

ANNUAL PERFORMANCE PLAN

2026/27



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



ANNUAL PERFORMANCE PLAN

2026/27

DATE OF TABLING: MARCH 2026



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 2026/27.

Mr Leon du Preez
Chief Information Officer



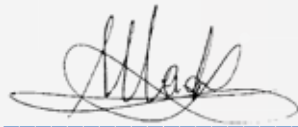
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LIST OF ACRONYMS

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	Application Programming Information
APP	Annual Performance Plan
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
CIRP	Citizenship, Immigration and Refugee Protection
CoE	Compensation of Employees
CSD	Central Supplier Database
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 Disabilities
EMCS	Enhanced Movement Control System
EOC	Enterprise Operational Centre
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development Cluster
ETA	Electronic Travel Authorisation

Acronym	Definition
EXCO	Executive Committee
GBVF	Gender Based Violence and Femicide
GEWE	Gender Equality and Women Empowerment
GGDA	Gauteng Growth and Development Agency
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
IDWG	Inter-departmental Working Group
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
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex and Asexual or Allied

Acronym	Definition
LRB	Late Registration of Birth
MDTT	Multi-Disciplinary Task Team
M&E	Monitoring and Evaluation
MEETS	Meetings, Events, Exhibitions and Tourism Scheme
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
NIR	National Identification and Registration Bill
NDP	National Development Plan
NGO	Non-governmental Organisation
NIS	National Identity System
NOC	National Operations Centre
NPR	National Population Register
NSDF	National Spatial Development Framework
NT	National Treasury
OIDM	Official Identity Management Policy
ORTIA	Oliver Tambo International Airport
OSBP	One-stop Border Post
PFMA	Public Finance Management Act
PI	Performance Indicator

Acronym	Definition
PKI	Public Key Infrastructure
PMDS	Performance Management Development System
PMO	Project Management Office
POPIA	Protection of Personal Information Act
PPP	Public-Private Partnership
PSCBC	Public Service Bargaining Council
RAA	Refugee Appeals Authority
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
SIDC	Smart ID Card
SIEM	Security Information and Event Management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Service
SOC	Security Operations Centre
SONA	State of the Nation Address
SSA	State Security Agency

Acronym	Definition
STAGES	Screen Talent and Global Entertainment Scheme
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

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EXECUTIVE AUTHORITY STATEMENT

The vision of delivering Home Affairs @ home is rapidly becoming a reality as the Department of Home Affairs (DHA) continues its digital transformation journey. The 2026/27 Annual Performance Plan (APP) outlines the next phase of reforms aimed at building a modern, digital-first Department that delivers secure, efficient and accessible services to citizens and clients wherever they are. Through these reforms, the Department is strengthening the integrity of South Africa's identity and immigration systems while improving the experience of the millions of people who rely on Home Affairs services each year.

This Annual Performance Plan forms part of the third year of the Medium-Term Development Plan (MTDP) cycle for the period 2024 to 2029 and the second year of implementation of the Department's Strategic Plan for 2025 to 2030. Through the commitments contained in this plan, the Department will continue to support the priorities of government to drive inclusive economic growth and job creation, reduce poverty and the cost of living, and build a capable, ethical and developmental state. The work of Home Affairs is central to these objectives through the secure management of identity systems, the efficient administration of civic services and the strategic management of immigration.

Over the past year, the Home Affairs ecosystem has made meaningful progress in advancing its reform agenda. Foundations have been laid for the development of a national digital identity ecosystem, while reforms to internal systems and the Online Verification Service have improved the efficiency of key civic services. As a result, turnaround times for smart ID and passport applications have been significantly reduced and a record number of more than 4 million smart ID cards were issued during the 2025 calendar year.

Digital innovation has also enabled the Department to respond more effectively to complex administrative challenges. Following the Constitutional Court judgment confirming the reinstatement of citizenship for affected South Africans, Home Affairs implemented a secure digital process that allows individuals to verify and confirm their citizenship status through biometric verification. This approach demonstrates how technology can improve accessibility while strengthening the integrity of the national identity system.

During the period covered by this plan, the Department will continue to expand access to smart ID and soon passport services through its digital partnership model with the banking sector. These partnerships will significantly increase the number of locations

where citizens and permanent residents can apply for enabling documents and will support the long-term objective of replacing the green barcoded ID book with the more secure smart ID card.

In the area of immigration services, the Department will continue implementing the Electronic Travel Authorisation (ETA) system, which represents an important step towards a fully digital visa regime. By automating visa adjudication and strengthening biometric verification, the ETA will improve the efficiency and security of visa processing while supporting tourism, investment and the attraction of skills. The success of the Trusted Tour Operator Scheme (TTOS) has already demonstrated how targeted visa reforms can support tourism growth and job creation. Building on this progress, additional initiatives such as the Screen Talent and Global Entertainment Scheme (STAGES) will further streamline visa processes for priority sectors of the economy.

While technology reforms are essential, the transformation of Home Affairs requires more than new systems. It also requires a fundamental shift in organisational culture. Over the past year, the Department has begun embedding a renewed organisational culture through the introduction of a values framework centred on ethical conduct, courageous action, innovative thinking, caring interactions and solutions-oriented approaches. These values form the foundation of a culture change programme that will support the Department's transition into a high-performance organisation capable of delivering on the Home Affairs @ home vision.

This transformation is being driven by the commitment and professionalism of the officials who form part of #TeamHomeAffairs. Their dedication continues to drive progress across the Department and its entities as systems are modernised, service delivery improves and the integrity of the identity and immigration system is strengthened.

The Department of Home Affairs plays a critical role in enabling the priorities of the Medium-Term Development Plan. Through the use of modern technology and data-driven systems, Home Affairs will continue to strengthen the security of the national population register, improve immigration management and enhance the integrity of the Republic's borders and identity systems.

Ultimately, Home Affairs is in the business of delivering dignity for all. Through sustained reform and the continued dedication, the Department is building a modern institution capable of delivering secure, efficient and dignified services to all who rely on it.

As the Executive Authority of the Department of Home Affairs, I endorse this Annual Performance Plan for the 2026/27 financial year. The management and staff of the Department remain fully committed to implementing the commitments contained in this plan in partnership with stakeholders across government and the private sector.

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 records and change management aspects relating to the digital transformation of Home Affairs.

The mandate of civic services is entrenched in the Constitution of the country. The civics mandate requires the provision of civic services which covers the administration of citizenship, identification and the registration of vital life events that change your civil status, such as birth, marriage and death. The mandate gives direct effect to Chapter 1, Section 3 of the Constitution (Founding Provisions), dealing with citizenship; and Chapter 2 (Bill of Rights), Sections 20 and 28(1)(a). These sections indicate that citizens have a right to citizenship and every child has a right to a name and nationality from birth.

The capturing of civil registration data relating to the vital live events of all citizens globally enables citizens to access fundamental rights and services. It is also the basis of national and international statistical systems used for planning and policy development. A secure and inclusive civic registration system is the foundation of a

sound population register, which is used across the state and society to verify official identity and civil registration. 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.

Some of the interventions to be implemented to promote early birth registration in 2026/27 are the automation of the birth process at health facilities for first registrations of South African citizens and non-citizens. The automation of births will improve security of the process by minimising fraud and corruption and reducing turnaround times for issuing birth certificates. It will also end the generation of paper records.

The birth target for the registration of births within 30 calendar days for 2026/27 has been set at 644 000. A number of key factors have contributed to the reduction in birth registration over the last few years, namely the misalignment of working hours between the DHA and the Department of Health; inability to work overtime or on weekends; capacity challenges in general; the inability to fill natural attrition posts as they become vacant and a declining birth rate.

A critical priority for the DHA is to replace the Green ID books with smart ID cards for all eligible applicants. The DHA will discontinue the issuance of Green ID books in the foreseeable future. The DHA is in the process of putting in place key enablers that will make this process possible. The formation of partnerships with the banking sector and private sector (for example opening DHA offices in shopping malls) will increase the capacity of the DHA to ensure that every South African is in possession of a smart ID card. The partnerships with banks will go a long way to address the lack of live capture functionality at non-modernised offices, especially in rural areas. The deployment of the 220 mobile office fleet will contribute to this area.

The mobile office fleet of the DHA is a critical enabler in taking services to the people of the country, thereby reducing travelling costs to DHA offices and making DHA services more accessible, especially in deep rural areas. In addition to supporting service delivery in non-modernised offices, the mobile fleet is used across the country in all the provinces to serve visiting points such as public and special schools, special initiatives such as outreaches, izimbizo and high impact outreaches. These initiatives are shining examples of how the DHA supports the district development model of government, especially in local municipalities. The mobile office fleet furthermore plays a critical role in ensuring business continuity where changes in climatic and environmental conditions result in natural disasters. Mobile offices are a key component in disaster risk planning. This ensures that vulnerable communities and citizens are served with dignity in time of need.

The focus of the APP for 2026/27 is on the issuance of smart ID cards for eligible applicants turning 16 years of age (first issues) and the re-issuance of smart ID cards for applicants previously issued with smart ID cards. The re-issuance of smart ID cards is still regarded as important considering the local government elections in 2026. The issuance of smart ID cards will include naturalised citizens and permanent residents.

The digitisation of civic records is a presidential project and of critical importance to the DHA digital transformation journey. Clients are already experiencing the positive impact on service delivery, particularly regarding 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. More than 62 million civic records have been digitised since the inception of the project. The target for the 2026/27 financial year is to digitise 25 million civic records. The target is set based on current capacity and resources. The digital transformation of the DHA will assist in stopping the generation of more paper-based documents. The project is also important in making digitised records usable and accessible for future digital engines and platforms.

The new vision of a digitally transformed DHA will require a rigorous culture and change management programme. There is a need for a culture shift within DHA to embrace digital transformation. The upskilling and reskilling of staff are essential to adapt to new technologies and workflows. Change is non-negotiable and must be embraced across all levels.

The DHA has developed the following vision statement for the DHA desired-state culture: "The Department of Home Affairs (DHA) embodies a culture where all employees are fully engaged, feel valued, and excel in contributing to the overall mission of the organisation. DHA's corporate values are promoted through empowered employees, open and honest communication, and effective leadership. DHA is committed to developing strategies to effectively and positively impact on a high-performance culture". To achieve this ambitious undertaking a 4-year culture change flight plan was developed, starting in 2025, with the following themes: create engagement and belonging; expand and embed culture into operations and culture embedment in the DHA.

The DHA will also ensure readiness for the 2026 local government elections by working with relevant partners to ensure successful elections. The DHA will ensure that all South Africans have enabling documents to vote and to support the Minister's role as chair of the election steering committee.

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.

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 Department of Home Affairs (DHA) plays a central role in the functioning of the state by enabling secure identity, citizenship and immigration management. As the environment in which we operate becomes more digital and interconnected, the Department's ability to deliver on its mandate increasingly depends on the modernisation of systems, stronger governance and improved service delivery outcomes. Digital transformation is therefore a strategic enabler of institutional capability, accountability and long term sustainability.

A coordinated, whole of government approach is required to achieve digital transformation across the public sector. The DHA actively participates in intergovernmental structures leading this work and serves as the lead department for digital identity, including the development of a single national digital identity capability. This is central to addressing long standing operational challenges arising from manual processes, fragmented systems and infrastructure limitations.

The Minister has articulated the DHA's strategic direction in the Strategic Plan for 2025–2030. The 2025/26 APP laid the foundation for the "Home Affairs @ home" service delivery model, and the 2026/27 APP builds on this through a digital first approach. Key initiatives include the automation of core and support processes,

large scale digitisation of civic records, enhanced smart and digital identity solutions, expanded online services, network stabilisation, strengthened cybersecurity, cultural change initiatives and improved partnerships. Revenue management measures are also being implemented to support financial sustainability.

For the 2026/27 financial year, the Department has prioritised three areas:

1. Accelerating digital transformation to improve operational efficiency, data integrity and service delivery.
2. Strengthening governance, accountability and institutional integrity, with a focus on improving internal control environments and compliance.
3. Aligning the service delivery model, operating model and organisational structure to ensure readiness for a digital first environment.

The improvement of audit outcomes remains a key priority. The 2024/25 audit identified material weaknesses in compliance, financial management, performance reporting and internal controls. Management acknowledges these findings and is implementing corrective measures, including strengthened risk, governance and

compliance functions; enhanced internal controls; improved performance information management; and the establishment of an Audit Oversight Committee to monitor audit action plans and enforce accountability.

Recent, but ongoing, investigations by law enforcement and oversight bodies have highlighted systemic weaknesses that have persisted in parts of the DHA. These underscore the need for sustained institutional reform and strong preventative controls. The DHA has adopted a zero tolerance approach to corruption and maladministration, and measures are being implemented to strengthen systems, processes and oversight mechanisms. This includes enhanced segregation of duties, auditable digital workflows, improved access control management and cybersecurity interventions.

Digital platforms will continue to play a critical role in reducing reliance on manual processes, improving traceability and supporting better management oversight. These capabilities are essential to strengthening compliance and ensuring that services are delivered lawfully, securely and equitably.

Improving service delivery remains at the centre of our reform agenda. Efforts continue to reduce queues and turnaround times, improve reliability, reinforce service standards and enhance the client experience. Digital channels will increasingly become the primary interface with clients, supported by alternative mechanisms to ensure accessibility and inclusivity.

To enable these reforms, the DHA is reviewing its operating model and organisational structure to ensure appropriate capability, skills alignment and accountability. Organisational reform is being pursued in a phased and managed manner to minimise operational risk while supporting new ways of working and improved performance.

Management remains committed to creating an enabling organisational environment grounded in ethical conduct, professionalism and service excellence. Achievement of targets is important, but equal value is placed on how these targets are achieved, adherence to core values, and the consistent application of consequence management. Improved coordination across branches and strengthened accountability for performance are essential to sustaining progress.

I extend my appreciation to the Minister, Deputy Minister, DHA staff and all stakeholders for their continued support and commitment during this period of reform. The transformation of the Department of Home Affairs is complex and requires sustained effort, disciplined execution and firm oversight. Management remains fully committed to implementing the priorities outlined in this plan and to strengthening the Department's capacity to deliver secure, efficient and accountable Home Affairs services.

MR LT MAKHODE

DIRECTOR-GENERAL OF HOME AFFAIRS

VISION, MISSION, VALUE STATEMENT, MANDATES AND DHA OUTCOMES

VISION

Deliver Home Affairs @ home: a digitally transformed organisation that drives economic growth and job creation, enhances national security, and delivers 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 MANDATES

- 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 mandate of immigration services 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. Following approval of this White Paper, the DHA commenced with the drafting of the Home Affairs Bill which will be submitted to Cabinet for approval in the 2026/27 financial year.

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 refugee 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 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 Paper is expected to be 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 DHA 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 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. 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 the Minister for approval by March 2026 and to Cabinet for approval by 31 March 2027.

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.
- Consider the recognition of life partnerships within the marriages legislative framework or introduce a separate legal framework for life partnerships; and
- Synchronise the life partnership and divorce registration processes between the Department of Home Affairs and Department of Justice and Constitutional Development by introducing a dissolution/termination mechanism for life partnerships.

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 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).

Other Legislative Mandates

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.

Statutory Bodies

The Minister of Home Affairs exercises oversight over the following statutory bodies:

- Standing Committee on Refugee Affairs (SCRA).
- Refugee Appeals Authority (RAA).

