will constitute the performance. As a control measure during the calculation method, the branch ensures accuracy, completeness and reliability only including accurate IDN in the portfolio of evidence. Once the data is extracted, any transaction with a 'N' (No longer exists on NPR) indicator will be disqualified. All disqualified transactions, once verified as an amendment on gender and date of birth which resulted in the generation of a new IDN, will be validated and included in the population if registered within 30 days. Amendment might impact on quarterly performance and restatement will be done when annual re-extraction is concluded. As far as live capture birth registration is concerned, data representing this category will be extracted from the NPR. Annually, birth data is re-extracted at year end and compared with monthly extracts. This re-extraction confirms the annual performance of the branch.
Means of verification	To verify the number of births registered, the branch will provide a database of births registered within 30 calendar days. These transactions can be verified through extraction of original application forms from archive. Or online applications once e-Birth has been implemented.
Assumptions	Regulations, legal framework, directives and system stability that allows for registration of births
Disaggregation of beneficiaries (where applicable)	The indicator is focused on new-born children and providing access to parents (mothers and fathers) to obtain birth certificates. Disaggregation of information will form part of the reporting framework of the DHA.
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	Actual births registered on the NPR – age group 0 to 30 calendar days for period under review (list of all births within 30 calendar days)
Reporting cycle	Quarterly and annual reporting
Desired performance	To register the targeted number of births registered within 30 calendar days of the birth event
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Director: Births, Marriages and Deaths
	Who extracts data and frequency? Senior Specialist: Application Management (Information Services)
	Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation
	Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation
	Who checks the calculation? Director: Operational Support

Early birth registration (births 0 – 30 days)	
	Who resolves internal disputes on performance reports/matters? Chief Director: Civic Services Support

Smart ID card	
Indicator title	Number of smart ID cards issued to citizens and permanent residents 16 years of age and above per year
Target title	2 750 000
Definition	Following on the successful launch of the smart ID card during the 2013/14 financial year, the DHA is committed to expand the number of citizens (including naturalised citizens) and permanent residents in possession thereof. The focus is to replace the old ID documents with smart cards. 'Issued' refers to the smart card being ready for collection at office of application with the starting point being branch process complete. 'Issued' means all smart ID cards that have been systematically reconciled as received in the office of application. First and re-issues are included under this target.
Purpose/importance	The indicator aims at measuring the number of smart ID cards issued to citizens (including naturalised citizens) and permanent residents 16 years and older, noting that implementation of the smart ID card will progressively phase out the green barcoded identity documents. The smart ID card has very important historical connotations as it seeks to restore the dignity of citizens, especially those previously disadvantaged and to enhance nation building and social cohesion.
Source of data	A list of unique reference numbers for persons who were issued with smart ID cards extracted from live capture system. Each reference number is supported by branch office complete date and finalised date to confirm date of issue. 'Issuance' defined as received at branch and therefore ready for collection'.
Method of calculation / assessment	The number of smart ID cards (first issue and re-issue) issued (ready for collection) to customers per month, quarter and during the year is used for calculation. Actual performance is compared against the target. Annually, live capture data is re-extracted at year end and compared with monthly extracts. This re-extraction confirms the annual performance of the branch. This re-extraction is essential due to transaction replication between local offices and the Automated Core Processor. Given systemic and electricity challenges in the country, these replication processes are prone to interruption. Hence, annual re-extraction is essential to confirm the annual performance.
Means of verification	The branch will provide a database of live capture transactions. These transactions can be verified through extraction of electronic application forms and related supporting documents.
Assumptions	Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of smart ID cards.
Disaggregation of beneficiaries (where applicable)	The focus is on youth turning 16 years of age as well as all other eligible applicants who qualify for smart ID cards. Disaggregation of information will form part of the reporting framework of the DHA.
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	The population refers to the number of persons issued with smart ID cards during the review period, as per data extracted from the live capture sub-systems

Smart ID card	
Reporting cycle	Quarterly and annual reporting
Desired performance	To issue the targeted number of smart ID cards as identified in the 'Target Title' column
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Director: Application Processing
	Who extracts data and frequency? Services Providers extract monthly and quarterly
	Who checks data extraction? Deputy Director: Planning, Monitoring & Evaluation
	Who does the calculation? Deputy Director: Planning, Monitoring & Evaluation
	Who checks the calculation? Director: Operational Support
	Who resolves internal disputes on performance reports/matters? Chief Director: Civic Services Support

Passports – adults	
Indicator title	Percentage (%) of machine readable adult passports (live capture process) issued within 13 working days for applications collected and processed within the RSA per year
Target title	90%
Definition	To issue 90% of adult passports (live capture process) within 13 working days. This applies to the new live capture process. The scope of the target is for applications from branch process complete at office until passport is scanned at office of application.
Purpose/importance	The department's service standards in terms of the issuance of passports is critical to ensure that our clients receive transparent services with a level of predictability in terms of the duration required to finalise/issue live capture passports. This is also critical to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on the economic development for the country.
Source of data	Live capture system

Passports – adults	
Method of calculation / assessment	The total number of all adult passports issued (all passport issued whether within or outside the stipulated timeframes) to customers per month, quarter and during the year is used for calculation. The numerator is the total number of passports issued (finalised) within a specified timeframe and the denominator is the total number of passports issued during a review period. 'Issued' is defined as received at branch and therefore ready for collection. The start date is defined as the date of 'Branch process complete' i.e. date when client was online verified. Data is extracted from the service manager. The data provides two critical dates used for the calculation. These dates are (1) branch (application) process complete date and (2) date product was received at the local office. All data is imported (i.e. data for all the passports issued during the reporting period) into an excel spreadsheet for purposes of calculation. The following formula is used for measurement of each set of dates: = net working days (start date, end date, public holidays). Once calculated, a summary is created depicting the total number of applications finalised within the threshold versus those processed above the threshold. The total number of applications processed within the threshold (numerator) is then compared against the total population of passports issued (denominator) to deduce a percentage. (Net working days = working days). Once calculated, the excel document is imported into analytics software for calculation of the results. Annually, live capture data is re-extracted at year-end and compared with monthly extracts. This re-extraction confirms the annual performance of the branch. This re-extraction is essential due to transaction replication between local offices and the ACP. Given systemic and electricity challenges in the country, these replication processes are prone to interruption. Hence, annual re-extraction is essential to confirm the annual performance.
Means of verification	The branch will provide a database of live capture transactions. These transactions can be verified through extraction of electronic application forms and related supporting documents.
Assumptions	Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of adult passports
Disaggregation of beneficiaries (where applicable)	The focus of the indicator is on adults who qualify for South African passports (all gender and age group above 16)
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative
Availability of total population	The population refers to all adult passports issued and received by the office of application
Reporting cycle	Quarterly and annual reporting
Desired performance	To issue 90% of adult passports (live capture process) within 13 working days. This applies to the live capture process
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Director: Citizenship and Travel Documents
	Who extracts data and frequency? Service providers extract data monthly and quarterly. (company)
	Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation
	Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation
	Who checks the calculation? Director: Operational Support
	Who resolves internal disputes on performance reports/matters? Chief Director: Civic Services Support