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The Department of Home Affairs derives its mandates from the Constitution, various acts of Parliament and policy documents. These mandates entail the management of citizenship and civil registration; international migration and refugee protection and allow the DHA to be a key enabler of national security, citizen empowerment, efficient administration and socio-economic development. These functions must be managed securely and strategically.

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 borders are effectively protected, secured and well-managed.
- The DHA plays a key role in enabling regional development by working with the Southern African Development Community (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.

It is evident that the DHA makes a direct and indirect contribution to the NDP goals and GNU outcomes through the execution of its mandates. 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.

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

Digital transformation of the Department of Home Affairs

The DHA stands at the forefront of a national imperative to digitally transform the way government interacts with citizens and businesses. The vision, encapsulated in “Home Affairs @ home,” is to create a digital-first department where citizens can access all core services - smart IDs, passports, birth and marriage certificates, and immigration services - from the comfort of their homes, through secure, efficient and user-friendly digital platforms. This transformation is not merely about digitising existing processes - it is about fundamentally reengineering the DHA’s service delivery model to ensure dignity through efficient services, enable national security, support economic growth, and restore trust in public institutions. The DHA’s digital programme prioritises:

- Universal access to secure digital identity and e-passports.
- Automation of the visa regime through a new ETA system.
- Strategic partnerships with banks and retailers to expand service reach without building new offices.
- Digitisation of over 340 million civic records for preservation and fast retrieval.
- Use of artificial intelligence (AI), biometrics and cloud computing to increase speed, integrity and security of operations; and
- Implementation of mobile biometrics and courier services to reach underserved areas.

The Digital Transformation Strategy outlines flagship initiatives across core and support functions. These include mobile apps, integration with banking platforms, service automation via robotic process automation, blockchain for document verification, and AI-driven fraud detection. These are designed to align DHA services with global best practices in identity, immigration and border management, while reinforcing national sovereignty and internal security.

The digital transformation of DHA is therefore not only a response to inefficiencies, but also a strategic lever to:

- Support job creation through skills-based immigration reform.
- Reduce poverty and the cost of accessing services.
- Reposition DHA as a central enabler of the digital economy; and
- Advance a connected, secure and capable developmental state.

By implementing this strategy, the DHA will enable millions of South Africans to engage with government services seamlessly, foster economic inclusion, and restore the integrity of South Africa’s national identity system. The transformation will also position DHA as a model of digital government services for the rest of the continent and world.

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 this presidential agenda. Home Affairs must build 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.

The role of DHA as a crucial enabler to generate investment, tourism and economic growth was overlooked in the past. Home Affairs sits at the heart of the national security apparatus. 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. By automating core civic, immigration, and border systems and implementing integrated biometric identity verification, DHA will eliminate administrative bottlenecks, enhance transparency and improve citizen confidence.

The role of Home Affairs goes well beyond the realm of national security. Home Affairs stands as a powerful portfolio in terms of its capacity to kick-start economic growth. To achieve this economic impact, both regulation and administration must be addressed as a matter of urgency. The implementation of Operation Vulindlela recommendations is making a significant contribution to economic growth and job creation through the implementation of, for example, the TTOS and TES.

Building on the extraordinary success of TTOS, a further two digital visa initiatives will be launched. The first is STAGES, short for Screen Talent and Global Entertainment Scheme. This initiative will simplify visa access for film production companies. The second new initiative is called MEETS, short for the Meetings, Events, Exhibitions and Tourism Scheme. Through MEETS, visa applications for international attendees at

major conferences, sporting events, exhibitions and other international events will be processed entirely online, with rapid turnaround times.

Regarding 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 have been redefined to turn Home Affairs into a digital-first, AI-enabled organisation, where every process is automated and digitalised across civics and immigration functions.

Clients in need of routine civics 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-based adjudication 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 client's address - whether in South Africa or abroad - as is already done for bank cards and vehicle licenses. Over time, these vital documents will also be made available in digital credential form on the client's secure online profile and mobile wallet app through a digital ID system.

The same must apply to 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. Instead of endless paperwork and manual processes, travellers will be required to register a profile on the secure online platform, i.e. ETA. The application will be adjudicated instantaneously, only requiring human intervention if an anomaly is detected by the system. The ETA system allows section 10(a), port of entry visas, and section 11(1), visitor's visa for up to 90 days, to be processed online. As part of the application process, travellers will provide their biometrics to Home Affairs. Over time, this system will replace paper-based visas and permits by issuing the traveller with a unique digital code linked to their passport information and status in the country. The port of entry visa is issued in a digital format which can be downloaded onto the traveller's e-Wallet. Once they arrive at a South African port of entry, travellers will be processed on the enhanced movement control system which capture facial biometrics and scan the passport. This information will be cross-checked with the information provided at the time of application. Upon successful processing on the movement system, the traveller will be issued with a digital section 11(1) visa. Over time, the ETA system will become the single-entry point for all visa and permit processes in South Africa, as manual

processes and the e-Visa system are phased out.

The ETA together with EMCS 2.0, e-Passport, and digital ID ecosystem will be fully integrated with the Movement Control System (MCS) and Border Management Authority (BMA) systems to enable real-time entry/exit tracking and alerting on overstays.

This new vision must enable everyone with an internet connection to access Home Affairs services online, transforming every library or community centre with internet access into a virtual Home Affairs office. These reforms will also be supplemented by the rapid expansion of partnerships with accredited banks and retailers, to extend the DHA's footprint nationwide without the cost and delays of new physical offices. Under the previous bricks and mortar model, Home Affairs had only about 40% of the staff required to provide adequate services. That business model was not financially sustainable nor future-proof and is being replaced by a new model enabling clients to access services wherever they are.

Digital transformation is also essential for Home Affairs to play its catalytic role in pursuing the apex priority of the GNU: to grow the economy and create jobs. To attract more tourists, investors, and skilled workers, antiquated, paper-based red tape must be replaced by digital efficiency and automation. In rolling out this ambitious vision for a reimagined 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 its services. At Home Affairs, each 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, while aligning DHA's immigration and civic processes with the demands of the digital age - consistent with the SARS digital transformation journey and digital priorities of government. 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 DHA's partnerships with major banks, including Capitec, Standard Bank, Absa, FNB, Nedbank, African Bank, Discovery Bank, Tyme Bank, Investec and Old Mutual Bank. Agreements have been concluded with eight banks to date, covering biometric enrolment, document courier logistics, and API-based integration for smart ID and passport services. These collaborations aim to integrate AI and machine learning into key functions such as visa processing, border control, and identity verification. By automating these processes, the DHA expects

to significantly reduce waiting times, enhance service efficiency and improve security. These banks are also pivotal in expanding DHA's reach through digital platforms, enabling access to services in rural and remote areas.

In parallel, the DHA is working closely with the South African Reserve Bank (SARB) and South African Revenue Service (SARS) to develop a government-wide digital ID ecosystem, anchored on PKI infrastructure. This system uses 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 and ETA processes, ensuring services are efficient and secure. The DHA'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 with the ten-year implementation horizon (2019–2029) and end-state of a repositioned DHA as outlined in the White Paper on Home Affairs — where the legacy model is fully replaced, world-class standards are maintained, funding is assured, and DHA enjoys a reputation for ongoing innovation and staff development. The DHA will then be a key enabler of integrated digital government and an inclusive economy.

Other Departmental Priorities

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

- In line with the 2026 SONA commitments, the DHA will work towards the phased implementation of digital identity and the launch of bank branches to deliver smart ID card and passport services through the new digital partnership model.
- The project on the digitisation of civic records was announced by the President in his State of the Nation Address (SONA) in February 2022. The project is aimed at digitising more than 340 million Civics Services records and employing 10 000 youth with IT qualifications. Digitisation of these records will ensure the attainment of integrity of the NPR as digital records are more secure than paper-based records. The project will be expanded to deal with other DHA records over the medium term.

- An accelerated rollout of the smart ID card system to all eligible citizens, including naturalised citizens and permanent residents. The main aim is to ensure eligible citizens and other applicants are in possession of smart ID cards and to ultimately discontinue the issuance of the Green barcoded ID book. The DHA will endeavour to introduce digital identity and e-Passports by 2029.
- The continued information and communication technology (ICT) modernisation of the DHA, including digital transformation initiatives, ensuring network and system stability, etc.
- The continued implementation of the DHA Repositioning Programme to give effect to the White Paper on Home Affairs.
- 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, partnerships with public and private institutions and opening of DHA offices in shopping malls.
- The review and alignment of the DHA service delivery model, operating model and organisational structure with the new vision of Home Affairs @ home.
- 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 implement its plan to fight against gender-based violence and femicide (GBVF). Issues of gender, the youth and persons with disabilities will be promoted. The DHA will also continue to contribute to other cross-cutting priorities of government such as gender mainstreaming and equity as well as fighting the scourge of fraud and corruption.
- The DHA will align itself with the Just Transition Framework.
- The DHA will leverage on and support the objectives of the National Spatial Development Framework (NSDF) and District Development Model (DDM). There is a clear need for integrated planning with the NSDF and DDM frameworks in respect of:
 - Increased demand for civic services such as birth registration. The NSDF predicts a large youth population in urban areas by 2050. For DHA this means that there will be an increased demand for birth registration, first time identity documents, passports and digital identity services.

- Need for spatially targeted office expansion (banks) and mobile office deployment. Without spatial alignment, the DHA faces increased risks of undocumented populations, immigration system failures, identity theft and fraud, uneven access to DHA services, etc.
- Risks of undocumented persons coming out of areas with little or no access to DHA service points.
- 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 can register their children by the time the mother is discharged, thus contributing to early birth registration, that is, birth registration within 30 calendar 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 and a life partnership policy are 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 high volumes of opportunistic litigation due to backlogs in applications. Court applications do not necessarily adversely affect the DHA's policies, legislation or business processes, save for putting tremendous pressure on core Branches (Immigration Management Services and Civic Services), as court orders and/or applications must be prioritised over non-litigious applications.

Having said this, the following judgments and court orders have (could have) an impact on the operations of the Department:

- In *Scalabrini Centre of Cape Town versus the Minister of Home Affairs and Others*, the Applicant seeks an order to the effect that, pending the final determination of the relief sought in Part B of the Notice of Motion, the Respondents are interdicted and restricted 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 finally been 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 of *Government Gazette No. 42932* of 27 December 2019, including not arresting and/or detaining foreign nationals pursuant to the application of these provisions. On 13 September 2024, the High Court ordered the Department not to deport any illegal foreigner who has indicated an intention to apply for asylum, pending the finalisation of Part B of the application. On 16 May 2025, the High Court ruled that the mentioned provisions are unconstitutional, which unconstitutionality has to be confirmed by the Constitutional Court. A confirmation application was subsequently issued from the Constitutional Court, which confirmation application is being opposed. Should the Constitutional Court confirm the decision of the High Court regarding the unconstitutionality and invalidity of the mentioned provisions, this would have a negative impact on the mandate of the Department, being the deportation of illegal foreigners, in that persons who enter and sojourn in the Republic of South Africa illegally cannot be deported for as long as they indicate their intention to apply for asylum, even if they fail the good cause interview.
- *Democratic Alliance v Minister of Home Affairs and Another (CCT 184/23) [2025] ZACC 8 2025(7) BCLR 779 (CC), 2025 (4) SA 323 (CC)* dated 06 May 2025. The Democratic Alliance challenged the constitutionality of section 6(1)(a) of the Citizenship Act, 1995 (Act No. 88 of 1995) ("Act"), which section provides for the loss of South African citizenship upon one's voluntary and formal acquisition

of citizenship of another country. The Supreme Court of Appeal handed down judgment in favour of the DA on 13 June 2023. The appeal was upheld and the High Court order was set aside, meaning section 6(1)(a) of the Act is considered inconsistent with the Constitution and invalid. The Constitutional Court handed down judgment on the constitutionality of the said section on 06 May 2025 wherein the Court confirmed the unconstitutionality and invalidity of the said section 6(1)(a) of the Act with effect from 06 October 1995. The order read as follows:

1. The order of constitutional invalidity of the Supreme Court of Appeal is confirmed.
2. It is declared that section 6(1)(a) of the South African Citizenship Act 88 of 1995 is inconsistent with the Constitution and is invalid from its promulgation on 06 October 1995.
3. It is further declared that those citizens who lost their citizenship by operation of section 6(1)(a) of the South African Citizenship Act 88 of 1995 are deemed not to have lost their citizenship.
4. The respondents are ordered to pay the applicant's costs in this Court, including the costs of two counsel where so employed.

The effect of the judgment is such that those citizens who lost their citizenship by operation of section 6(1)(a) of the Act are now deemed not to have so lost their citizenship, which citizenship is to be re-instated.

- *Jordaan and Others v Minister of Home Affairs and Another [2025] ZACC 19, the Constitutional Court declared section 26(1)(a) to (c) of the Births and Deaths Registration Act, 1992 (Act No. 51 of 1992) ("BDR Act") unconstitutional for gender-based discrimination. The Court found that the provisions irrationally and unfairly discriminated against men on the ground of gender and violated men's right to equality. This judgment has the effect of allowing both men and women to take spouses' names, resume prior surnames, or add prior surnames after marriage. The declaration is suspended for a period of 24 months, and the Court provided an *interim* reading-in measure to ensure equality forthwith and giving Parliament time to pass new legislation to give effect to the judgment and order.*

In this matter, the Applicant challenged the validity and constitutionality section 26(1)(a) to (c) of the BDR Act. This section permitted women to assume the surnames of their husbands while excluding men from exercising a reciprocal

right to assume their wives' surnames. Men previously required the Director-General's authorization to assume their wives' surname(s), which was procedurally different from that of women, and this form of discrimination was found to be unfair.

The declaration of invalidity of the provision has been suspended for a period of 24 months to allow Parliament an opportunity to amend the Act and to comply with the Constitution. Parliament has been directed to draft and enact new and constitutional legislation that addresses the discriminatory provisions of the Act.

The background is a complex digital interface with a dark blue and black color palette. It features glowing orange and cyan lines that form circuit-like patterns and data paths. A prominent orange gear icon is centered in the lower half of the frame. To the right of the gear, there is a rectangular box containing a line graph with several data points. The overall aesthetic is high-tech and futuristic, suggesting a focus on technology and strategy.