Passports – children	
Indicator title	Percentage (%) of machine readable passports for children (live capture process) issued within 18 working days for applications collected and processed within the RSA per year
Target title	90%
Definition	To issue 90% of passports for children (live capture process) within 18 working days. This applies to the new live capture process. The scope of the target is for applications from branch process complete at office until passport is scanned at office of application.
Purpose/importance	The department's service standards in terms of the issuance of passports is critical to ensure that our clients receive transparent services with a level of predictability in terms of the duration required to finalise/issue live capture passports. This is also critical to show efficiency in operations.
Source of data	The live capture system
Method of calculation / assessment	The total number of all children passports issued (all passport issued whether within or outside the stipulated timeframes) to customers per month, quarter and during the year is used for calculation. The numerator is the total number of passports issued (finalised) within the specified timeframe and the denominator is the total number of passports issued/finalised within period under review. 'Issued' is defined as received at branch and therefore ready for collection. The start date is defined as the date of 'Branch process complete' i.e. date when client was online verified. Data is extracted from the service manager. The data provides two critical dates used for the calculation. These dates are (1) branch (application) process complete date and (2) date product was received at the local office. All data is imported (i.e. data for all the passports issued during the reporting period) into an excel spreadsheet for purposes of calculation. The following formula is used for measurement of each set of dates: = net working days (start date, end date, public holidays). Once calculated, a summary is created depicting the total number of applications finalised within the threshold versus those processed above the threshold. The total number of applications processed within the threshold (numerator) is then compared against the total population of passports issued (denominator) to deduce a percentage. (Net working days = working days). Once calculated, the excel document is imported into analytics software for calculation of the results. The numerator is the total number of passports issued (finalised) within a specified timeframe and the denominator is the total number of passports issued during a review period. Annually, live capture data is re-extracted at year end and compared with monthly extracts. This re-extraction confirms the annual performance of the branch. This re-extraction is essential due to transaction replication between local offices and the ACP. Given systemic and electrical challenges in the country, these replication processes are prone to interruption. Hence, annual re-extraction is essential to confirm the annual performance.
Means of verification	The branch will provide a database of live capture transactions. These transactions can be verified through extraction of electronic application forms and related supporting documents
Assumptions	Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of passports for children
Disaggregation of beneficiaries (where applicable)	The focus of the indicator is on children who qualify for South African passports (all gender and minor age group)
Spatial transformation (where applicable)	NA

Passports – children	
Calculation type	Non-cumulative
Availability of total population	The population refers to all passports for children issued and received by the office of application
Reporting cycle	Quarterly and annual reporting
Desired performance	To issue 90% of passports for children (live capture process) within 18 working days. This applies to the live capture process
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Director: Citizenship and Travel Documents
	Who extracts data and frequency? Service providers extract data monthly and quarterly. (company)
	Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation
	Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation
	Who checks the calculation? Director: Operational Support
	Who resolves internal disputes on performance reports/matters? Chief Director: Civic Services Support

e-Passports	
Indicator title	e-Passport functionality testing at ports of entry and e-gates
Target title	e-Passport concept document approved by DG
Definition	It is intended to develop and approve the concept for the future rollout of the e-passport series.
Purpose/importance	The rollout of e-Passports is aligned to International Civil Aviation Organization (ICAO) standards. The e-Passports are being adopted by countries across the world due to the advanced security measures with the addition of chip technology that heightens authenticity of the passports and its information, which prevents counterfeiting and better links the passports to their respective owners.
Source of data	Applicable legislation; draft concept document; approved concept document.
Method of calculation / assessment	Approval of concept document by DG
Means of verification	Q1 – Q2: Invitations, agendas, attendance registers, minutes Q3: Agendas, minutes and concept document presented to EXCO and MMM. Q4: Approved submission and concept document by DG
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-End).
Availability of total population	Approved concept document.

e-Passports	
Reporting cycle	Quarterly and annual reporting
Desired performance	e-Passport concept document approved by DG
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: Civic Services
	Who resolves internal disputes on performance reports/matters? DG

Permanent residence permits in support of economic growth	
Indicator title(s)	Percentage of permanent residence permit outcomes for general work (Section 26a) issued within 8 months for applications submitted within the RSA per year
	Percentage of permanent residence permit outcomes for critical skills (Section 27b) issued within 8 months for applications submitted within the RSA per year
	Percentage of permanent residence permit outcomes for business (Section 27c) issued within 8 months for applications submitted within the RSA per year
Target title(s)	85% for Section 26(a)
	85% for Section 27(b)
	85% for Section 27(c)
Definition	The TID covers the 3 indicators in the indicator title. The scope of the target is from date of receipt of the application at VFS for processing until the outcome is in scan at the VFS Operations Centre (InScanAtOC). The target measures performance against set service delivery standards in terms of the duration to deliver the service applied for. The process starts when the application is received by VFS, is assigned to adjudicators for adjudication purposes, a decision is made by either approving or rejecting the application, the printing of the outcome, dispatching the outcome to the VFS Hallmark Dispatch Hub, in-scanned by the dispatch hub as "In-scan from DHA", and ends when the outcome is "in scan" at the VFS Operations Centre (InScanAtOC). Before approval or rejection, recommendations are forwarded to the authorisation stage (CD, DDG) whereby a decision is made by DDG: IMS, by either approving or rejecting the application. Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant permit is issued or (2) the application is rejected and a rejection letter is issued. The outcome (permit or rejection letter) is dispatched to VFS for further transmission to the applicant. For rejected applications, a rejection letter is issued with reasons for rejection and advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target.
Source of data	Application forms and supporting documents, VAS and VFS system reports