PART B: **STRATEGIC FOCUS**

PART B: STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

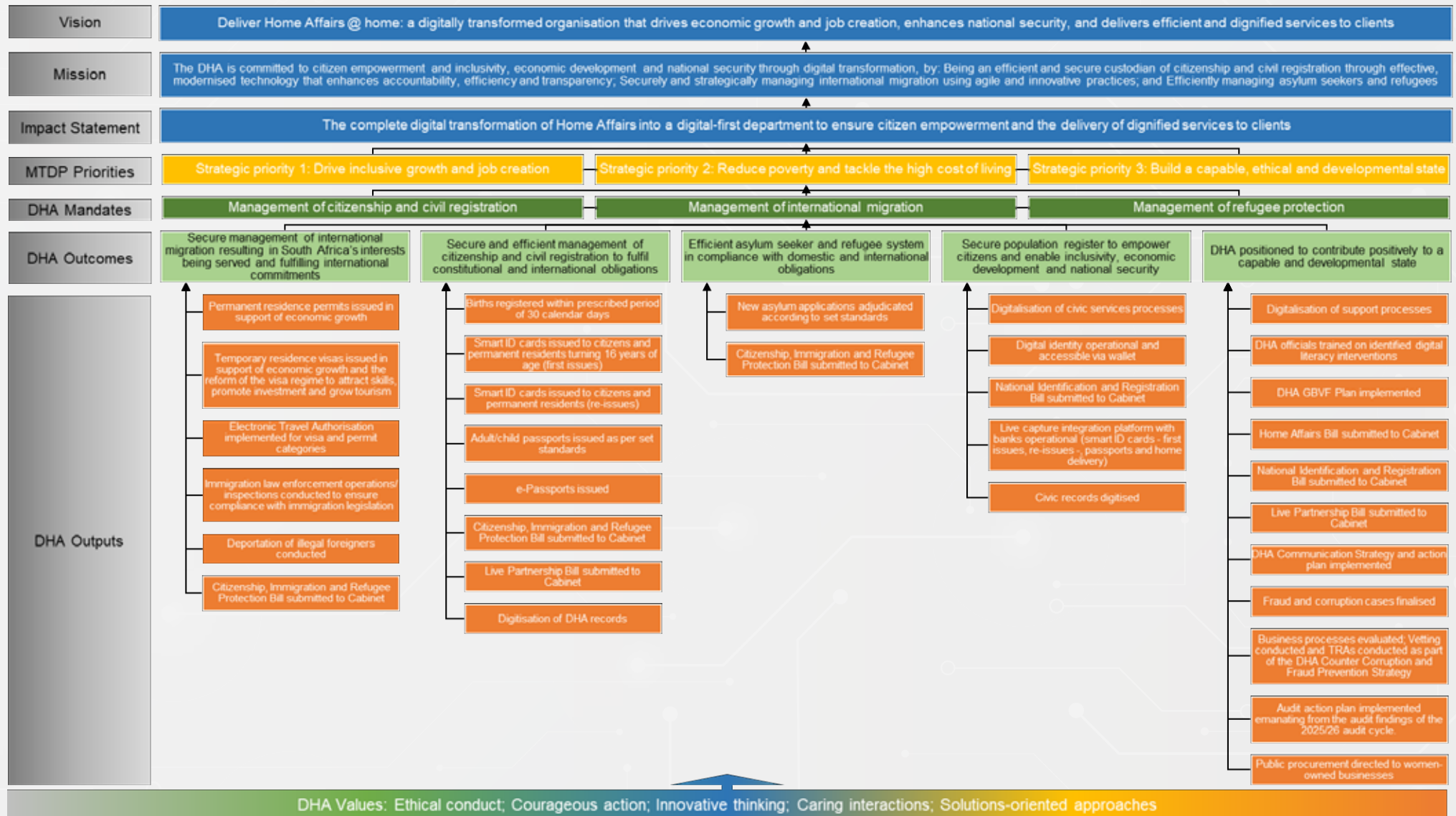
Despite its critical role in identity / immigration management and national security, the DHA continues to operate on outdated, manual, and centralised models that constrain its service delivery capabilities. The country is facing multiple systemic challenges that the new digital transformation vision and programme is designed to address. These include:

- Fragmented and legacy ICT systems such as the Home Affairs National Identity System (HANIS), Visa Adjudication System (VAS), and NPR that lack scalability, security and integration.
- System downtime and unavailability of digital services, resulting in prolonged disruptions at service counters, often linked to SITA-related issues.
- Excessive queues and overcrowding at DHA offices, compounded by a lack of digital self-service alternatives.
- The ongoing use of the Green barcoded ID book, which has become a source of identity fraud, administrative burden, and security vulnerabilities.
- Manual, paper-based processes that are susceptible to human error, corruption and inefficiencies.
- The absence of universal biometric integration, which undermines the integrity of national identity and border management.
- Disparate identity verification systems across government departments, leading to duplication of infrastructure, fragmented services and increased fiscal burden.
- Limited reach in rural and underserved areas, requiring travel and cost burdens for citizens to access basic services.
- Inadequate channels for service delivery, with most transactions requiring in-person interactions, which are outdated in the digital age.
- An immigration visa and permit processing regime that is slow, paper-based, vulnerable to corruption and a constraint on tourism, foreign investment and skills attraction.

The lack of a single, interoperable digital identity and public key infrastructure platform has resulted in each government department investing independently in redundant systems for authentication, verification and access control. This fragmented approach is financially unsustainable and technologically inefficient. The DHA is uniquely

positioned to consolidate identity services through a secure, biometrically verified digital identity ecosystem and public key infrastructure services, anchored in a whole-of-government approach. By enabling departments such as Health, Education, Social Development and Transport to consume identity verification services through a single platform, the state can eliminate waste, ensure compliance with POPIA, and enhance interoperability across services. The digital transformation of DHA is critical to delivering on the state's constitutional and developmental obligations, restoring citizen trust, securing national borders, and unlocking economic growth.

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



5. INTERNAL ENVIRONMENT ANALYSIS

The DHA continues to make a significant contribution to the developmental, security and service delivery agenda of government. The DHA features prominently in the 2024 to 2029 MTDP and is at the forefront of the digital transformation of the state. The DHA has managed and continues to deliver against complex programmes and projects of government with limited resources.

The statistics below underscore the criticality of the DHA. The following were issued or performed for the 1 April 2020 to 31 March 2025 period:

- 3 798 325 births within 30 calendar days.
- 12 634 104 smart ID cards.
- 3 318 602 passports (adult and children).
- 9 461 permanent residence permits.
- 5 189 business and general work visas.
- 15 383 critical skills visas.
- 105 599 698 movements through ports of entry for South African citizens and foreign travellers.
- 6 328 inspections / law enforcement operations.
- 148 789 deportations conducted.

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 issuance of passports for adults and children is above 90% within the set turnaround times of 13 and 18 working days respectively. The DHA partnered with the Electoral Commission to ensure successful voter registration and elections in previous elections and will be a key role-player in the upcoming 2026 local government elections. Smart ID cards are now being issued to naturalised citizens and permanent residents. Agreements have been signed with 8 banks to roll out smart ID cards and passports at more than 800 bank branches country-wide within the next 12 months.

In terms of contributing to the developmental goals of government, significant progress has been recorded with the implementation of Operation Vulindlela (OV) recommendations for phase 1 and 2. In support of Operation Vulindlela phase 1, 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 of 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 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 and is published based on the needs identified.

In terms of phase 2, the DHA completed the second intake of vetted and approved tour operators to join the highly successful Trusted Tour Operator Scheme (TTOS). The TTOS was launched in February 2025. Phase 2 was launched in August 2025 and 45 tour operators from India and China were added to the existing 65. As at 22 January 2026, there were 49 725 visas issued through the TTOS. With regards to the creation of jobs, the latest research from Operation Vulindlela shows that one new formal sector job is created for every 13 tourists who visit the country, suggesting that TTOS has already created 3 825 new jobs during its first and second phase. The approval rate for TTOS applications is around 95%.

The ETA soft launch was rolled out ahead of G20 leaders meeting for short-stay travellers from China, India, Mexico and Indonesia. The ETA has publicly been described as a “game-changing” intervention for the tourism industry by the Federated Hospitality Association of Southern Africa (FEDHASA), reflecting strong private-sector confidence in the reform. Since going live on 29 October 2025, the ETA platform has processed applications at large scale, with 36 295 applications approved, 1 885 rejected after submission, 27 279 rendered invalid during processing as of 18 January 2026. Finalised decisions indicate a high approval rate, with approvals significantly outweighing rejections across participating nationalities after submitting a complete application. These outcomes demonstrate the system’s operational stability, automated decision-making capability and effectiveness in filtering non-compliant applications early in the process. In parallel, the DHA cleared a major visa and permit backlog, processing over 306 000 applications. By mid-2025, the main visa and permit backlog had been eliminated or substantially eradicated, shifting focus to remaining areas like appeals and waivers. Challenges related to visa appeals and waivers remain and as a result temporary concessions have been extended multiple times for affected foreign nationals to maintain legal status while awaiting outcomes on these two categories.

The Trusted Employer Scheme (TES) was established and there are 71 employers that are participating in the Trusted Employer Scheme, in the following sectors.

- Sector 1: Manufacturing
- Sector 2: Advanced manufacturing
- Sector 3: Services
- Sector 4: Resourced based Industries
- Sector 5: Energy (Power Generation and Renewable Energy)
- Sector 6: Infrastructure.

As part of phase 2 of Operation Vulindlela, the DHA will embark on the following projects to streamline and expedite visas:

- Phase 2 of the TES for large employers.
- Introduce a visa recognition scheme (VRS).
- Screen Talent and Global Entertainment Scheme (STAGES) for the film industry.
- Meetings, Events, Exhibitions and Tourism Scheme (MEETS) for international events and conferences /meetings.

The DHA launched dedicated service centres abroad and announced the introduction of doorstep delivery of passports for South African citizens living abroad, with the service going live around the world in 18 cities on 1 November 2025. This will reduce the waiting times for passport applications from up to 18 months, to just five weeks. This marks the first time ever that Home Affairs has provided clients with the option to select courier delivery for a critical enabling document, instead of being forced to travel to an office for a second time just for document collection. The service will attract a courier fee. The initial rollout of this service to South Africans living abroad enables the DHA to refine and perfect the process in a sandbox environment, before rolling out the option of doorstep delivery to all clients in South Africa as well. The service will be expanded to other cities across the world in the near future.

This bold reform not only promotes inclusivity by resolving long-standing problems experienced by South Africans abroad when applying for a passport but also amounts to another watershed moment for #TeamHomeAffairs as we work with urgency to reform the DHA from a laggard to a world leader in identity management. Through the vision to deliver Home Affairs @ home, the DHA is pushing forward relentlessly to eliminate the need for clients to travel large distances and stand in long queues to obtain enabling documents. Instead, the digital transformation journey means that technology is used to decentralise access and bring services to South Africans right where they live – anywhere in the world. The tech-driven service delivery revolution

underway at Home Affairs continues to gather momentum as we work to deliver dignity for all.

The DHA ecosystem is a key role-player in ensuring the national security of the country. Significant progress has been made with the implementation of a risk-based approach to immigration. The BMA was established as a Schedule 3(A) Public Entity on 1 April 2023 responsible for the implementation of border law enforcement functions across South African ports of entry and the border law enforcement areas. Significant progress has been recorded by the BMA in securing borders and promoting development. The DHA is an active member of the security cluster of the state and enforces immigration legislation through various law enforcement inspections and operations. The launch of Operation New Broom in May 2025, a nationwide, intelligence-led, technology-driven initiative to detect, arrest and deport illegal foreigners occupying public spaces was a catalyst of the 2025/26 financial year. The campaign encourages voluntary deportations to avoid prohibitions on re-entry. Intensified joint operations with the South African Police Service (SAPS), and Department of Employment and Labour (DEL) ramped up compliance inspections, leading to arrests of employers hiring undocumented foreigners. Over 51,000 deportations were conducted in the 2024/25 financial year, the highest figures in the past five years.

The Immigration Advisory Board (IAB) was also reconstituted and new members appointed with effect from 1 April 2025. The appointment of the IAB gives expression to section 4 of the Immigration Act 13 of 2002. In terms of the Act, the IAB is empowered to advise the Minister on matters of regulation, policy and any other matter on which the Minister may request advice.

The DHA is at the forefront of delivering against key governmental priorities outlined in the National Development Plan, State of the Nation Addresses (SONA), MTDP, etc. The project dealing with the digitisation of civic records was announced by the President in his State of the Nation Address in February 2022. The project is aimed at digitising more than 340 million civics services records and employing youth with IT qualifications. The focus is on birth, marriage and death records as well as amendments and rectifications. These categories form the basis for the administration of other subsequent enabling documents, such as citizenship, passports and identity documents. Digitisation of these records will ensure the attainment of integrity of the NPR as digital records are more secure than paper-based records. More than 62 million records have been digitised since the inception of the project. The digitisation of these records has had a huge positive impact in the civics environment in terms of responsiveness to applications for unabridged birth, marriage and death records as well as dealing with amendments and rectifications. The DHA has also identified opportunities within the State for offering digitisation services to other government

entities. A business case is being developed for National Treasury on the future utilisation of the DHA digitisation hubs and scanners.

The DHA is a leading role player in the digital transformation programme of government. This includes initiatives such as the introduction of digital identity; introducing new systems such as the ETA to improve efficiencies and security in service delivery using AI and machine learning; moving towards an e-Passport system; the digitising of records; and introduction of online / digital channels for DHA services.

Regarding the fight against fraud and corruption, the implementation of the DHA Counter Corruption and Fraud Prevention Strategy has contributed to the conducting of threat and risk assessments at offices (626); vetting of officials (2 669); assessment of business processes to detect vulnerabilities (39) and investigation of fraud and corruption cases (1 199) over the last 5 years.

The DHA continues to implement its Gender-based Violence and Femicide Plan in support of the National Strategic Plan (NSP) on Gender-based Violence and Femicide (GBV&F). Key focus areas include awareness sessions on gender-based violence and femicide, gender and disability mainstreaming, expeditious management and resolution of gender-based violence and femicide misconduct cases, and provision of counselling services to victims and their immediate family members. The DHA will endeavour to achieve national targets set to promote the priority dealing with gender, youth and persons with **disabilities**.

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 Marriage Bill was introduced in Parliament. The DHA is also busy with the development of a policy on life partnerships. The absence of regulations to protect life partnerships has a negative impact, particularly on poor and ill-informed individuals who participate in such partnerships. 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; consider the recognition of life partnerships within the marriages legislative framework or introduce a separate legal framework for life partnerships; and synchronise the life partnership and divorce registration processes between the Department of Home Affairs and Department of Justice and Constitutional Development by introducing a dissolution/termination mechanism for life partnerships.

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.

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. Problem solving must be done through the lens of

digital transformation. Officials must adopt a solution-oriented mind set.

- Continuously improve the concept of integrated planning in respect of performance information, including 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 and oversight by the audit oversight Committee.
- Ensure alignment between individual and organisational performance management linked to the new vision of a digitally transformed DHA.

The DHA received a qualified audit opinion with material findings on reported performance information and material findings on compliance with laws and regulations for the 2024/25 financial year. The root causes identified by the Auditor-General of South Africa (AGSA) for this regression were inadequate controls over the preparation of financial statements to produce credible financial statements supported by relevant schedules and the annual performance report, the incorrect interpretation and application of the Modified Cash Standard, and inadequate and ineffective measures, processes, and controls to manage the transfer of functions to the BMA.

The following remedial actions will be implemented to improve the audit outcomes going forward:

- Audit process improvements
 - Develop a detailed audit action plan for qualified areas
 - Mandatory Internal Audit review of all corrections
 - Implement early engagement protocols with Treasury / Office of the Accountant-General (OAG) and continuous AGSA engagement
 - Conduct interim financial statement audits for quarters 2 and 3
- Financial and performance management preparedness
 - Perform annual re-extractions for performance information
 - Review of quarter 2 interim financial statements by Internal Audit
 - Audit of quarter 3 interim financial statements by the AGSA

- Capacity and consequence management
 - Implement continuous development, capacity building and quarterly refresher training
 - Implement consequence management and reward and recognition initiatives, where deserved
- Accountability improvement areas
 - Strengthen internal processes for accuracy and completeness of 3rd party data
 - Implement systems to review performance information before submission to AGSA
 - Improve coordination for timeous submission of responses to AGSA
 - Include a target to contribute to a clean audit outcome as key performance area in performance agreements of senior managers
 - Improve monitoring systems for early gap detection
- Audit Committee and Internal Audit
 - Allocate specific oversight roles to Audit Committee members
 - Review and update the Internal Audit coverage plans
 - Conduct management workshops on value of Internal Audit as control temperature check
 - Implement systematic follow-up process for all Internal Audit findings
- Steps to prepare for clean audit outcome
 - Benchmark with departments of a similar size
 - Develop a time-bound roadmap towards achieving a clean audit outcome
 - Change culture to embrace audit process
 - Conduct audit probes and awareness campaigns around audit improvement strategy
 - Recognise and acknowledge excellent performance
 - Change focus to improve control environment

The DHA has been hamstrung by several systemic challenges for several 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 of the challenge and ideal state to be achieved.

Table 3: Challenges / Weaknesses Experienced by the DHA

Area of Weakness	Description	Ideal State
Systems and technology	Legacy systems operate in silos and are based on outdated technologies making it difficult to maintain, scale or integrate newer systems. These systems are fragmented, lack modern interfaces and do not support automation or data sharing across functions – thereby increasing processing times and exposing operations to inefficiencies and fraud.	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.	
	Cyber security maturity remains low with a lack of a fully implemented disaster recovery strategy.	
	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.
	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).	Enable an organisational culture that empowers staff to perform at the highest level.
	Lack of a transformational and high performing organisational culture informed by the values of the organisation.	Ensure the right fit for the DHA in respect of skills, capability and values.
	Poor management / supervisory practices and ineffective use of human resources.	Transformation to a learning organisation.
	Prevalence of fraud, corruption and unethical behaviour.	Ethical and value-driven organisation.

Area of Weakness	Description	Ideal State
Infrastructure	Lack of purpose-built infrastructure exacerbated by poor office design, poor workflow 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.
	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).	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.
	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, 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 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 possibly other services via mobile applications and web platforms. Furthermore, a premium document delivery service will enable IDs and passports to be delivered directly to homes or preferred places of delivery of applicants, 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 assess 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 and increase service footprint through partnerships with banks to distribute demand across multiple service points.

As part of its cybersecurity strategy for the 2026 Medium-Term Expenditure Framework (MTEF) period, the DHA has prioritised the establishment of a Security Operations Centre (SOC) to strengthen its ability to detect, respond to, and mitigate cyber threats across its mission-critical systems, including the NPR, biometric systems, and live capture platforms. While no formal partnership has been established with the CSIR or the Department of Science, Technology and Innovation (DSTI) specifically on cybersecurity, the CSIR’s recent diagnostic study identified the establishment of a SOC as a critical capability gap for the DHA. In response, the SOC has been formally included in the approved Digital Transformation Strategy and the associated organisational structure, which is currently under review for approval.

The proposed structure for the IS branch includes provision for key cybersecurity and information assurance positions such as Chief Director: Information Security, Director: Security Operations Centre, Cyber Threat Analyst, and Incident Response Specialist. Once the revised structure is approved, priority recruitment will commence for these roles, alongside other IS positions identified to address the broader capacity gaps within the IS branch.

The Directorate for Priority Crime Investigation (Hawks) continues to provide support on special investigations related to cybersecurity incidents and digital fraud, strengthening DHA’s overall security posture. These measures will enable the DHA to transition from a reactive to a proactive security operations model, in line with its Digital Transformation Strategy and the broader Public Sector Cybersecurity Framework led by the State Security Agency (SSA).

The establishment of the SOC represents a major step in implementing the Information Security pillar of the DHA’s Digital Transformation Strategy. Once operational, the SOC will serve as the central nerve centre for real-time monitoring, threat intelligence, and coordinated incident response, thereby ensuring the integrity, availability and confidentiality of DHA systems and citizen data.

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 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 more than 62 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 DHA is implementing a comprehensive Culture Change Strategy and Plan aimed at transforming the organisational mind-set and behaviours to align with the Department's vision of a digital, secure and people-centred Home Affairs. The focus is on embedding a digital-first and not digital only ethos, fostering security consciousness, accountability, enhanced leadership and management supervision and teamwork at all levels, thereby enhancing service excellence. Through ongoing engagement and fit for purpose capacity-building initiatives, employees will be empowered to embrace the DHA's digital future anchored in its shared values set. Ultimately, this culture shift will not only enhance service delivery but also position the DHA as an employer of choice, where employees are inspired, valued and united in delivering exceptional services to clients. Structural reforms presently underway will further enable the attraction, development and retention of an employee "cadre" optimally suited to deliver on the DHA's mandate and strategic priorities.

The frameworks relating to spatial priorities are a critical component of developing the situational analysis in respect of providing a diagnostic of where and why service delivery challenges are spatially concentrated, identify which DDM districts or NSDF action areas require priority intervention and explain how spatial dynamics (urbanisation, migration patterns, economic corridors) impact the DHA mandates.

The DHA is mandated to serve every citizen and non-citizen requiring the services of the DHA. The constitutional mandate of the DHA is outlined in the Deputy Minister's foreword and section dealing with updates to institutional policies and strategies. All South African citizens and those residing legally within the country need DHA services at some point in time in their life cycle, e.g. registration of births, application for identity documents, registration of marriages, application for travel documents, etc.

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-built 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 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 Management Plan (U-AMP), as well as the determination of strategic accommodation requirements.

The digital transformation strategy the DHA has adopted requires a rethink of the traditional concept of a Home Affairs office and the need for physical infrastructure. Due consideration needs to be given to the various dynamics relating to access in the country and the DHA will follow a digital-first but not digital only strategy thereby acknowledging the ongoing need for conventional modes of service delivery such as brick-and-mortar offices. The use of technology and specifically the provision of online services will go a long way to improve access to DHA services for all citizens and reduce the cost of visiting DHA offices in especially rural and far-flung areas.

In addition, the introduction of Home Affairs @ home, deployment of mobile offices, opening of service points in shopping malls and partnerships with the banking sector will provide an expanded footprint and significantly diminish the need for Home Affairs offices in the traditional sense. The use of mobile offices will play a critical role in bridging the gaps in the current access model to provide services in especially rural and needy areas. The deployment of the mobile office fleet of 220 is used across the country in all the provinces to serve visiting points such as public and special schools, provision of business continuity in cases of natural disasters, special initiatives such as outreaches, imbizos and high impact initiatives.

The DHA is a critical part of the district development model of government. The DHA is a key contributor in all the various districts through the provision of civic and immigration services. Through the DHA involvement in the district development model, the mobile office fleet will prioritise areas identified by communities, thereby directly supporting both DDM employment objectives and NSDF spatial redress priorities. The same applies to the rendering of immigration services in districts.

Capacitation of the Department of Home Affairs

With due consideration to the DHA's current human resources capacity constraints brought about by financial pressures and an inability to fill posts at leisure, the DHA has initiated the review of its operating model, organisational structure and functional post establishment, in line with its service delivery model, digitisation journey and need for enhanced governance. Implementation is envisaged to commence in the 2026/27 financial year and will propel the DHA in terms of its ability to ensure that it is adequately structured and capacitated to deliver on its mandate.

As a part of this drive, the DHA has also prioritised the improvement of workflows through the revision of business processes and standard operating procedures in core business areas. This optimisation of workflow processes will enhance efficiency, reduce turnaround times, and strengthen accountability across key functional areas. In so doing, employees will be appropriately positioned, trained, developed and empowered to render optimised services to clients. The identification and filling of critical posts remain an ongoing priority, with posts in the areas of information services, immigration services, frontline civic services and legal services having received priority attention during the 2025/26 financial year.

Digital transformation and HR modernisation initiatives

The DHA has commenced with its Digital Literacy Training Programme as part of its commitment to implement the strategic direction towards a digitally transformed organisation. This initiative was introduced as an APP target in the 2025/26 financial year, directly supports the DHA's goal of fit-for-purpose capacity-building, and enables employees to effectively operate within an increasingly technology-driven environment. As of 30 September 2025, a total of 1 810 employees across various salary levels successfully completed digital literacy interventions covering six (6) core modules: Information Literacy, Digital Communication and Collaboration Tools, Technical Skills, Online Safety, Digital Content Development and e-Learning Environments. The breakdown is as follows: women (1166 or 64%), persons with disabilities (40 or 2.2%) and youth (234 or 1.2%).

Through this effort, the DHA is strengthening its workforce's ability to use digital systems efficiently, improve online communication and safeguard information. The programme enhances employees' confidence and competence in using digital tools essential for modern service delivery, internal collaboration and client engagement. In addition, the Branch: Human Resources Management and Development (HRM&D) has introduced several E-suites to modernise and streamline HR processes in alignment with the DHA's broader digital transformation agenda. These include e-Recruitment, which enhances transparency and efficiency in the recruitment process; e-Leave, which automates leave management and improves workflow efficiency; and e-Performance Management, which enables real-time performance tracking, accountability and data-driven decision-making. Collectively, these digital initiatives contribute to improved operational efficiency, reduced administrative burdens and a more responsive, technology-enabled workforce capable of delivering modern, seamless and efficient services.

Gender-based Violence and Femicide (GBVF)

In the 2025/26 financial year, the DHA implemented a three-year Gender-based Violence and Femicide Plan in support of the National Strategic Plan (NSP) on Gender-based Violence and Femicide. This is to ensure that this national priority is mainstreamed within the DHA. A budget of R600 000 is available for the implementation of the GBVF plan in 2026/27. In accordance with this, and amongst a range of activities undertaken, including the monitoring of child marriages, the DHA has also remained committed to the achievement of national targets set to promote adequate representation of women, youth and persons with disabilities (PWD) within its workforce.

Other priority areas include increasing awareness of harassment through women's forums across the DHA; hosting sessions on empowerment for employees on harassment, especially at lower levels; and establishing a dedicated email address for reporting cases of harassment. This intensified focus will contribute significantly to eliminating GBVF against women in the DHA and promoting gender equality. The DHA provides ongoing assistance and support for reported cases of sexual harassment and assault through its Employee Wellness Unit and Independent Counselling and Advisory Services (ICAS). Socialisation sessions are being conducted throughout the DHA on the Code of Good Practice on the Elimination of Harassment in the Workplace, ICAS service offerings, progressive discipline and grievance procedures.

Employment Equity as well as Gender, Youth and Persons with Disabilities Mainstreaming

The DHA has remained committed to the mainstreaming of gender, youth and persons with disabilities (PWD) matters, and, amongst several initiatives, has circulated new guidelines on the implementation of the DHA Employment Equity Plan (EE Plan), as well as reasonable accommodation measures. The following information relates to the status of the employment of women, youth and persons with disabilities in the DHA as of 30 September 2025:

- Percentage of women employed as part of the total workforce: 61%
- Percentage of women in senior management service: 48%
- Percentage of youth as part of the total workforce: 13,90%
- Percentage of persons employed with disabilities: 1,50%

In addition to other legislation, the DHA adheres to the following when managing matters relating to gender, the youth and persons with disabilities:

- Promotion of Equality and Prevention of Unfair Discrimination Act, Act No. 4 of 2000.
- Convention on the Elimination of All Forms of Discrimination Against Women, 1979.
- Protocol to the African Charter on Human and Peoples' 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 Peoples' Rights on the Rights of Persons with Disabilities in Africa.
- Gender, Youth and Persons with Disabilities.

A revised Employee Acquisition and Mobility Policy implemented on 1 April 2025 is a key enabler of removing employment barriers for these vulnerable groups; advocating, amongst others, for the employment of youth in entry level posts. Monitoring the equitable distribution of opportunities within the DHA, including participation in skills development initiatives, is ongoing. The DHA's Bursary Policy furthermore directs that 60% of recipients should be women, and 10% should be people with disabilities. Bursaries were awarded to 67% of females, 0.73% for people with disabilities and 12% for youth in the DHA in 2025/26.

Youth activities planned for 2026/27 include: Implementation of the DHA's approved Youth Programme of Action, with emphasis being placed on the local government elections, whereby the Department's Youth Forum will be mobilised, in collaboration with its mobile offices, to drive community outreaches aimed at ensuring that young people have IDs to vote. A budget of R250 000 is available for the implementation of the youth implementation plan.

Measures have also been introduced to enable eased access to DHA's services by persons with disabilities, through its online platforms and mobile offices, amongst others. According to Census 2022, people with disabilities decreased from 7.4% in 2011 to 6.0% in 2022. The DHA serves clients with disabilities, but its systems are unable to identify whether a client has a disability. The smart ID card programme delivered through mobile offices assists with applications for smart ID cards in partnership with the Disability Rights Forum at head office. This includes visiting schools and centres for people with disabilities to help adults and elderly persons to replace Green ID books with smart ID cards. Smart ID cards include accessibility features for braille readers.

Regarding compliance of DHA physical offices with universal design measures to reasonably accommodate persons with disabilities, an audit has been commissioned to establish the extent to which all the DHA's physical offices comply with universal design measures to reasonably accommodate persons with disabilities. The results will be used to inform remedial action. Compliance in terms of the following four (4) key areas is being assessed: (i) Demarcated parking for persons with disabilities, (ii) disability ramps, (iii) accessible lifts (functional voice prompt / brail lift buttons, for the visually impaired), and (iv) demarcated ablution facilities with adequate space for persons using wheelchairs.

Fraud and corruption

The mandate of the Branch: Counter Corruption and Security Services is to prevent and combat corruption to protect and promote the integrity of the DHA, to ensure that DHA operations are conducted in a safe and corruption-free environment, as well as to safeguard all DHA employees, clients and assets. Responsibilities include enforcing the following three areas in combatting fraud and corruption: Prevention, Detection and Investigation, which are aligned to the four pillars of the DHA Counter Corruption and Fraud Prevention Strategy. The fourth pillar (Resolution) falls outside of the mandate of the Branch.

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 developed 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 feedback surveys.
- Pre-employment screening and vetting – 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.
- 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 warrants 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.

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, consisting of:

- 325 front offices of which 209 have been modernised to issue smart ID cards and passports.
- 242 health facilities equipped with online birth registration systems.
- 30 banks host 30 DHA service points using an online e-HomeAffairs platform.
- 32 missions abroad with DHA representation.
- 8 DHA offices in malls.
- A total of –
 - 3 premium visa and permit centres
 - 12 visa facilitation centres (in South Africa)
 - 53 visa facilitation centres in 18 countries abroad
 - 5 refugee reception offices and one repatriation centre
- 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

The purpose of the Branch Civic Services 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 enable the secure movement of persons to and from South Africa in line with the Immigration Act (2002) and confirm and provide enabling documents to foreign visitors legally residing within the Republic of South Africa. Immigration legislation is enforced and deportations effected. The status of asylum seekers is determined, and refugee affairs are regulated.

The Inspectorate, as part of the broader security cluster, is mandated to enforce immigration legislation through targeted law enforcement operations and compliance inspections. In pursuit of this mandate, Operation New Broom was launched to intensify enforcement efforts aimed at restoring the rule of law through coordinated operations conducted nationwide. These operations are implemented in a multi-disciplinary manner, focusing on identified hotspot areas with high levels of illegal migration, as well as sectors and locations where undocumented foreign nationals are employed without valid documentation. The Inspectorate is also responsible for conducting deportations. Upon arrest and processing, undocumented foreign nationals are either deported directly by provincial offices or transferred to the Lindela Repatriation Centre for further processing and deportation.