Permanent residence permits in support of economic growth	
Method of calculation	1. Group all applications received between 13 August 2024 to 13 August 2025: a. Quarter 1 = 13 August 2024 to 05 November 2024 b. Quarter 2 = 06 November 2024 to 10 February 2025 c. Quarter 3 = 11 February 2025 to 15 May 2025 d. Quarter 4 = 16 May 2025 to 13 August 2025. 2. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many months it took to finalise each application (number of days divided by 20 working days; the result is in number of months). 4. Formula: The number of applications finalised within eight months must be divided by the total number of applications received between 13 August 2024 and 13 August 2025, equals to percentage of applications finalised within eight months in the period under review. 4. An application will only be considered as finalised if its process stage for the outcome is in scan at the VFS Operations Centre (InScanAtOC).
Means of verification	Population list of applications processed and adjudicated.
Assumptions	VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Availability of total population	Population list of applications received, processed and issued
Reporting cycle	Quarterly and annual progress reporting
Desired performance	85%
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? ASD: Central Adjudication
	Who checks data extraction? D: Central Adjudication
	Who does the calculation? ASD: Central Adjudication
	Who checks the calculation? D: Central Adjudication
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Business visas	
Indicator title	Percentage of business visa outcomes issued within 8 weeks for applications submitted within the RSA per year
Target title	90%
Definition	The scope of the target is from date of receipt of the application at VFS for processing until the outcome is in scan at the VFS Operations Centre (InScanAtOC). The target measures performance against set service delivery standards in terms of the duration to deliver the service applied for. The process starts when the application is received by VFS, is assigned to adjudicators for adjudication purposes, a decision is made by either approving or rejecting the application, the printing of the outcome, dispatching the outcome to the VFS Hallmark Dispatch Hub, in-scanned by the dispatch hub as "In-scan from DHA", and ends when the outcome is "in scan" at the VFS Operations Centre (InScanAtOC). Before approval or rejection, recommendations are forwarded to the authorisation stage whereby a decision is made by the Director: Corporate Accounts by either approving or rejecting the application. Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant visa is issued or (2) the application is rejected and a rejection letter is issued. The outcome (visa or rejection letter) is dispatched to VFS for further transmission to the applicant. For rejected applications, a rejection letter is issued with reasons for rejection and advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target.
Source of data	Application forms and supporting documents, VAS and VFS system reports
Method of calculation / assessment	1. Group all business visa applications received between 04 February 2025 and 04 February 2026: a. Quarter 1 = 04 February 2025 to 05 May 2025 b. Quarter 2 = 06 May 2025 to 05 August 2025 c. Quarter 3 = 06 August 2025 to 03 November 2025 d. Quarter 4 = 04 November 2025 to 04 February 2026. 2. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many weeks it took to finalise each application (Number of days divided by five working days, the result is in number of weeks). 4. Formula: The number of applications finalised within eight weeks must be divided by the total number of applications received between 04 February 2025 to 04 February 2026, equals to percentage of applications finalised within eight weeks in period under review. 5. An application will only be considered finalised if its process stage for the outcome is in scan at the VFS Operations Centre (InScanAtOC).
Means of verification	Population list of applications received, processed and issued.
Assumptions	VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)

Business visas	
Availability of total population	Population list of applications received, processed and issued
Reporting cycle	Quarterly and annual progress
Desired performance	Achievement of the target or beyond is desirable
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? DD: Corporate Accounts
	Who checks data extraction? Director: Director: Corporate Accounts
	Who does the calculation? ASD: DD: Corporate Accounts
	Who checks the calculation? Director: Corporate Accounts
	Who resolves internal disputes on performance reports/matters? DDG: IMS

General work visas	
Indicator title	Percentage of general work visa outcomes issued within 8 weeks for applications submitted within the RSA per year
Target title	90%
Definition	The scope of the target is from date of receipt of the application at VFS for processing until the outcome is in scan at the VFS Operations Centre (InScanAtOC). The target measures performance against set service delivery standards in terms of the duration to deliver the service applied for. The process starts when the application is received by VFS, is assigned to adjudicators for adjudication purposes, a decision is made by either approving or rejecting the application, the printing of the outcome, dispatching the outcome to the VFS Hallmark Dispatch Hub, in-scanned by the dispatch hub as "In-scan from DHA", and ends when the outcome is "in scan" at the VFS Operations Centre (InScanAtOC). Before approval or rejection, recommendations are forwarded to the authorisation stage whereby a decision is made by the Director: Corporate Accounts by either approving or rejecting the application. Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant visa is issued or (2) the application is rejected and a rejection letter is issued. The outcome (visa or rejection letter) is dispatched to VFS for further transmission to the applicant. For rejected applications, a rejection letter is issued with reasons for rejection and advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target. The general work visa outcomes for applications submitted through the Trusted Employer Scheme are excluded from this population.
Source of data	Application forms and supporting documents, VAS and VFS system reports

General work visas	
Method of calculation / assessment	1. Group all general work visa applications received between 04 February 2025 and 04 February 2026: a. Quarter 1 = 04 February 2025 to 05 May 2025 b. Quarter 2 = 06 May 2025 to 05 August 2025 c. Quarter 3 = 06 August 2025 to 03 November 2025 d. Quarter 4 = 04 November 2025 to 04 February 2026. 2. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many weeks it took to finalise each application (Number of days divided by five working days, the result is in number of weeks). 4. Formula: The number of applications finalised within eight weeks must be divided by the total number of applications received between 04 February 2025 to 04 February 2026, equals to percentage of applications finalised within eight weeks in period under review. 5. An application will only be considered as finalised if its process stage for the outcome is in scan at the VFS Operations Centre (InScanAtOC).
Means of verification	Population list of applications received, processed and issued
Assumptions	VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Population list of applications received, processed and issued
Reporting cycle	Quarterly and annual progress
Desired performance	Achievement of the target or beyond is desirable
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? DD: Corporate Accounts
	Who checks data extraction? Director: Director: Corporate Accounts
	Who does the calculation? ASD: DD: Corporate Accounts
	Who checks the calculation? Director: Corporate Accounts
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Critical skills visas	
Indicator title	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted within the RSA per year
Target title	95%
Definition	The scope of the target is from date of receipt of the application at VFS for processing until the outcome is in scan at the VFS Operations Centre (InScanAtOC). The target measures performance against set service delivery standards in terms of the duration to deliver the service applied for. The process starts when the application is received by VFS, is assigned to adjudicators for adjudication purposes, a decision is made by either approving or rejecting the application, the printing of the outcome, dispatching the outcome to the VFS Hallmark Dispatch Hub, in-scanned by the dispatch hub as "In-scan from DHA", and ends when the outcome is "in scan" at the VFS Operations Centre (InScanAtOC). Before approval or rejection, recommendations are forwarded to the authorisation stage whereby a decision is made by the Director: Corporate Accounts by either approving or rejecting the application. Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant visa is issued or (2) the application is rejected and a rejection letter is issued. The outcome (visa or rejection letter) is dispatched to VFS for further transmission to the applicant. For rejected applications, a rejection letter is issued with reasons for rejection and advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target. The critical skills work visa outcomes for applications submitted through the Trusted Employer Scheme are excluded from this population.
Source of data	Application forms and supporting documents, VAS and VFS system reports
Method of calculation / assessment	1. Group all critical skills work visa applications received between 04 March 2025 and 04 March 2026: a. Quarter 1 = 04 March 2025 to 02 June 2025 b. Quarter 2 = 03 June 2025 to 02 September 2025 c. Quarter 3 = 03 September 2025 to 01 December 2025 d. Quarter 4 = 02 December 2025 to 04 March 2026. 2. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many weeks it took to finalise each application (Number of days divided by five working days, the result is in number of weeks). 4. Formula: The number of applications finalised within four weeks must be divided by the total number of applications received between 04 March 2025 to 04 March 2026, equals to percentage of applications finalised within four weeks in period under review. 5. An application will only be considered as finalised if its process stage for the outcome is in scan at the VFS Operations Centre (InScanAtOC).
Means of verification	Population list of applications received, processed and issued
Assumptions	VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA

Critical skills visas	
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Population list of applications received, processed and issued
Reporting cycle	Quarterly and annual progress
Desired performance	Achievement of the target or beyond is desirable
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? DD: Corporate Accounts
	Who checks data extraction? Director: Director: Corporate Accounts
	Who does the calculation? ASD: DD: Corporate Accounts
	Who checks the calculation? Director: Corporate Accounts
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Trusted Employer Scheme: Critical Skills Work Visa	
Indicator title	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year
Target title	95%
Definition	The scope of the target is from date of receipt of the application at VFS for processing until the outcome is in scan at the VFS Operations Centre (InScanAtOC). The target measures performance against set service delivery standards in terms of the duration to deliver the service applied for. The process starts when the application is received by VFS, is assigned to adjudicators for adjudication purposes, a decision is made by either approving or rejecting the application, the printing of the outcome, dispatching the outcome to the VFS Hallmark Dispatch Hub, in-scanned by the dispatch hub as "In-scan from DHA", and ends when the outcome is "in scan" at the VFS Operations Centre (InScanAtOC). Before approval or rejection, recommendations are forwarded to the authorisation stage whereby a decision is made by Director: Corporate Accounts by either approving or rejecting the application. Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant visa is issued or (2) the application is rejected and a rejection letter is issued. The outcome (visa or rejection letter) is dispatched to VFS for further transmission to the applicant. For rejected applications, a rejection letter is issued with reasons for rejection and advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target. Applications from mainstream critical skills visas are excluded from the population.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation as well as promotion of tourism.
Source of data	Application forms and supporting documents, VAS system reports and VFS Reports
Method of calculation / assessment	1. Group all critical skills visa applications submitted through TES between 04 March 2025 and 04 March 2026: a. Quarter 1 = 04 March 2025 to 02 June 2025 b. Quarter 2 = 03 June 2025 to 02 September 2025 c. Quarter 3 = 03 September 2025 to 01 December 2025 c. Quarter 4 = 02 December 2025 to 04 March 2026. 2. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many weeks it took to finalise each application (Number of working days excluding weekends and public holidays. 4. Formula: The number of applications finalised within 4 weeks by the total number of applications received between 04 March 2025 to 04 March 2026, equals to percentage of applications finalised within 20 working days in period under review. 5. An application will only be considered as finalised if its process stage for the outcome is in scan at the VFS Operations Centre (InScanAtOC).
Means of verification	Population list of critical skills visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme / VAS reports/ VFS Reports
Assumptions	VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA

Trusted Employer Scheme: Critical Skills Work Visa	
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Population list of applications received, processed and issued
Reporting cycle	Quarterly and annual progress
Desired performance	95% of critical skills visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? AC: Temporary Residence
	Who checks data extraction? DD: Large Accounts Unit
	Who does the calculation? DD: Temporary Residence
	Who checks the calculation? DIR: Corporate Accounts Unit
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Trusted Employer Scheme: General Work Visa	
Indicator title	Percentage of general work visa outcomes issued within 8 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year
Target title	90%
Definition	The scope of the target is from date of receipt of the application at VFS for processing until the outcome is in scan at the VFS Operations Centre (InScanAtOC). The target measures performance against set service delivery standards in terms of the duration to deliver the service applied for. The process starts when the application is received by VFS, is assigned to adjudicators for adjudication purposes, a decision is made by either approving or rejecting the application, the printing of the outcome, dispatching the outcome to the VFS Hallmark Dispatch Hub, in-scanned by the dispatch hub as "In-scan from DHA", and ends when the outcome is "in scan" at the VFS Operations Centre (InScanAtOC). Before approval or rejection, recommendations are forwarded to the authorisation stage whereby a decision is made by Director: Corporate Accounts by either approving or rejecting the application.Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant visa is issued or (2) the application is rejected and a rejection letter is issued. The outcome (visa or rejection letter) is dispatched to VFS for further transmission to the applicant. For rejected applications, a rejection letter is issued with reasons for rejection and advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target. Applications from mainstream general work visas are excluded from the population.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation as well as promotion of tourism.
Source of data	Application forms and supporting documents, VAS system reports and VFS Reports

Trusted Employer Scheme: General Work Visa	
Method of calculation / assessment	• Group all General Work visa applications submitted through TES between 04 February 2025 and 04 February 2026: a. Quarter 1 = 04 February 2025 – 05 May 2025 b. Quarter 2 = 06 May 2025 – 05 August 2025 c. Quarter 3 = 06 August 2025 – 03 November 2025 d. Quarter 4 = 04 November 2025 – 04 February 2026. • Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). • Calculate how many weeks it took to finalise each application (Number of working days excluding weekends and public holidays. • Formula: The number of applications finalised within 8 weeks by the total number of applications received between 04 February 2025 – 04 February 2026, equals to percentage of applications finalised within 40 working days in period under review. • An application will only be considered as finalised if its process stage for the outcome is in scan at the VFS Operations Centre (InScanAtOC).
Means of verification	Population list of general work visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme / VAS reports/ VFS Reports
Assumptions	VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Population list of applications received, processed and issued; Pdf application forms uploaded on VAS
Reporting cycle	Quarterly and annual progress
Desired performance	90% of general work visa outcomes issued within 8 weeks for applications submitted through the Trusted Employer Scheme
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? AC: Temporary Residence
	Who checks data extraction? DD: Large Accounts Unit
	Who does the calculation? DD: Temporary Residence
	Who checks the calculation? DIR: Corporate Accounts Unit
	Who resolves internal disputes on performance reports/matters? DDG: IMS

e-Visa applications	
Indicator title	Percentage of virtual port of entry visa outcomes issued within 10 working days for applications submitted through the e-Visa system per year.
Target title	85%
Definition	e-Visas are defined as all port of entry visa applications submitted online on the e-Visa platform. The scope of the target is for applications received on the electronic/digital (e-Visa) platform until an outcome is transmitted to the applicant on the portal.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation as well as promotion of tourism.
Source of data	e-visa system reports; online application forms and documents
Method of calculation / assessment	Group all port of entry applications submitted through the e-visa system between 18 March 2025 and 18 March 2026: Quarter 1 = 18 March 2025 – 17 June 2025 Quarter 2 = 18 June 2025 – 16 September 2025 Quarter 3 = 17 September 2025 – 15 December 2025 Quarter 4 = 17 December 2025 – 18 March 2026. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is issued (the result is in number of days, excluding weekends and public holidays). Calculate how many days it took to finalise each application (Number of working days excluding weekends and public holidays. Formula: The number of applications finalised within 10 working days by the total number of applications received between 18 March 2025 – 18 March 2026, equals to percentage of applications finalised within 10 working days in period under review.
	An application will only be considered as finalised if the outcome is issued on the e-visa system. The process starts when the application is received on electronic/digital platform (e-Visa) by DHA (visible for adjudication at Head Office), application is assigned to adjudicators for adjudication purposes, decision is made by either approving or rejecting the application, transmit the outcome electronically to applicant. A rejection letter is issued with reasons for rejection and advice to the client to re-apply if aggrieved by the decision. For approved applications, the relevant approval notice is transmitted to the applicant electronically. The start date is defined as the date of "application submitted to DHA". Data is extracted from the service manager. The data provides two critical dates used for the calculation. These dates are (1) date issued to the applicant and (2) date application was received by the DHA. An application will only be considered finalised if adjudication on e-Visa platform is complete and the outcome is transmitted electronically to the applicant.
Means of verification	Population list of e-Visa electronic form applications issued.
Assumptions	DHA network is stable and there is no prolonged downtime to ensure availability of population
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)

e-Visa applications	
Availability of total population	Population list of applications issued / finalised
Reporting cycle	Quarterly and annual progress
Desired performance	85% of virtual port of entry visa outcomes issued within 10 working days for applications submitted through the e-Visa system
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? SAO: e-Visa
	Who checks data extraction? ASD: Temporary Residence
	Who does the calculation? DD: Temporary Residence
	Who checks the calculation? ASD: Office of the CD: Permits
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Trusted Tour Operator Scheme	
Indicator title	Percentage of virtual port of entry visa outcomes issued within 5 working days for applications submitted through the Trusted Tour Operator Scheme online per year
Target title	85%
Definition	The Trusted Tour Operator Scheme in South Africa is part of initiatives that aim to enhance compliance, service delivery and administrative efficiency within the tourism sector. This scheme is designed to recognise tour operators who maintain high standards of legal compliance, ethical business practices, and responsible tourism management. The scope of the target is for applications received on the electronic/digital (e-Visa) platform until an outcome is transmitted to the applicant. The aim is to issue at least 85% of TTOS visa outcomes within 5 working days.
Purpose / Importance	To contribute to the MTDP priority of inclusive growth and job creation as well as promotion of tourism.
Source of data	Online application forms and supporting documents, TTOS system reports, VAS reports

Trusted Tour Operator Scheme	
Method of calculation / assessment	The total number of all TTOS outcomes issued/finalised (all TTOS outcomes issued whether within or outside the stipulated timeframes) to applicants per month, quarter and during the year is used for calculation. The numerator is the total number of TTOS outcomes issued (finalised) within the specified timeframe and the denominator is the total number of TTOS issued/finalised within period under review. 'Issued' is defined as an outcome available to the client as per the designated platform. TTOS applications are received through a TTOS Visa Application System which is linked to the Visa Adjudication System in the back office. TTOS adjudication takes place on VAS. The start date is defined as the date of "application submitted to DHA". Data is extracted from the VAS System.The data provides two critical dates used for the calculation. These dates are (1) date issued to the applicant and (2) date application was received by the DHA on VAS. All data is imported (i.e. data for all the TTOS issued during the reporting period) into an excel spreadsheet for purposes of calculation. The following formula is used for measurement of each set of dates. Formula: The number of outcomes issued within 05 working days by the total number of applications received between 26 March 2025 – 25 March 2026, equals to percentage of applications finalised within 05 working days in period under review. Group all virtual port of entry visa outcomes issued within 5 working days for applications submitted through the Trusted Tour Operator Scheme between 26 March 2025 and 25 March 2026: Quarter 1 = 26 March 2025 – 24 June 2025 Quarter 2 = 25 June 2025 – 24 September 2025 Quarter 3 = 25 September 2025 – 23 December 2025 Quarter 4 = 24 December 2025 – 25 March 2026.
	An application will only be considered as finalised if the outcome is "printed" on the Visa Application System. The process starts when the application is received on electronic/digital platform TTOS Visa Application System by DHA (visible for adjudication at Head Office), application is assigned to adjudicators for adjudication purposes, decision is made by either approving or rejecting the application, transmit the outcome electronically to applicant. A rejection letter is issued with reasons for rejection and advice that there is no Appeal process. However the applicant can resubmit with the required documents, if aggrieved by the decision. For approved applications, the relevant approval notice is transmitted to the applicant electronically.
Means of verification	Population list of virtual port of entry visa outcomes issued under TTOS within 5 days; VAS Reports
Assumptions	DHA network is stable and there is no prolonged downtime to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Population list of applications issued / finalised
Reporting cycle	Quarterly and annually
Desired performance	85% of virtual port of entry visa outcomes issued within 5 working days for applications submitted through the Trusted Tour Operator Scheme

Trusted Tour Operator Scheme	
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? SAO: -
	Who checks data extraction? ASD: Temporary Residence
	Who does the calculation? DD: Temporary Residence
	Who checks the calculation? DIR: Corporate Accounts Unit
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Immigration law enforcement inspections/operations	
Indicator title	Number of immigration law enforcement operations/inspections conducted per year to ensure compliance with immigration legislation
Target title	4 000
Definition	An immigration law enforcement inspection/operation is the action by an authorised officer to examine an individual or an organisation or business premise to ensure compliance with immigration laws. It further confirms that those who are in the country illegally, those working illegal without correct visas or immigration permits to do so, or employ such persons in violation of legislation are either charged or deported. These inspections can involve apprehending, arresting or interviewing individuals, auditing work places for illegal labour, or verifying documents to detect fraudulent entries or unauthorised workers. The goal is to maintain the integrity of the immigration system and to identify and remove/deport those who violate South African laws. The indicator relates to immigration law enforcement operations/inspections conducted and reported on by the DHA or other stakeholders. The Operational Commander (Approving Authority) needs to be at senior management level.
Purpose/importance	There has been a huge public outcry against illegal immigration in South Africa and that government must urgently attend to it. The target will assist in ensuring compliance with South African immigration legislation and controls. It will assist to protect national security and maintain integrity of the immigration system and ensure compliance with immigration laws. It will further reduce illegal employment by holding employers accountable for hiring unauthorised workers.
Source of data	Operational instructions from national and provincial joints and intelligence structures for national security interventions. Operations/inspections will be conducted where there is reported high numbers of undocumented persons. Referred cases and complaints, tip-offs, inspections and other reports of illegal migration/foreigners by other structures like the Public Service Commission or Public Protector. Consolidated inspections register for population on inspections / operations conducted. Joint law enforcement operations with other law enforcement stakeholders.
Method of calculation / assessment	The number of immigration enforcement operations/ inspections conducted across the country (all nine provinces) vs the planned target.

Immigration law enforcement inspections/operations	
Means of verification	Q1 to Q4: • Operational plans approved by the Operational Commander at senior management level • Completed inspection forms. • Debriefing report signed by Operational Commander at senior management level
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Consolidated operational reports and immigration law enforcement inspections conducted. Consolidated register of inspections / operations
Reporting cycle	Quarterly and Annually
Desired performance	4 000
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	Who extracts data and frequency? Provincial Coordinator
	Who checks data extraction? DMO/Director
	Who does the calculation? Provincial Coordinator/ IMS Operations Support
	Who checks the calculation? DMO/ Director
	Who resolves internal disputes on performance reports/matters? DG