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)
- Adjudication of appeals on adverse outcome (overstays/prohibitions, visas and permits)

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. 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 DHA's partnerships with banks, which aim to leverage digital platforms for expanding service accessibility.

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.

The DHA will use artificial intelligence over the next 3 years to streamline routine tasks and, as such, reduce the need for human intervention. These advancements will be integral to increasing the speed of processing applications, reducing error rates and help address capacity shortages by implementing fit-for-purpose technology tailored to specific use cases.

Once rolled out, the electronic travel authorisation solution is expected to rely on artificial intelligence to process applications for travel and sojourn authorisation. The prototype of this solution will be expanded to all visa or permit categories.

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 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, etc. The digital transformation of the DHA will bring about new products such as digital port of entry and visitor's visas 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 civic records in the DHA. This project is already underway with more than 62 million records digitised to date. 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 several 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 will 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 the 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. To generate more revenue, the DHA revised its tariffs for its verification fees and published related regulations on 31 March 2025. The new regulations provide that any entity in the insurance, banking, or other private sector industries that accesses the NPR for verification purposes will be liable for a fee of R5 000 per 5 000 off-peak transactions or portion thereof, and R10 for every live, real-time transaction. This key reform will

enable the DHA to raise the resources required to retain this critical infrastructure into the future.

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 Information Technology Infrastructure Library (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 several advantages such as:

- Ensure convenience for clients with the use of digital applications. This will enable “Home Affairs @ 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 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, potentially 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 finding 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 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 systems are open to abuse - at times in collusion with DHA officials. The latest threat to migration management in the DHA is the spiralling waiver applications that threatens the capacity to adjudicate and process illegal immigrants. This phenomenon may lead to prolonged stays by persons not qualified to be in the country. 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 former 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 current review of the departmental organisational structure is focusing on correcting this misnomer.

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 850 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 2026/27 financial year is 5 000 compared to the just over 200 in 2019/20. The DHA deports only 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 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. Additionally, slow operations prevent the DHA from realising its modernisation goals. The lack of 24x7 system monitoring and information security gaps poses cybersecurity risks, especially in the context of sensitive data and critical immigration services. The increase in cybercrime, identity theft, and digital fraud poses a significant threat to national security, especially in the context of weak or decentralised identity verification mechanisms. Incidents of fraudulent documentation and impersonation have far-reaching consequences—not only for individual victims but also for the legitimacy of the state and the integrity of the financial, legal, and electoral systems.

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 downtime, 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 BMCS and 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 pose 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.

The DHA has a Fraud Prevention Plan that is premised on the following core principles:

- Developing and maintaining a culture which is intolerant to fraud and corruption.

- Preventing fraud and corruption.
- Detecting fraud and corruption.
- Investigating detected fraud and corruption.
- Taking appropriate action against fraudsters, e.g. disciplinary action, prosecution, applying sanctions, which include redress in respect of financial losses.
- Pledge respect for the civil rights of all citizens, including the employees of the DHA.

The Branch: Counter Corruption and Security Services undertakes the following activities in the execution of its mandate:

- Conduct awareness initiatives aimed at all DHA officials and the public, such as presentations, distributing posters, email alerts, face-to-face engagements during outreach programs, etc.
- Conduct business process reviews to identify corruption vulnerabilities and gaps within DHA business processes and to recommend mitigating strategies to eliminate opportunities for officials to commit fraud and corruption.
- Conduct threat and risk assessments to, amongst others, identify and determine the value of critical assets of offices and determining the potential threats and risks that may compromise the safety of the DHA's resources (people, assets, processes and documents).
- Conduct vetting of officials whose duties or tasks necessitate access to sensitive information and areas designated as national key points. The completed files are referred to the SSA for evaluation once the DHA has completed vetting fieldwork.
- Conduct investigations on reported fraud and corruption cases, finalised within 90 working days. Once finalised, the matter is referred to Employee Engagement or external law enforcement for further handling.

The DHA also has a Whistle-blowing Policy in place that affords whistle-blowers mechanisms to report cases of fraud and corruption anonymously or via email. Most cases are reported on report.corruption@dha.gov.za, or directly to Investigators, supervisors or referred from the National Anti-Corruption Hotline. Once reported, they are analysed to determine if the allegations fall within CCSS mandate. If they do, cases are allocated to investigating officers to initiate the investigation processes. 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 over the medium term.

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 has significantly reduced the backlogs in visa and permitting applications, including the related appeals. In this area the collaboration between the legal services unit and business seeks to curb the scourge of 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, which is to be upgraded and enhanced as and when the need arises.
- The link between the permitting backlog team and Legal Services has been strengthened to deal with priority cases.
- Registrars of the Constitutional Court, Supreme Court of Appeal and all High Courts have been directed to inform the DHA of court rolls to avoid matters proceeding to court on an unopposed basis. 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 in court.

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 several 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 refugee 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 DHA. 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.

PROGRAMME 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, 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 2026 – 2029

Table 4: Administration programme expenditure estimates 2026 – 2029

PROGRAMME ONE: ADMINISTRATION	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	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	28 869	29 286	30 185	27 290	34 986	2 852 814	35 658
Management Support Services	277 407	318 604	379 513	383 552	308 710	1 055 932	331 473
Corporate Services	810 021	858 124	1 153 734	1 324 050	1 166 866	947 481	1 013 513
Transversal Information Technology Management	1 086 559	1 150 015	1 020 675	1 965 999	1 089 929	108 451	1 193 109
Office Accommodation	592 209	395 738	279 093	373 315	462 295	1 796 882	452 126
Total	2 795 065	2 751 767	2 863 200	4 074 206	3 062 786	3 030 205	3 025 879
<u>Economic classification</u>							
Current payments	2 546 685	2 462 574	2 637 111	3 970 441	2 849 817	2 852 814	2 848 096
Compensation of employees	600 703	601 604	656 084	993 408	1 060 976	1 055 932	980 228
Salaries and wages	521 979	517 524	567 120	900 455	957 335	947 481	876 114
Social contributions	78 724	84 080	88 964	92 953	103 641	108 451	104 114
Goods and services	1 944 869	1 860 323	1 980 664	2 977 033	1 788 841	1 796 882	1 867 868
Interest and rent on land	1 113	647	-	-	-	-	-
Transfers and subsidies	3 091	3 552	2 659	2 599	39 162	2 435	2 156
Payments for capital assets	241 039	284 061	222 189	101 166	173 807	174 956	175 627
Payments for financial assets	4 250	1 580	1 241	-	-	-	-
Total	2 795 065	2 751 767	2 863 200	4 074 206	3 062 786	3 030 205	3 025 879

The main spending focus over the medium term, with specific focus on the 2026/27 financial year, will be on:

- DHA Modernisation Programme (R685.9 million) comprising of:
 - Maintenance and support – 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 – included are licences for Microsoft, IBM, HP and Gemalto.
 - Technology refresh and rollout – included are servers; live capture rollout to mobile offices; Visa and related systems to missions and desktop/workstation refresh at ports.
 - Projects – 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); ETA and tier 3 data centre
 - Funding for the ABIS project is derived from the Integrated Justice System (R55,3 million).
- Maintaining and improving the footprint of the DHA through:
 - Private leases: R283 million
 - State-owned buildings: R104 million
 - Municipal services: R104 million
 - Malls R75 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. The focus is on strategic projects such as digital literacy, 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 DHA – R6,5 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).

PROGRAMME 1: ADMINISTRATION – OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS (ANNUAL AND QUARTERLY)

Information Services

Note: 'Per year' refers to the financial year

Digitalisation of civic processes	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Civic processes digitalised						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of civic business processes digitalised	NA	NA	Birth modules for first registration and foreign birth developed but not completed	Business requirement specifications for automated birth registration reviewed to include new regulations and potential integration of business processes with National Department of Health	1 • Birth registration process digitalised for registration of births for 0-30 days and 31 days to 1 year of age, inclusive of births of non-citizens)	4 • Late registration of birth process digitalised (1 to 14 years and 15 years and above) • Marriage registration process digitalised • Amendment process digitalised • Rectification process digitalised	3 • Death registration process digitalised • Noting of adoption process digitalised • Divorce registration process digitalised	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The aim of the output is to ensure that the identified civic services processes are digitalised. The digitalisation of especially births, marriages and deaths will improve the security of those processes by minimising fraud and corruption, tightening up the registration process and improving the turnaround time for issuing the certificates. The focus will be on birth registration for the categories 0-30 days and 31 days to 1 year in 2026/27. The re-issues of births for the identified categories over the medium-term will form part of the digitalisation process. The birth registration processes will be deployed for use in medical facilities.</p> <p>A digitalised process is a workflow that is executed end-to-end using electronic systems, where data is captured, validated, routed, and completed digitally - with automated steps, integrated systems, real-time processing and full auditability - eliminating reliance on paper, manual handovers, or physical interventions.</p> <p>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 indicator will support the DHA outcome to provide secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations as well as the positioning of the DHA to contribute positively to a capable and developmental state. 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.</p>								

Quarterly Targets for 2026/27

Output indicator	Annual target	Q1	Q2	Q3	Q4
Number of civic business processes digitalised	1 (Birth registration process digitalised for registration of births for 0-30 days and 31 days to 1 year of age, inclusive of births of non-citizens)	Functional requirement specifications approved by DDG: IS	NA	Digitalised birth registration process tested at quality assurance stage	Birth registration process digitalised

Live capture integration platform with banks	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Live capture integration platform operational at 1000 bank branches for smart ID cards (first issues and reissues) and passports (re-issues)						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Number of bank branches integrated with live capture platform for smart ID cards (first and re-issues) and passports (re-issues)	NA	NA	NA	Live capture Integration platform for banks developed (API Gateway) for the re-issuance of smart ID cards	200 bank branches integrated (Re-issue of smart ID cards and passports)	400 bank branches integrated (First and re- issue of smart ID cards and passports)	400 bank branches integrated (First and re- issue of smart ID cards and passports)
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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. As part of the integration process, the capability will also be developed for documents to be delivered at home addresses of clients. Clients will therefore have an option to choose if documents should be delivered to their home addresses.</p> <p>An API Gateway in the Bank Expansion Project serves as the secure, central entry point through which banks can access approved DHA services when direct integration is not possible. It enables safe, controlled transactions by enforcing strong authentication, encryption, and digital certificates while shielding core systems from direct exposure. The gateway standardises how banks connect, manages traffic, prevents unauthorised access, and provides full audit logging of every request and response. This ensures that banks can perform essential functions—such as identity verification, application lookups, or document status checks—through a protected and monitored channel, maintaining data security, system integrity, and consistent service delivery across all participating bank partners.</p> <p>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.</p>								

Quarterly targets for 2026/27

Output indicator	Annual target	Q1	Q2	Q3	Q4
Number of bank branches integrated with live capture platform for smart ID cards (first and re-issues) and passports (re-issues)	200 bank branches integrated (Re-issue of smart ID cards and passports)	System integration for smart ID cards (re-issues) with banks tested	NA	System integration for passport (re-issues) with banks tested	200 bank branches integrated (Re-issue of smart ID cards and passports)

Electronic Travel Authorisation (ETA)	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Electronic Travel Authorisation (ETA) operational for visas and permits						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
ETA solution for visa and permitting categories deployed in production	NA	NA	E-Visa prototype developed: AI-enabled adjudication process for tourist visa not completed	ETA solution for visitor's visas (section 11(1)) deployed to website	ETA solution for work, study and critical skills categories deployed in production (available via website URL)	ETA solution for all visa and permits categories deployed in production (available via website URL)	NA	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The ETA is an automated online process that simplifies travel procedures and minimise paperwork for applicants. The process of adjudication will be automation based on requirements. This will reduce the turnaround time for processing of applications. Applicants will access the solution through a website at any given time. The ETA will be implemented via website for work, study and critical skills categories in 2026/27. The ETA will be applicable to visa-exempt and non-exempt countries.</p> <p>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 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.</p>								

Quarterly targets for 2026/27					
Output indicator	Annual target	Q1	Q2	Q3	Q4
ETA solution for visa and permitting categories deployed in production	ETA solution for work, study and critical skills categories deployed in production (available via website URL)	Business requirement specifications (BRS) approved by DDG: IMS	Functional design specifications approved by DDG: IS	ETA solution for work, study and critical skills categories developed and tested	ETA solution for work, study and critical skills categories deployed in production (available via Web address URL)

Digital Identity	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Digital identity operational and accessible via wallet						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Digital identity operational	NA	NA	NA	Implement foundational PKI and digital identity <ul style="list-style-type: none"> • Readiness assessment conducted for hosting • Commercial agreements signed with biometric provider(s) 	Hosting infrastructure for digital identity completed	Digital identity operational (verifiable credentials issued via digital wallet)	Verifiable and agreed credentials added to wallet	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>Public Key Infrastructure (PKI) forms the foundational layer for the implementation of digital identity within the DHA. PKI is a core enabler of data confidentiality, information integrity, authentication, non-repudiation, and secure access control. The establishment and configuration of PKI ensures that the digital identity ecosystem is cryptographically trusted and technically capable of supporting secure identity issuance, verification and service consumption.</p> <p>During the MTEF period, the focus of implementation is phased and incremental. The initial phase prioritises technical readiness, infrastructure establishment and secure hosting, which are prerequisites for the operationalisation of digital identity services. The primary objective in 2026/27 is the establishment and completion of the hosting infrastructure for PKI and digital identity within the SARS hosting environment. This includes the provisioning, configuration, and certification of secure infrastructure platforms required to host PKI services, certificate authority components, digital identity platforms, and supporting security controls in line with government cybersecurity and data protection standards.</p> <p>The hosting environment at SARS will provide:</p> <ul style="list-style-type: none"> • A secure, resilient and scalable national platform for PKI and digital identity services • High availability and disaster recovery capabilities • Compliance with regulatory, governance and assurance requirements • A trusted environment for cross-government identity services and integration 								

The successful completion of hosting infrastructure during 2026/27 represents a foundational milestone, enabling subsequent phases of digital identity implementation, including the issuance of verifiable digital credentials and activation of digital wallets. Digital identity in the DHA context is defined as a trusted and verifiable digital representation of an individual, enabling secure access to government and private sector services. It is cryptographically secured to ensure privacy protection, authentication, fraud prevention and interoperability between digital and physical identity channels.

Within the Home Affairs @ home digital transformation vision, digital identity integrates the following components:

- Public Key Infrastructure (PKI): A foundational cryptographic framework providing encryption, authentication and digital signatures, hosted within a secure government environment to enable trusted digital transactions.
- Certificate Authority (CA): A trusted authority responsible for issuing, managing and revoking digital certificates used across the digital identity ecosystem.
- Digital Identity Platform: Core systems enabling identity lifecycle management, credential issuance, verification and interoperability across government institutions.
- Digital Verifiable Credentials (DVCs): Secure digital credentials issued by authorised institutions, enabling access to services such as Home Affairs, SASSA, healthcare, licensing authorities and financial institutions.
- Digital Wallets: Secure applications used by citizens to store and manage verifiable credentials, supporting biometric authentication, PIN-based access and cryptographic validation.
- Physical Smart ID Cards and QR-Based Credentials: Hybrid identity mechanisms enabling both online and offline authentication, ensuring continuity between physical and digital identity environments.
- Ecosystem Integration and Hosting Model: A whole-of-government approach, with core digital identity and PKI infrastructure hosted within the SARS environment, enabling secure biometric verification, interoperability, regulatory compliance and scalable service delivery across the state.