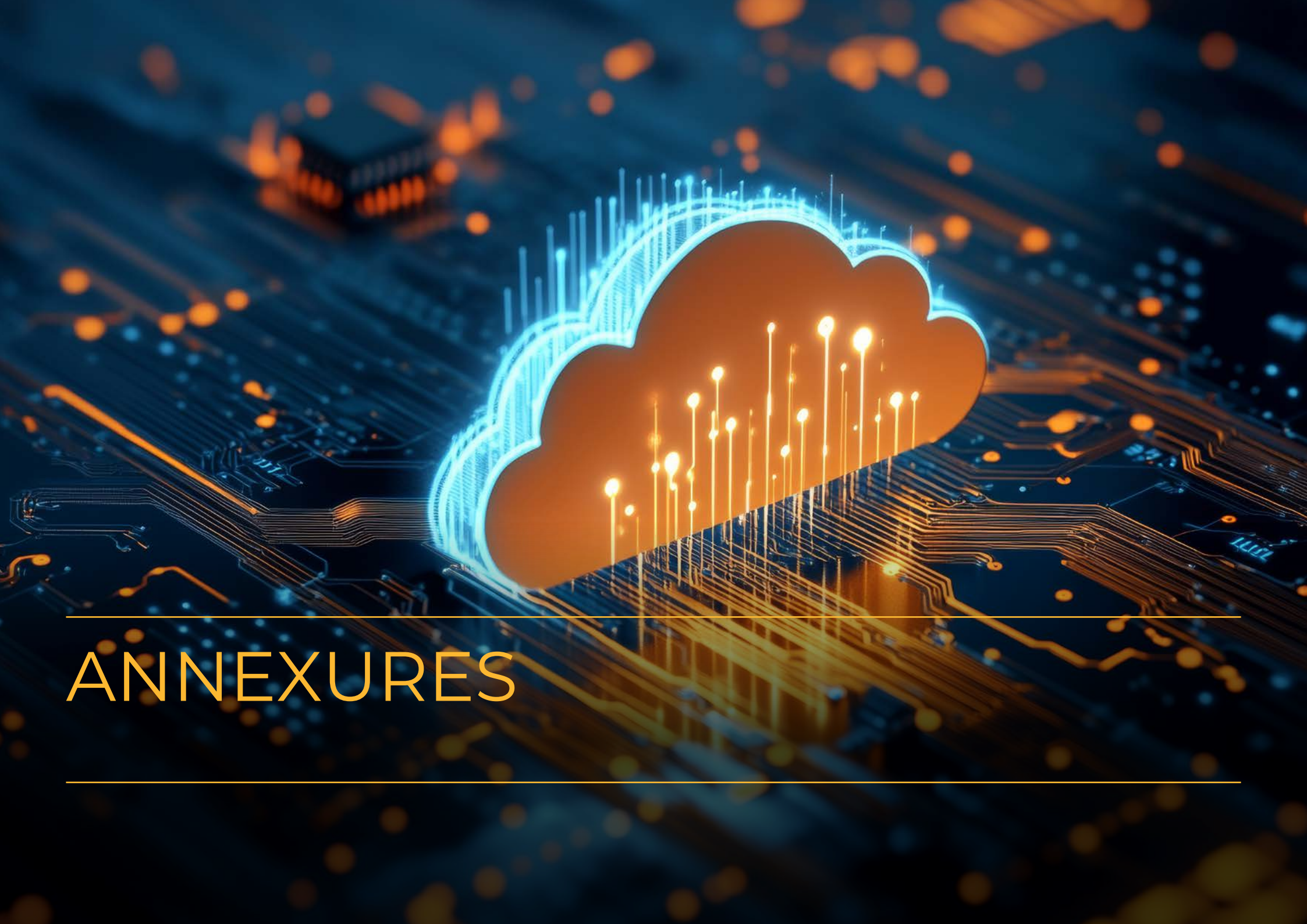
Asylum Seeker Management (New Comers)	
Indicator title	Percentage of new asylum applications at the level of Refugee Status Determination Officer (RSDO) adjudicated within 30 working days from the date of registration on the Asylum Seeker Management System
Target title	90%
Definition	To ensure that 90% of new asylum applications are adjudicated at the level of RSDO within 30 working days from the date of registration on the Asylum Seeker Management System.
Purpose/importance	To improve efficiencies, humane adjudication of claims and reduce abuse of the asylum system by economic migrants.
Source of data	ASM system reports

Asylum Seeker Management (New Comers)	
Method of calculation / assessment	Calculation based on date of ASM system registration taking into consideration 30 working days with days per quarter as follows: Quarter 1: 18 February 2025 – 19 May 2025 Quarter 2: 20 May 2025 – 19 August 2025 Quarter 3: 20 August 2025 – 17 November 2025 Quarter 4: 18 November 2025 – 18 February 2026 The calculation is based on the days between the adjudication and the date of ASMS registration, noting that if there is no date of adjudication on the 30th working day it will be calculated as not achieved.
Means of verification	Q1 – Q4: Verification is based on the new comer report extracted as per the relevant dates from the ASM system.
Assumptions	System will be available, all applications will be captured on the system and all adjudications done using the adjudication module of the ASM system.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	List of all applications received, processed and adjudicated.
Reporting cycle	Annual and quarterly
Desired performance	90% of new asylum applications at the level of Refugee Status Determination Officer (RSDO) adjudicated within 30 working days from the date of registration on the Asylum Seeker Management System
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	Who extracts data and frequency? IS
	Who checks data extraction? ASD (Country of Origin)
	Who does the calculation? DD: BOS
	Who checks the calculation? CD: ASM
	Who resolves internal disputes on performance reports/matters? DDG: IMS

Deportations	
Indicator title	Number of deportations conducted per year
Target title	40 000

Deportations	
Definition	The indicator is intended to ensure that any detected foreign national found to be illegal, not in possession of documents, in possession of fraudulent documents or committed other transgressions of the Immigration Act, Act No 13 of 2002, are deported back to their home countries. After a final confirmation order (by court) for deportation is obtained, immigration officers facilitate the physical departure of the non-South African national from the country by either road or air in an humane and coordinated manner. The scope includes: • Deportations (land and air): These are deportations by the provinces, where nationals of countries bordering a province are apprehended and where direct return to that country can be facilitated from that province. Lindela deportations include all nationals that are transferred from various sources and deported to countries bordering SA and to the rest of the world. • Self-deportations: These are deportees who volunteer to procure their own tickets (air and land) as provided for in the Immigration Act. They are still processed in the same manner as for those who are deported by the department. They are escorted and removed out of the country in a coordinated and controlled manner to ensure that they are departing the country.
Purpose/importance	These operations aims to enforce national security and public safety by removing individuals who undermine immigration laws. The target will assist in ensuring compliance with South African immigration controls that every foreign national in the RSA has the required legal document to stay in the country and to secure the sovereignty of the country.
Source of data	• Deportations (land and air) by the state, body receipts stamped by BMA • Self-deportations (land and air), a body receipt stamped by BMA • Consolidated deportation register of illegal or undocumented foreigners deported
Method of calculation / assessment	The number of illegal or undocumented foreign nationals recorded as deported to their countries of origin and placed on the Entry Stop List (V-list)
Means of verification	Q1 to Q4: Direct deportations (land and air) • Body receipts stamped by BMA Self-deportations: • Signed Order to Depart Form 21 DHA 1684 • Air and land self-deportations: body receipts stamped by BMA
Assumptions	Undocumented foreigners arrested during law enforcement activities, investigations and operations to be brought to the facility to await their deportation.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end)
Availability of total population	Consolidated deportation register on illegal and undocumented foreigners deported
Reporting cycle	Quarterly and Annually
Desired performance	40 000 deportations conducted
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS

Deportations	
	Who extracts data and frequency? Head of Lindela and provincial inspectorate on monthly basis
	Who checks data extraction? D: Deportation
	Who does the calculation? Head of Lindela and DD: Deportation Coordination
	Who checks the calculation? D: Deportation
	Who resolves internal disputes on performance reports/matters? DG



ANNEXURES

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

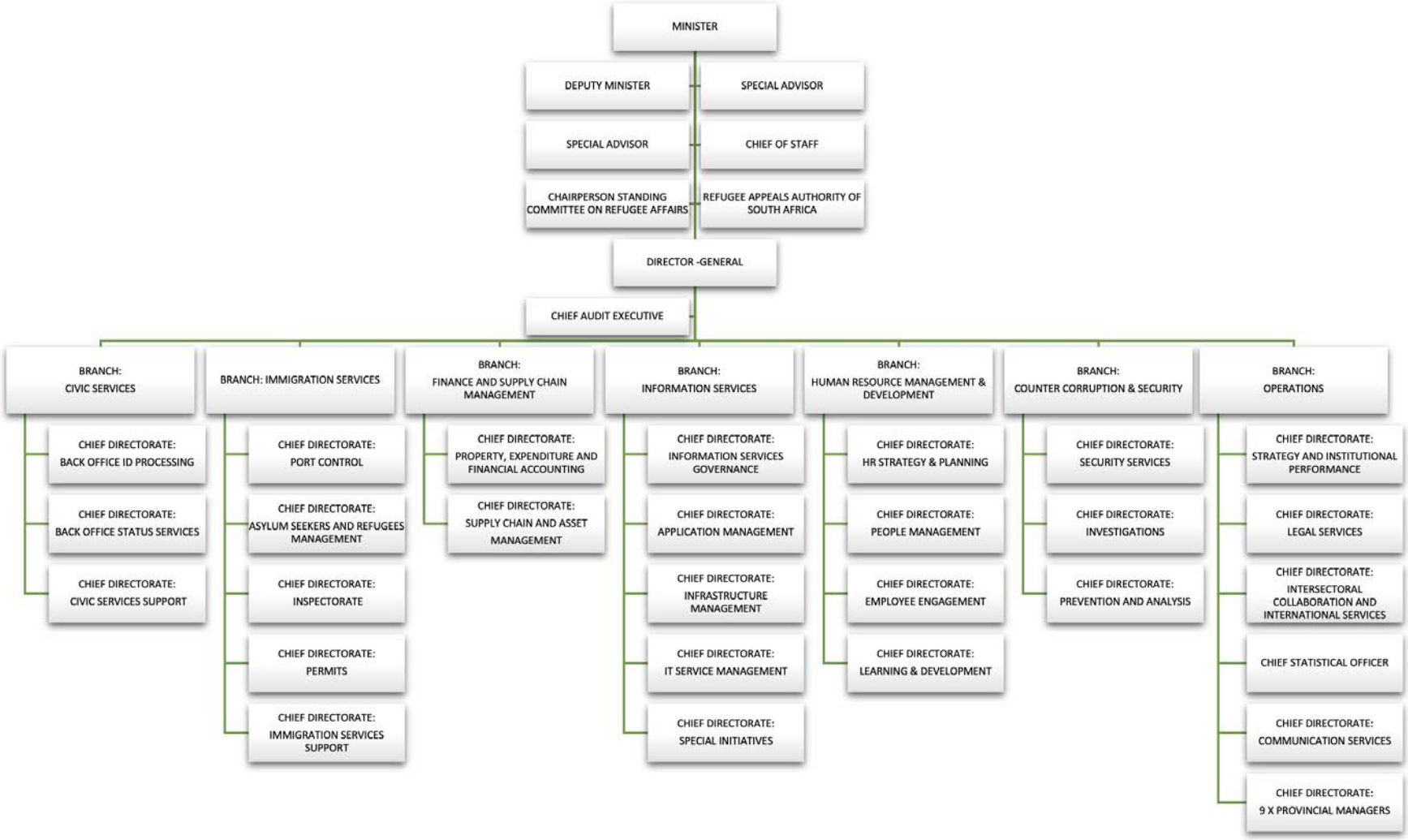
ANNEXURE A: CONDITIONAL GRANTS

Name of grant	Purpose	Outputs	Current annual budget (R thousand)	Period of grant
NA				

ANNEXURE B: DHA ORGANOGRAM

The current DHA organisational structure (top three tiers), which was approved by the Minister in February 2020, is aligned to the three spheres of government, namely national, provincial and local, in support of the governance model of the country. The organogram of the DHA is attached below.

The DHA has a hierarchical structure with matrix reporting lines. Head office is responsible for policy and strategy development, efficient operation of the back office production hubs and oversees policy implementation at the provincial level.



ANNEXURE C: DISTRICT DEVELOPMENT MODEL

Area of Intervention in NSDF and DDM	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X	Latitude (North/ South/-Y
Infrastructure	Infrastructure improvements	Whittlesea	R10 188 213	Chris Hani district Municipality (Enoch Mgijima local Municipality)	Whittlesea	Mr V Nxasana	• Municipalities • Provincial government • DPW&I	32.1760 S	26.7909 E
Access	Rollout of online birth registration system	Issuance of birth certificates on the spot at health facilities	R21 million	Refer to Annexure D	Refer to Annexure D	Ms L Masilo	• Department of Health	Refer to Annexure D	Refer to Annexure D
Access	Modernisation of offices	Automation of front office end processes (10 Offices)	Dependent on offices to be identified as size of offices vary	Refer to Annexure E	• Citrusdal • Middelburg • Stutterheim • Matatiele • Orange Farm • Port St Johns • Bulwer • Zastron • Mutale • Laingsburg	Ms G Sekhu	• Service providers • OPS • CS	Refer to Annexure E	Refer to Annexure E
Information technology	Health facilities with automated birth functionality	Electronic registration of births for SA citizens and foreigners	Refer to Annexure F	Refer to Annexure F	Refer to Annexure F	Ms G Sekhu	• Department of Health • Service providers • SITA • IS • OPS • CS	Refer to Annexure F	Refer to Annexure F

Area of Intervention in NSDF and DDM	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X	Latitude (North/ South/-Y
Access	Mobile offices	Deployment of mobile offices to expand footprint coverage	R77 million	As per provincial deployment plans	As per provincial deployment plans	Mr M Modiba	• Department of Basic Education • COGTA • IEC	NA	NA