This output contributes to the DHA outcome of secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. It is an integral component of the DHA's digital reform agenda and supports the Medium-Term Development Priority of building a capable, ethical, and developmental state. The output further supports the MTDP strategic intervention to ensure that all South Africans can obtain smart and digital identities, with the 2026/27 focus deliberately positioned on establishing the secure hosting foundation upon which full digital identity services will be operationalised in subsequent years.

Quarterly targets for 2026/27

Output indicator	Annual target	Q1	Q2	Q3	Q4
Digital identity operational	Hosting infrastructure for digital identity completed	Work order signed to initiate procurement	NA	NA	Hosting infrastructure for digital identity completed

E-passports	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	e-Passports issued						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
e-Passport issuance capability enabled for all passport categories	NA	NA	New PI	e-Passport concept document approved by DG	Functional design specifications for e-Passport approved by CIO	Issuance of diplomatic and official passports piloted	e-Passports issued for all categories	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The output is crucial for the clientele of the DHA to ensure that passports align with the latest security measures. This includes the addition of chip technology, which enhances the authenticity of the passports and their information, thereby preventing counterfeiting and better linking the passports to their respective owners. To achieve this output over a five-year period, the DHA will need to develop a concept document and technical specifications, as well as pilot the concept with relevant e-Passport technology to ensure its viability before full-scale implementation (targeted for 2028/29). This full-scale implementation will include the printing and issuance of chip-embedded passports, along with upgrades to port control functionality.</p> <p>This output contributes to the DHA's outcome of secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. It also aligns with the Medium-Term Development Plan (MTDP) priority of building a capable, ethical, and developmental state and the strategic intervention to ensure that all South Africans can obtain e-Passports. This priority is an integral part of the MTDP and reflects the new vision of a digitally transformed Department of Home Affairs.</p>								
Quarterly targets for 2026/27								
Output indicator	Annual target	Q1	Q2	Q3	Q4			
e-Passport issuance capability enabled for all passport categories	Functional design specifications for e-Passport approved by CIO	NA	Business requirements specifications approved by DDG: CS	NA	Functional design specifications approved by CIO			

Office of the Director-General (DG)

Home Affairs Bill	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Cabinet approved DHA Bill introduced into Parliament						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Approved DHA Bill submitted to Cabinet for approval to introduce Bill into Parliament	Home Affairs Bill submitted to Cabinet for approval to introduce the Bill into Parliament	Draft Home Affairs Bill submitted to OCSLA for preliminary certification	Draft Home Affairs Bill to be revised to align with digital transformation	JCPS Minister's Meeting recommended further discussion of draft Home Affairs Bill with National Treasury and Presidency	Home Affairs Bill submitted to Cabinet for approval to introduce the Bill into Parliament	NA	NA
	<u>Explanation of planned performance over the Medium-Term Period</u>							
	<p>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 can 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.</p> <p>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.</p>							
	Quarterly Targets for 2026/27							
	Output indicator	Annual target	Q1	Q2	Q3	Q4		
Approved DHA Bill submitted to Cabinet for approval to introduce Bill into Parliament	Home Affairs Bill submitted to Cabinet for approval to introduce Bill into Parliament	Home Affairs Bill presented to Development Committee (JCPS) for submission to JCPS DG's Meeting	Home Affairs Bill presented to Cabinet to obtain approval for publication of Bill in Government Gazette for public comments	Home Affairs Bill, incorporating public comments, approved by Minister for presentation to JCPS Cluster	Home Affairs Bill submitted to Cabinet for approval to introduce the Bill into Parliament			

National Identification and Registration Bill	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Cabinet approved National Identification and Registration Bill introduced into Parliament						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Approved National Identification and Registration Bill ("NIR Bill") submitted to Cabinet for approval to introduce Bill into Parliament	NA	NA	NA	Digital Identity (DI) Policy approved by Minister for submission to Cabinet for approval	NIR Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments	NIR Bill submitted to Cabinet for approval to introduce the Bill into Parliament	NA	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The DHA's constitutional mandate dealing with 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.</p> <p>The Digital Identity Policy will be submitted to Cabinet for approval by 31 March 2026. The 2026/27 financial year focuses on the drafting of the Bill in support of the DI policy. 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.</p>								

Quarterly targets for 2026/27					
Output indicator	Annual target	Q1	Q2	Q3	Q4
Approved National Identification and Registration Bill ("NIR Bill") submitted to Cabinet for approval to introduce Bill into Parliament	NIR Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments	NIR Bill approved by EXCO for submission to Minister	NIR Bill submitted to Minister to approve the NIR Bill	NIR Bill submitted to the JCPS cluster for recommendation to Cabinet to approve the publication of the Bill in the Government Gazette for public comments	NIR Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments

Citizenship, Immigration and Refugee Protection Bill	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Cabinet approved Citizenship, Immigration and Refugee Protection Bill introduced into Parliament						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Approved Citizenship, Immigration and Refugee Protection Bill ("CIRP Bill") submitted to Cabinet for approval to introduce Bill into Parliament	NA	NA	NA	Draft Revised White Paper on Citizenship, Immigration and Refugee Protection submitted to Cabinet for approval	CIRP Bill submitted to Cabinet for approval to publish the Bill in Government Gazette for public comments	CIRP Bill submitted to Cabinet for approval to introduce the Bill into Parliament	NA
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The mandates of the DHA empower the DHA to develop a Draft Revised White Paper that will address shortcomings and update 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 legislative drafting process will commence in the 2026/27 financial year. 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.</p>								

Quarterly targets for 2026/27					
Output indicator	Annual target	Q1	Q2	Q3	Q4
Approved Citizenship, Immigration and Refugee Protection Bill ("CIRP Bill") submitted to Cabinet for approval to introduce Bill into Parliament	CIRP Bill submitted to Cabinet for approval to publish the Bill in Government Gazette for public comments	CIRP Bill approved by EXCO for submission to Minister	CIRP Bill submitted to Minister to approve the CIRP Bill	CIRP Bill submitted to the JCPS cluster for recommendation to Cabinet to approve the publication of the Bill in the Government Gazette for public comments	CIRP Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments

Operations

Digitisation of civic 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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of civic records digitised (per year)	New PI	29 730 032 civic records	12 195 728 civic records	25 million civic records	25 million civic records	25 million civic records	25 million civic records	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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 civic 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.</p>								
Quarterly targets for 2026/27								
Output indicator	Annual target	Q1	Q2	Q3	Q4			
Number of civic records digitised (per year)	25 million civic records	6.6 million civic records	6.1 million civic records	6.2 million civic records	6.1 million civic records			

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Number of interventions implemented in support of Communication Strategy and Action Plan (per year)	DHA	DHA	DHA	DHA	DHA	DHA	DHA
		Communication Strategy and plan implemented	Communication Strategy and plan implemented	Communication Strategy and plan implemented	Communication Strategy and plan implemented	Communication Strategy and plan implemented	Communication Strategy and plan implemented	Communication Strategy and plan implemented
		<ul style="list-style-type: none"> • 71 Media engagements 	<ul style="list-style-type: none"> • 64 Media engagements 	<ul style="list-style-type: none"> • 72 Media engagements 	<ul style="list-style-type: none"> • 56 Media engagements 	<ul style="list-style-type: none"> • 36 Media engagements 	<ul style="list-style-type: none"> • 36 Media engagements 	<ul style="list-style-type: none"> • 36 Media engagements
		<ul style="list-style-type: none"> • 18 Outreach engagements 	<ul style="list-style-type: none"> • 16 Outreach engagements 	<ul style="list-style-type: none"> • 32 Outreach engagements 	<ul style="list-style-type: none"> • 6 Outreach engagements 	<ul style="list-style-type: none"> • 6 Outreach engagements 	<ul style="list-style-type: none"> • 6 Outreach engagements 	<ul style="list-style-type: none"> • 6 Outreach engagements
		<ul style="list-style-type: none"> • 4 Campaigns 	<ul style="list-style-type: none"> • 6 Campaigns 	<ul style="list-style-type: none"> • 4 Campaigns 	<ul style="list-style-type: none"> • 12 Campaigns 	<ul style="list-style-type: none"> • 12 Campaigns 	<ul style="list-style-type: none"> • 12 Campaigns 	<ul style="list-style-type: none"> • 12 Campaigns
<u>Explanation of planned performance over the Medium-Term Period</u>								
<p>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 department. There are three annual targets in support of the output.</p> <p>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.</p> <p>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. "Media engagement is the strategic process for interfacing and communicating with the public through various media platforms (traditional and digital). This function is critical for external communication, aiming to promote and publicise the DHA's key priorities and activities. It primarily involves sharing media statements and advisories across traditional and digital channels, including social media, as well as managing media enquiries and requests". The reduction in media engagements is due to changes in the communication and information environment, which point to growing reliance of the public on social media platforms, therefore requiring emphasis to be placed on various communication mediums. Media statements will be prioritised for major developments and/announcements.</p>								

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 is enhanced through consensus and collaborative efforts with communities, clients and relevant stakeholders. Communication campaigns are once-off and/or repetitive public advocacy action plans that promote DHA services and programmes. 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 2026/27

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:				
	• 36 Media engagements	• 9 Media engagements	• 9 Media engagements	• 9 Media engagements	• 9 Media engagements
	• 6 Outreach engagements	• 2 Outreach engagements	• 2 Outreach engagements	• 1 Outreach engagement	• 1 Outreach engagement
	• 12 Campaigns	• 3 Campaigns	• 3 Campaigns	• 3 Campaigns	• 3 Campaigns

Life Partnership Policy	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Cabinet approved Life Partnership Bill introduced into Parliament						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Approved Life Partnership Bill submitted to Cabinet for approval to introduce Bill into Parliament	NA	NA	Life Partnership Policy approved by the DG	Life Partnership Policy submitted to Minister for approval	Life Partnership Policy submitted to Cabinet for approval	Life Partnership Bill submitted to Cabinet for approval to publish the Bill in Government Gazette for public comments	Life Partnership Bill submitted to Cabinet for approval to introduce the Bill into Parliament	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>South Africa does not have a dedicated legislation that specifically regulates life partnerships. A life Partnership Policy is a policy that seeks to ensure the rights of equality and dignity of the partners in life partnerships and to reform family law to comply with the applicable provisions of the Bill of Rights. In the 2026/27 financial year, the DHA will gazette the draft Life Partnership Policy, conduct stakeholder consultations, consolidate public comments and finalise the draft Life Partnership Policy. The policy will be submitted to Cabinet for approval. 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.</p>								

Quarterly targets for 2026/27					
Output indicator	Annual target	Q1	Q2	Q3	Q4
Approved Life Partnership Policy submitted to Cabinet for approval to introduce Bill into Parliament	Life Partnership Policy submitted to Cabinet for approval	Life Partnership Policy presented to 3 FOSAD Clusters (JCPS, GSCID and SPCHD)	Life Partnership Policy gazetted for public comments	Public consultation sessions on the Life Partnership Policy held in 9 provinces	Life Partnership Policy 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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Percentage implementation of key activity areas of DHA GBVF Plan (per year)	DHA GBVF Plan implemented	DHA GBVF Plan implemented	DHA GBVF Plan implemented	DHA GBVF Plan implemented	100% implementation of 8 key activity areas of DHA GBVF Plan	100% implementation of 8 key activity areas of DHA GBVF Plan	100% implementation of 8 key activity areas of DHA GBVF Plan
	<u>Explanation of planned performance over the Medium-Term Period</u>							
	All departments are required to contribute to the National Strategic Plan on Gender-based Violence and Femicide: 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 implementation of the DHA GBVF Plan. A key component of the plan will be to raise awareness on matters dealing with GBVF. The plan will comprise of the contribution of the relevant DHA branches as well as their associated roles and responsibilities and integrated into a consolidated plan, monitored and reported on by the Branch: HRM&D.							
	The following key activity areas will be implemented: 1) Integration of NSP priorities in the DHA; 2) Platform for reporting harassment established; 3) Prompt investigation of allegations of harassment, assault (physical infliction of pain, or threats to inflict physical pain), and / or rape levelled by clients or employees of the DHA, against (fellow) employees; 4) Provision of psycho-social support to victims of harassment on reported cases; 5) Empowerment of women through awarding of bursaries; 6) Empowerment of women through skill development programmes; 7) Socialisation on GBV&F including Code of Good Practice on the Elimination of Harassment in the workplace; and 8) Representivity of the DHA in terms of women at a senior management level and people with disabilities monitored.							
	The DHA output and 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 2026/27								
Output indicator	Annual target	Q1	Q2	Q3	Q4			
Percentage implementation of key activity areas of DHA GBVF Plan (per year)	100% implementation of 8 key activity areas of DHA GBVF Plan	100% implementation of quarterly deliverables in support of 8 key activity areas	100% implementation of quarterly deliverables in support of 8 key activity areas	100% implementation of quarterly deliverables in support of 8 key activity areas	100% implementation of quarterly deliverables in support of 8 key activity areas	100% implementation of quarterly deliverables in support of 8 key activity areas		

Training on digital literacy	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	DHA employees trained on digital literacy programme						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of DHA employees trained on mandatory digital literacy training programme (per year)	NA	NA	New PI	2 500 DHA employees trained on basic digital literacy interventions (mandatory)	2000 DHA employees trained on mandatory digital literacy training programme	1 000 DHA employees trained on mandatory digital literacy training programme	NA	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The Digital Literacy Training Programme will be offered as a mandatory training programme for all identified salary levels in the DHA. The curriculum comprises of six training modules covering the following: information literacy, communication and collaboration, technical skills, online safety, online content development and e-Learning.</p> <p>The aim of the output is to improve digital literacy across all levels of the DHA. The White Paper on Home Affairs emphasises the need for skilling and reskilling of DHA employees to ensure that they are fit for purpose 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.</p>								

Quarterly targets for 2026/27					
Output indicator	Annual target	Q1	Q2	Q3	Q4
Number of DHA employees trained on mandatory digital literacy training programme (per year)	2000 DHA employees trained on mandatory digital literacy training programme <ul style="list-style-type: none"> • SMS (6) • Non-SMS (1994) 	500 <ul style="list-style-type: none"> • SMS: 0 • Non-SMS: 500 	640 <ul style="list-style-type: none"> • SMS: 3 • Non-SMS: 637 	620 <ul style="list-style-type: none"> • SMS: 3 • Non-SMS: 617 	240 <ul style="list-style-type: none"> • SMS: 0 • Non-SMS: 240

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of DHA business processes reviewed to identify vulnerabilities to fraud, corruption and security breaches (per year)	4	16	16	12	12	12	12	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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.</p>								
Quarterly targets for 2026/27								
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 <ul style="list-style-type: none"> • Overstay appeals • Visa requirements (verification processes) • ETA 	3 <ul style="list-style-type: none"> • Transport (use of state vehicles) • Customary marriage processes • DHA mobile offices / units (processing of applications) 	3 <ul style="list-style-type: none"> • V-listing processes (upliftment of prohibition) • Deportation processes (form 23) • Waiver application processes 	3 <ul style="list-style-type: none"> • Smart ID card online applications • Passport online applications • Death registration processes (role of funeral undertakers and medical practitioners) 			

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of fraud and corruption cases finalised within 90 working days (per year)	66%	83.8%	84%	80%	80%	80%	80%	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The investigation of reported 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.</p>								

Quarterly targets for 2026/27						
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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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)	80	50	50	40	40	40	40	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>The purpose of TRAs is:</p> <ul style="list-style-type: none"> • 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. <p>The names of the offices will not be published for security reasons. TRAs are signed off by the Deputy Director-General: CCSS and Physical Security Services. 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.</p>								

Quarterly targets for 2026/27						
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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of completed vetting files referred to SSA for evaluation (per year)	800	516	449	400	400	400	400	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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.</p>								

Quarterly targets for 2026/27					
Output indicator	Annual target	Q1	Q2	Q3	Q4
Number of completed vetting files referred to SSA for evaluation (per year)	400	120	120	80	80
	(100 Secret/Top Secret and 300 Confidential)	(30 Secret/Top Secret and 90 Confidential)	(30 Secret/Top Secret and 90 Confidential)	(20 Secret/Top Secret and 60 Confidential)	(20 Secret/Top Secret and 60 Confidential)

Finance and Supply Chain Management

Audit action plans	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Audit action plans implemented to improve audit outcomes						
	Output Indicators	Annual Targets						
		Audited / Actual Performance			Estimated Performance	MTEF Period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of audit action plans implemented (per year)	NA	NA	NA	New PI	80%	90%	100%	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>To achieve a clean audit outcome from the AGSA, the DHA's annual financial statements must be free from material misstatements and must comply fully with applicable financial reporting frameworks (such as the Public Finance Management Act and Modified Cash Standard), and there must be no material findings on performance reporting or compliance with laws and regulations. The mechanism used to achieve such an audit outcome is an audit action plan.</p> <p>The intent of the indicator is to improve financial accountability, promote good governance and enhance public trust by ensuring transparent and compliant financial management processes. 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.</p>								
Quarterly Targets for 2026/27								
Output Indicators	Annual Target	Q1	Q2	Q3	Q4			
Percentage of audit action plans implemented (per year)	80%	NA	Audit action plan approved by EXCO based on the prior year (2025/26) audit findings	40% implementation of the developed audit action plan by end of December 2026	80% implementation of the developed audit action plan by end of March 2027			

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Percentage of public (bids) procurement to women-owned businesses (per year)	NA	New PI	20% of public procurement to women-owned businesses	30% of public (bids) procurement to women-owned businesses	40%	40%	40%
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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 are 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.</p>								

Quarterly Targets for 2026/27						
Output Indicators	Annual Target	Q1	Q2	Q3	Q4	
Percentage of public (bids) procurement to women-owned businesses (per year)	40%	NA	NA	NA	40% 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 immigration and civic services applications.

CITIZEN AFFAIRS

Programme 2: Expenditure estimates over the MTEF 2026 – 2029

Table 5: Citizen Affairs expenditure estimates 2026 – 2029

PROGRAMME TWO: CITIZEN AFFAIRS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	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	302 159	881 914	549 927	812 640	496 914	41 168	43 479
Status Services	839 746	923 104	828 506	1 140 939	101 754	108 064	114 491
Identification Services	160 001	165 224	168 254	176 067	181 949	197 032	207 885
Service Delivery to Provinces	2 260 258	2 392 256	2 543 098	2 720 560	2 790 194	2 986 520	3 159 899
Total	3 562 164	4 362 498	4 089 785	4 850 206	3 570 811	3 332 784	3 525 754
<u>Economic classification</u>							
Current payments	3 396 829	3 733 603	3 882 846	4 782 742	3 532 490	3 293 944	3 485 972
Compensation of employees	2 341 748	2 525 733	2 704 778	2 830 991	2 942 248	3 121 699	3 313 726
Salaries and wages	1 955 723	2 093 812	2 239 148	2 364 781	2 432 716	2 592 749	2 764 005
Social contributions	386 025	431 921	465 630	466 210	509 532	528 950	549 721
Goods and services	1 055 081	1 207 870	1 178 068	1 951 751	590 242	172 245	172 246
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	18 449	18 870	16 137	15 707	18 367	20 970	21 912
Payments for capital assets	146 886	610 025	190 802	51 757	19 954	17 870	17 870
Payments for financial assets	-	-	-	-	-	-	-
Total	3 562 164	4 362 498	4 089 785	4 850 206	3 570 811	3 332 784	3 525 754

The spending focus over the medium-term period, with specific focus on the 2026/27 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 million) 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 (R492.4 million).
- Deployment of mobile offices for improved service delivery (R45 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 for South African citizens registered within prescribed period of 30 calendar days						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Number of births registered within 30 calendar days per year	779 012	744 588	724 999	667 000	644 000	644 000	644 000
	<u>Explanation of planned performance over the Medium-Term Period</u>							
	<p>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.</p> <p>The birth target set for the 2026/27 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 2026/27 financial year, and this will impact on birth registration volumes. Performance of previous financial years included statistics for overtime worked. 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.</p> <p>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. This will minimise the number of late registrations 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.</p>							
Quarterly targets for 2026/27								
Output indicator	Annual target	Q1	Q2	Q3	Q4			
Number of births registered within 30 calendar days per year	644 000	180 320	161 000	148 120	154 560			

Smart ID cards (First issues)	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Smart ID cards issued to citizens and permanent residents turning 16 years of age (first issues)						
	Output indicators	Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Number of smart ID cards issued to citizens and permanent residents turning 16 years of age (first issues) per year	NA	NA	NA	New PI	800 000	800 000	800 000
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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 ID book is susceptible to fraud. The aim is to replace all Green ID books with smart ID cards to eligible citizens, including naturalised citizens, and permanent residents. The target is important for the discontinuation of the Green ID book.</p> <p>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.</p>								

Quarterly targets for 2026/27						
Output indicator	Annual target	Q1	Q2	Q3	Q4	
Number of smart ID cards issued to citizens and permanent residents turning 16 years of age (first issues) per year	800 000	208 000	200 000	184 000	208 000	

Smart ID cards (re-issues)	Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
	Output:	Smart ID cards issued to citizens and permanent residents (re-issues)						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of smart ID cards issued to citizens and permanent residents 16 years of age and above per year (re-issues for persons previously issued with smart ID cards) per year	NA	NA	3 598 573 (first and reissues)	2.75 million (first and re-issues)	2.2 million	2.2 million	2.2 million	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>Eligible citizens, including naturalised 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.</p> <p>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.</p>								

Quarterly targets for 2026/27					
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 (reissues for persons previously issued with smart ID cards) per year	2.2 million	572 000	550 000	506 000	572 000

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Percentage (%) of machine-readable adult passports (live capture system) issued within 13 working days for applications collected and processed within the RSA per year	96.08%	95.74%	90.41%	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	99.25%	98.99%	96.92%	90%	90%	90%	90%
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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 ineligible applicants could lead to reputational damage for the country. The turnaround times for the issuance of machine-readable adult and children's 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.</p>								

Quarterly targets for 2026/27

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%

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 the Republic of South Africa and to encourage the movement of skilled professionals into its borders. 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 controls 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 departs 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

Programme 3: Immigration Affairs expenditure estimates over the MTEF

Table 6: Immigration Affairs expenditure estimates 2026 – 2029

PROGRAMME THREE: IMMIGRATION AFFAIRS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	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	69 110	59 294	54 677	56 055	35 972	37 796	39 717
Admission Services	892 403	333 912	354 796	455 214	122 071	134 721	135 476
Immigration Services	214 357	285 953	274 072	193 527	281 915	286 569	301 292
Asylum Seekers	154 059	161 935	163 331	174 310	185 222	196 530	208 609
Total	1 329 929	841 094	846 876	879 106	625 180	655 616	685 094
Economic classification							
Current payments	1 321 592	838 797	845 245	875 299	622 094	652 379	681 399
Compensation of employees	890 563	397 617	431 541	408 194	394 198	418 940	445 473
Salaries and wages	752 725	338 182	370 949	337 290	329 384	351 452	375 115
Social contributions	137 838	59 435	60 592	70 904	64 814	67 488	70 358
Goods and services	431 029	441 167	413 704	467 105	227 896	233 439	235 926
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	3 058	1 996	1 409	3 807	3 086	3 237	3 695
Payments for capital assets	5 279	301	222	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	1 329 929	841 094	846 876	879 106	625 180	655 616	685 094

The spending focus for Immigration Affairs over the medium-term period, with specific focus on the 2026/27 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 law enforcement inspections/operations to ensure compliance with immigration legislation (R775 000).
- 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).
- Providing a departmental presence at missions abroad to execute the department's mandate (R896 000).

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

The permitting targets included in the annual performance plan cover those visas / permits with a direct contribution to economic growth and job creation. Other permits /visas are included in the annual operational plan.

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		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
	Percentage of permanent residence permit outcomes for general work (section 26(a)) issued within 8 months for applications submitted within the RSA per year	38,8%	92%	93%	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	38,8%	92%	93%	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	38,8%	92%	93%	85%	85%	85%	85%
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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).</p>								

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 2026/27

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						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Percentage of critical skills visa outcomes issued within 4 weeks for applications submitted within the RSA per year	7,6%	52%	89%	95%	95%	95%	95%
	Percentage of business visa outcomes issued within 8 weeks for applications submitted within the RSA per year	62,8%	61%	97%	90%	90%	90%	90%
		(business and general work combined)						
	Percentage of general work visa outcomes issued within 4 weeks for applications submitted within the RSA per year	62,8%	10%	98%	90%	95%	95%	95%
		(business and general work combined)						
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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).</p> <p>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.</p>								

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.

Regarding the formulation of the indicator for general work visa outcomes, the percentage and turnaround time will change with effect from 2026/27 to align with the MTDP. Past performance referred to 90% within 8 weeks.

Quarterly targets for 2026/27

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 4 weeks for applications submitted within the RSA per year	95%	95%	95%	95%	95%

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	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	95%	95%	95%	95%
	Percentage of general work visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year	NA	NA	NA	90%	95%	95%	95%
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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.</p> <p>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.</p> <p>Regarding the formulation of the indicator for general work visa outcomes submitted through TES, the percentage and turnaround time will change with effect from 2026/27 to align with the MTDP. Past performance referred to 90% within 8 weeks.</p>								

Quarterly targets for 2026/27

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 4 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year	95%	95%	95%	95%	95%

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of immigration law enforcement operations/ inspections conducted per year to ensure compliance with immigration legislation	1 112	1 538	3 105	4 000	5000	6000	7 000	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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.</p> <p>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.</p> <p>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.</p>								
Quarterly targets for 2026/27								
Output indicator	Annual target	Q1		Q2		Q3		Q4
Number of immigration law enforcement operations/ inspections conducted per year to ensure compliance with immigration legislation	5 000	1 300		1 200		1 200		1 300

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		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	92%	90%	90%	90%	90%	
<p><u>Explanation of planned performance over the Medium-Term Period</u></p> <p>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 further processing. 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</p>								

Quarterly targets for 2026/27					
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:	Deportation of illegal foreigners conducted						
	Output indicators	Annual targets						
		Audited/actual performance			Estimated performance	MTEF period		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Number of deportations conducted per year	NA	NA	27 455	40 000	45 000	50 000	45 000
	<u>Explanation of planned performance over the Medium-Term Period</u>							
	<p>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, (the Immigration Act), are deported back to their home countries. After a final confirmation order by a 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 a humane and coordinated manner.</p> <p>The scope includes:</p> <ul style="list-style-type: none"> • Deportations (land and air): These are deportations from the Lindela Holding Facility that are transferred from provinces and various other sources and deported to all countries of origin. • Direct Deportations (land and air): These are deportations directly by the provinces, where nationals of countries bordering a province are apprehended and the direct return to that country can be facilitated from that province. • Self-deportations: These are deportees who volunteer to procure their own tickets (land and air) as provided for in the Immigration Act. They are still processed in the same manner as for those who are deported by the DHA. They are escorted and removed out of the country in a coordinated and controlled manner to ensure that they are departing the country. <p>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 management 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.</p>							
Quarterly targets for 2026/27								
Output indicator	Annual target	Q1	Q2	Q3	Q4			
Number of deportations conducted per year	45 000	11 250	11 250	11 250	11 250			

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.

INSTITUTIONAL SUPPORT AND TRANSFERS

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

Table 7: Institutional Support and Transfers expenditure estimates 2026 – 2029

PROGRAMME FOUR: INSTITUTIONAL SUPPORT AND TRANSFERS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	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							
Border Management Authority	145 006	1 341 225	1 407 692	1 763 117	2 548 279	2 658 588	2 745 488
Electoral Commission	2 223 790	2 232 334	2 302 221	3 253 909	3 109 517	2 317 109	2 389 123
Represented Political Parties' Fund	342 077	850 345	322 077	335 521	849 834	885 449	920 156
Total	2 710 873	4 423 904	4 031 990	3 352 547	6 507 630	5 861 146	6 054 767
<u>Economic classification</u>							
Current payments	134 084	-	-	-	-	-	-
Compensation of employees	70 603	-	-	-	-	-	-
Salaries and wages	60 364	-	-	-	-	-	-
Social contributions	10 239	-	-	-	-	-	-
Goods and services	63 481	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	2 565 972	4 423 904	4 031 990	5 352 547	6 507 630	5 861 146	4 645 953
Payments for capital assets	10 817	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	2 710 873	4 423 904	4 031 990	5 352 547	6 507 630	5 861 146	4 645 953

8. PROGRAMME RESOURCE CONSIDERATIONS

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

Table 8: Expenditure estimates over the MTEF 2026 to 2029

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	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	2 795 065	2 751 767	2 863 200	4 074 206	3 062 786	3 030 205	3 025 879
Citizen Affairs	3 562 164	4 362 498	4 089 785	4 850 206	3 570 811	3 332 784	3 525 754
Immigration Affairs	1 329 929	841 094	846 876	879 106	625 180	655 616	685 094
Institutional Support and Transfers	2 710 873	4 423 904	4 031 990	5 352 547	6 507 630	5 861 146	6 054 767
Total	10 398 031	12 379 263	11 831 851	15 156 065	13 766 407	12 879 751	13 291 494
<u>Economic classification</u>							
Current payments	7 399 190	7 034 974	7 365 202	9 628 482	7 004 401	6 799 137	7 015 467
Compensation of employees	3 903 617	3 524 954	3 792 403	4 232 593	4 397 422	4 596 571	4 739 427
Salaries and wages	3 290 791	2 949 518	3 177 217	3 602 526	3 719 435	3 891 682	4 015 234
Social contributions	612 826	575 436	615 186	630 067	677 987	704 889	724 193
Goods and services	3 494 460	3 509 360	3 833 165	5 395 889	2 606 979	2 202 566	2 276 040
Interest and rent on land	1 113	-	363	-	-	-	-
Transfers and subsidies	2 590 570	4 448 322	4 052 195	5 374 650	6 568 245	5 887 788	6 082 530
Payments for capital assets	404 021	894 387	413 213	152 923	193 761	192 826	193 497
Payments for financial assets	4 250	1 580	1 241	-	-	-	-
Total	10 398 031	12 379 263	11 831 851	15 156 065	13 766 407	12 879 751	13 291 494

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS ACHIEVEMENT OF OUTPUTS

Expenditure Analysis 2024/25 Financial Year

The budget allocation for 2024/25 (R12.095 billion) shows a marginal decrease of 2.3% compared to the previous financial year 2023/24 (R12.380 billion). The decrease is mainly due to an approved roll-over of funds of R38.472 million for the Digitisation project in the 2023/2024 financial year.