ANNEXURE D: LIST OF PRIORITY HEALTH FACILITIES

PROVINCE	Service point name	DISTRICT	Lat	Long	Total
FS	Busamed Bram Fischer International Airport Hospital - Bloemfontein	Magaung Metro	-29.1085726	26.295299	1
MP	Life Cosmos Hospital (Emalahleni)	Nkangala	-25.8842961	29.23208	1
MP	Life Midmed - Middelburg	Nkangala	-25.7628216	29.455388	1
MP	Medi-Clinic Ermelo	Gert Sibande	-26.5421983	29.985164	1
MP	RH Piet Retief Private Hospital	Gert Sibande	-27.0197583	30.803521	1
NC	Lenmed Kathu Private Hospital	John Taolo Gaetsewe	-27.6978616	23.04838	1
NC	Medi-Clinic Kimberley	Frances Baard	-28.7309695	24.715915	1
NC	Medi-Clinic Upington	ZF Mgcawu	-28.4393517	21.262037	1
NW	Medi-Clinic Brits	Bojanala Platinum	-25.6336079	27.780368	1
					9

ANNEXURE E: OFFICES EARMARKED TO IMPLEMENT LIVE CAPTURE FOR SMART ID CARDS AND PASSPORTS

Province	District Municipality Name	Service Point Name	Lat	Long	Total
EC	Alfred Nzo DM	Matatiele	-30.34	28.81345	1
EC	Amathole DM	Stutterheim	-32.56962	27.42584	1
EC	Chris Hani DM	Middelburg (EC)	-31.61043434	25.04725624	1
FS	Xhariep DM	Zastron	-30.2986	27.089	1
GP	City of Johannesburg MM	Orange Farm	-26.46455	27.85553	1
KZN	Hary Gwala (Sisonke) DM	Bulwer	-29.800064	29.766681	1
KZN	O R Tambo DM	Port St Johns	-31.6208	29.5423	1
LP	Vhembe DM	Mutale	-22.73	30.52	1
WC	Central Karoo DM	Laingsburg	-33.19697	20.85903	1
WC	West Coast DM	Citrusdal	-32.58764	19.01204	1
					10

ANNEXURE F: 47 HEALTH FACILITIES EARMARKED TO DEPLOY LIVE CAPTURE FOR BIRTH REGISTRATION

Province	District Municipality Name	Service Point Name	Lat	Long	Priority	Total
EC	N Mandela MM	Dora Nginza Hospital	-33.8795	25.5614	1	1
EC	O Tambo DM	Mthatha General Hospital	-31.5921	28.7744	1	1
EC	O Tambo DM	St Elizabeths Hospital	-31.35892	29.56319	1	1
FS	Fezi Dabi DM	Fezi Ngumbentombi Hospital	-26.8000443	27.8274794	2	1
FS	Mangaung M	Pelonomi Hospital	-29.14138	26.24572	2	1
GP	Ekurhuleni MM	Bertha Gxowa (Germiston) Hospital	-26.2207	28.1647	1	1
GP	Ekurhuleni MM	Edenvale Hospital	-26.1288	28.1291	1	1
GP	Ekurhuleni MM	Far East Rand Hospital	-26.23544	28.40365	1	1
GP	Ekurhuleni MM	Pholosong Hospital	-26.33984	28.37704	1	1
GP	Ekurhuleni MM	Tambo Memorial (Boksburg Benoni) Hospital	-26.21852	28.24451	1	1
GP	Ekurhuleni MM	Tembisa Hospital	-25.983	28.2382	1	1
GP	Ekurhuleni MM	Thelle Mogoerane Regional Hospital	-26.356	28.2234	1	1
GP	Johannesburg MM	Charlotte Maxeke Hospital (Johannesburg General)	-26.1748	28.0456	1	1
GP	Johannesburg MM	Chris Hani Baragwanath Hospital	-26.2612	27.9426	1	1
GP	Johannesburg MM	Raheema Moosa (Coronation) Hospital	-26.1885	27.9729	1	1
GP	Sedibeng DM	Sebokeng Hospital	-26.60706	27.84726	1	1
GP	Tshwane MM	Dr George Mukhari Hospital	-25.6185	28.0113	1	1
GP	Tshwane MM	Kalafong Hospital	-25.7627	28.0902	1	1
GP	Tshwane MM	Mamelodi Day Hospital	-25.7207	28.3707	1	1
GP	Tshwane MM	Tshwane District Hospital	-25.7322	28.2017	1	1
GP	West Rand DM	Dr Yusuf Dadoo Hospital (Paardekraal)	-26.09944	27.78389	1	1
GP	West Rand DM	Leratong Hospital	-26.1706	27.8078	1	1
KZN	Amajuba DM	Newcastle Provincial Hospital	-27.76241	29.938	1	1
KZN	eThekwini MM	King Edward Viii Hospital	-29.88181	30.9902	1	1
KZN	eThekwini MM	Mahatma Gandhi Hospital	-29.71652	31.0267	1	1
KZN	eThekwini MM	Prince Mshiyeni Hospital	-29.93753	30.95844	1	1
KZN	eThekwini MM	Rk Khan Hospital	-29.91536	30.83619	1	1
KZN	iLembe DM	Stanger Hospital	-29.33279	31.28516	1	1
KZN	King Cetshwayo District Municipality	Queen Nandi Regional Hospital	-28.73933	31.8964	1	1
KZN	uMgungundlovu DM	Edendale Hospital	-29.65884	30.34472	1	1
KZN	uMgungundlovu DM	Northdale Hospital	-29.56727	30.4039	1	1
KZN	Uthukela DM	Ladysmith Provincial Hospital	-28.55857	29.76426	1	1
LP	Capricorn DM	Mankweng Hospital	-23.87766	29.73952	1	1
LP	Mopani DM	Letaba Hospital	-23.87417	30.26933	2	1
LP	Vhembe DM	Tshilidzini Hospital	-22.99272	30.41508	1	1
MP	Ehlanzeni DM	Tintswalo	-24.59183	31.05983	1	1
MP	Ehlanzeni DM	Tonga Hospital	-25.6947	31.7881	1	1
NC	Francis Baard	Kimberley Hospital	-28.74332	24.76976	1	1
NC	Kgalagadi DM(John Taolo Gaetsewe)	Kuruman Hospital	-27.46224	23.43918	2	1
NW	Bojanala DM	Job Shimankana Tabane (Rustenburg Provincial) Hospital	-25.66278	27.23603	1	1

Province	District Municipality Name	Service Point Name	Lat	Long	Priority	Total
NW	Dr Kenneth Kaunda DM	Klerksdorp / Tshepong Prov Hospital	-26.87757	26.66294	1	1
NW	Ngaka Modiri Molema DM	Mafikeng Provincial (Bophelong) Hospital	-25.88424	25.65794	1	1
WC	Cape Town MM	Karl Bremer Hospital	-33.89157	18.6057	1	1
WC	Cape Town MM	Mowbray Maternity Hospital	-33.94932	18.47242	1	1
WC	Cape Town MM	Somerset Hospital (New Somerset)	-33.9048	18.41474	1	1
WC	Cape Town MM	Tygerberg Hospital	-33.91129	18.61002	1	1
WC	Cape Winelands DM (Boland)	Paarl Hospital	-33.72658	18.96703	1	1
						47

ANNEXURE G: CONSOLIDATED INDICATORS

Institution	Output indicator	Annual target	Data source
Not applicable			

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