Furthermore, during the Second Adjustment Appropriation Act, the DHA 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.

The 2024/25 budget does not cater for the rise in inflation rate compared to the previous year, while the demand for DHA services is increasing based on the growth in the population as well as the number of foreign nationals in the country.

The DHA used 97.8% of the budget allocated for the 2024/25 financial year, and this is mainly due to the fact that insufficient revenue was collected and therefore the self-financing budget allocation could not be spent in full.

Expenditure Analysis over the 2026 MTEF

The Department's budget allocation over the medium term is R13.8 billion in 2026/27, R12.9 billion in 2027/28 and R13.3 billion in 2028/29. The annual growth decreases at an average annual rate of -1.7 per cent, from R 13.8 billion in 2026/27 to R13.3 billion in 2028/29. Programme One: Administration expenditure decreases at an average annual rate of -0.6 per cent, from R3.1 billion in 2026/27 to R3.0 billion in 2028/29; Programme Two: Citizen Affairs expenditure decreases at an average annual rate of -0.6 per cent, from R3.6 billion in 2026/27 to R3.5 billion in 2028/29. Programme Three: Immigration Affairs expenditure increases at an average annual rate of 4.7 per cent, from R625 million in 2026/27 to R685 billion in 2028/29. Programme Four: Institutional Support and Transfers expenditure decreases at an average annual rate of -3.5 per cent, from R6.5 billion in 2026/27 to R6.1 billion in 2028/29.

Over the 2026 MTEF period Spending on Compensation of Employees accounts for 32.9 per cent (R13.7 billion) of total expenditure, Goods and Services amounts to 24.1 per cent (R7.1 billion) of total spending, Departmental Agencies and Accounts, is 41.4 per cent (R18.4 billion) of total expenditure and Payment for Capital Assets is 1.3 per cent (R580.1 million) of total expenditure.

The Compensation of Employees (CoE) ceiling for the 2026/27 financial year is R4.397 billion, 2027/28 financial year R4.597 billion and 2028/29 financial year R4.739 billion. The average annual growth for CoE is 3.8 per cent over the MTEF. Goods and Services in the 2026/27 financial year is R2.607 billion, 2027/28 financial year R2.203 billion and 2028/29 financial year R2.276 billion. The average annual growth for Goods and Services is -6.6 per cent over the MTEF. Departmental Agencies and Accounts in the 2026/27 financial year is R6.508 billion, 2027/28 financial year R5.861 billion and 2028/29 financial year R6.055 billion. The average annual growth for Departmental Agencies and Accounts is -3.5 per cent over the MTEF. Payment for Capital Assets in the 2026/27 financial year is R193.761 million, 2027/28 financial year R192.826 million and 2028/29 financial year R193.497 million. The average annual growth for Payment for Capital Assets is -0.1 per cent over the MTEF.

Reprioritisation on the Departments Baseline

National Treasury has indicated that no additional funding will be allocated for the MTEF period. The DHA has been encouraged to reprioritise within existing programmes, scaling down or closing certain programmes to address funding pressures and implement cost-containment measures. Over past financial years, virements approved by the Director-General have been used to redirect funding within the DHA's baseline where pressures were experienced. While this has provided temporary relief, such a constant process is not sustainable going forward. Further reductions to the Goods and Services budget would place the achievement of targets at serious risk. Contractual commitments, particularly those with a foreign exchange component, may not be honoured, potentially leading to service disruptions and litigation.

Payment of suppliers within 30 days would become increasingly difficult. Maintenance and support would be compromised, fleet repairs delayed as the budget barely covers fuel costs, and technology refreshes postponed, contributing to system downtime, instability, and customer frustration. Any further budget cuts would severely impact on service delivery, operations, and critical initiatives required for the DHA's modernisation and repositioning. Over the years, the DHA has continuously explored areas for savings through initiatives such as implementing cost-cutting measures, renegotiating existing contracts, sourcing donor funding, and self-financing. Despite these efforts, cumulative pressures and potential further cuts threaten operational efficiency and service delivery.

Resource and budget alignment

The internal environmental analysis refers of the main challenges facing the DHA and includes outdated systems and technology, lack of human resource capacity

and infrastructure-related matters. In terms of systems and technology, the ideal scenario is 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. Regarding people, the DHA requires an organisational design and processes that enable high performance and efficiency. The right fit for the DHA in respect of skills, capability and values is of critical importance in DHA's endeavour to transform into a learning and high performing organisation. For infrastructure, the DHA needs 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 will allow individuals to apply for services from home while ensuring efficient coverage in rural and remote areas without the need for new physical offices. The internal environmental analysis further outlines the negative impact of the current organizational model on service delivery, e.g. long queues, system downtimes, inadequate footprint to meet constitutional obligations, inadequate budget to implement approved access model requirements to serve clients; lack of adequate office space and non-compliance with occupational health and safety standards.

The current organisational model holds serious reputational damage for the DHA and for government.

The implementation of the new vision of digitally transformed Home Affairs will allow the DHA to fully execute its mandate and to meet increasing demand and expectations from the public. More investment in the DHA is required to reap the eventual benefits of a modern DHA. The move towards a digital-first department is the only way to deal effectively and decisively with systemic challenges and threats facing the DHA. The current funding and capacitation models in government will not bring the desired effect.

The digital transformation of the DHA will benefit the country in several ways. Additional funding will be generated for the fiscus; large savings will be effected through improved efficiency in the DHA and government; and fraud and corruption will be curbed. A modern and secure DHA will ultimately reduce the compensation of employees' budget required by the DHA, improve efficiencies in operations and, most importantly, improve service delivery and bring about cost savings to clients as services will be available online and more accessible through technology; the number of visits to DHA offices will be reduced; turnaround times for enabling documents will be reduced and the need for conventional modes of delivery such as brick and mortar offices limited.

The move towards a digitally transformed Home Affairs will require a significant injection of resources. The pace of transforming the DHA will need to increase drastically, especially in the ICT environment. Significant improvement in organisational and individual performance will be curtailed by the slow implementation of transformation initiatives. The annual performance plans for the DHA will not show significant increases in targets and performance. The sustained agenda of the DHA in relation to civic and immigration services' targets are closely linked to the digital transformation process. The change agenda of the DHA, which comprises of the projects to bring about the desired end state, will also be curtailed and initiatives kept to a minimum. The development of annual performance plans is done based on resource considerations such as available funding and human resource capacity. A shining example of the benefits of using technology is the positive impact that the project on digitising of civic records had on the issuance of unabridged certificates. The main spending focus areas over the medium term for all three financial programmes provide an indication of the budget allocation for key priorities, outputs and targets. Further austerity measures will have a further detrimental impact on performance and operations.

9. UPDATED KEY RISKS

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

Table 9: Department of Home Affairs Key Risks

No	Outcome	Key risk	Risk mitigation
1.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Inability to achieve and maintain a clean audit outcome.	1. The development, implementation and monitoring of the 2025/26 audit action plan.
2.	<ul style="list-style-type: none"> • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Illegal immigrants	<ol style="list-style-type: none"> 1. Permitting - adjudication guidelines to be developed in line with immigration legislation for each of the identified categories of visas and permits for approval by DDG: IMS. 2. Permitting: Review for approval of the standard operating procedure for each permit category and ensure that all standard operating procedures are aligned to immigration legislation. 3. Asylum seeker: Complete the review of the related standard operating procedures in line with system enhancements and operational developments. 4. Countries to fund the deportation cost as an alternative funding model to the current situation. 5. CARA funding. 6. Self (own cost) deportations implemented for those with funds. 7. Coordination with other law enforcement agencies. 8. ETA solution for Visitor's Visa (section 11(1) and 11(2)) deployed to DHA website. 9. Developing of the web-based platform for application received at the mission. 10. Tracing of illegal immigrants eligible for releases through verified information.

No	Outcome	Key risk	Risk mitigation
3.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Increasing trend of litigations	<ol style="list-style-type: none"> 1. Conduct workshop within the legal services unit to discuss the draft litigation strategy. 2. Prepare the litigating strategy for approval. 3. Conduct internal and external awareness, e.g. State Attorney. 4. Approval and implementation of the revised litigation standard operating procedure. 5. 100% of staff working with litigation trained on the management of state litigation. 6. 100% of staff in legal services trained on digital processes. 7. Implement fully automated legal services processes. 8. Improve the case management system to align to the work in legal services.
4.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Poor records and archive management / Loss of critical data / records	<ol style="list-style-type: none"> 1. Transfer of selected paper records considered as vulnerable to the identified record storage, i.e. Church Street, Brits and Rosslyn. <p>For Papers:</p> <ol style="list-style-type: none"> 2. Appraisal and disposal of records at selected local offices (12 offices) <p>For electronic records:</p> <ol style="list-style-type: none"> 3. Adequate space for keeping records. 4. Procurement and implementation of the Record and Archive Management IT System. 5. Approval of the revised DHA Records and Archive Management Strategy. 6. Perform Occupational Health and Safety Act compliance assessment quarterly in selected records keeping storages.

No	Outcome	Key risk	Risk mitigation
5.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Lack of strategies for Business continuity	<ol style="list-style-type: none"> 1. Update the Business Continuity Management Framework (BCM) for approval. 2. Implement the BCM Framework in line with the BCM plan of the DHA. 3. Capacitate the disaster recovery site to be fully functional. 4. Develop, approve and maintain an IT disaster recovery plan for time critical applications identified in the business impact analysis.
6.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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.	<ol style="list-style-type: none"> 1. Generate revenue through products issued by the DHA. This can be done through: <ol style="list-style-type: none"> a. Increase tariffs for passports, data verification and visas / permits. b. Increase self-financing to R2.1 billion in 2026/27. c. Other revenue generating opportunities (creating premium offices, TTOS charges - charge additional fee). 2. Submit MTEF request to National Treasury. 3. Actively pursue donor funding (CARA and UNHCR). 4. Revise quarterly reporting template to incorporate expenditure reporting at APP target level. 5. Assign responsibility for planning, budgeting, reporting and risk management to appropriate management level. 6. Conduct custom made training on Planning, Budgeting, Monitoring and Evaluation on an annual basis. 7. Confirm funding of all targets. 8. Prepare and submit monthly budget versus expenditure reports. 9. Monitor budget vs expenditure at quarterly reviews and budget committee meetings. 10. Prepare and submit monthly budget versus expenditure reports. 11. Hold management accountable for over and under expenditure.

No	Outcome	Key risk	Risk mitigation
7.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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.	<ol style="list-style-type: none"> 1. Appoint service provider for the implementation of compliance functions in line with the approved Compliance Implementation Plan. 2. Consequence management process to be included in the Compliance Policy and Framework for approval. 3. Review of the Policy Development Framework to include the policy communication strategy for internal users and public education.
8	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Misalignment of organisational design to DHA strategy	<ol style="list-style-type: none"> 1. Review of the functional organisational structure and post establishment in line with the digital transformation strategy. 2. Develop and Implement training plan for upskilling employees.

No	Outcome	Key risk	Risk mitigation
9.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	IT Systems unavailability	<ol style="list-style-type: none"> 1. Replace diginet lines with fibre lines. 2. Continuous upgrade of data lines. 3. Implement network monitoring tools. 4. Network devices technology refresh. 5. Network Access Control (for detection of rogue devices). 6. Implement system monitoring tool across departmental systems (Live capture and VAS). 7. Manage the lifecycle of IT assets (processes and technology). 8. Reduce the current aged and non-modernised footprint. (10 offices). 9. Procure and install 3 AIX boxes to create sustainable redundancy.
10.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) 	Population Register contamination and vulnerabilities	<ol style="list-style-type: none"> 1. Health facilities with automated birth functionality. 2. Identify and ring-fence (LOCKED UP) all vulnerable IDN. Limit access to this IDN.
11	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Inability to deliver on major / key DHA projects.	<ol style="list-style-type: none"> 1. SMS responsible for any project and APP target to be trained in basic project management. 2. Project Management Framework to be revised to include the governance structures that will exercise oversight role for the detection of fraud and corruption.

No	Outcome	Key risk	Risk mitigation
12.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Compromised personal information	<ol style="list-style-type: none"> 1. Appointment of the Deputy Information Officer by the DG. 2. Roll out the approved official consent form. 3. Design official POPIA standard operating procedure.
13	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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	<ol style="list-style-type: none"> 1. Strengthen the Preventative Security Pillar: Implementation of the MOU with the SSA to fast-track finalisation of vetting process. 2. Enhance the ARBUTUS system (integration) to improve proactive detection of fraud and corruption.

No	Outcome	Key risk	Risk mitigation
14.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Cyber-attacks on the critical systems	<ol style="list-style-type: none"> 1. Implement the Information Security Roadmap in support of SIEM. 2. Implement Information Security Policy. 3. Reduce the current aged and non-modernised footprint. 4. Deploy service manager web as per the remaining DHA footprint. 5. Implement modernisation project / digital transformation strategy. 6. Access will be granted to data stewards to assist branches with data classification and migration.
15.	<ul style="list-style-type: none"> • Management of citizenship and civil registration (Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations) • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Policy incoherence within DHA	<ol style="list-style-type: none"> 1. Revise the Policy Development Framework to align with the following practice. <ol style="list-style-type: none"> a. Constitution of a Policy Development Committee with approved terms of reference. b. Identification of key role players. Presentation of draft, new or revised policies to key role players. On-going engagement with the policy custodians and interest groups. c. Presentation of draft policies to EXCO for recommendation to Minister. d. All IMS policies to be presented to Immigration Advisory Board for further advice. 2. Presentation of the final draft policies to the Minister's Management Meeting for approval.

No	Outcome	Key risk	Risk mitigation
16	<ul style="list-style-type: none"> • Management of international migration (Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments) • Management of refugee protection (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. 	Abuse of refugee and asylum seeker system	<ol style="list-style-type: none"> 1. Complete the review of the related standard operating procedure in line with system enhancements and operational developments. 2. Follow-up audit of the ASM System to ensure stability, identification of further interventions and efficiencies. 3. Development and implementation of a booking system that will give a unique identity to an applicant. 4. Alignment of the ASM targets of RAA and SCRA as ASM products and finalization are dependent on both the two structures. 5. Backlog eradication at both SCRA and RAA. 6. Drafting the Concept Document on Asylum Seeker Management for Minister's approval and for implementation.

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 10: GBVF key risks

No	Target	Key risk	Risk mitigation
1	DHA Gender-based Violence and Femicide Plan implemented.	Dependent on Branches to prioritize the implementation of the GBV&F Plan.	Conduct advocacy sessions to promote the DHA GBVF Implementation Plan and its activities. Support branches with the implementation of the Plan.

10. PUBLIC ENTITIES

Table 11: Public entities reporting to the DHA

Name of public entity	Mandate	Outputs	Annual budget for 2026/27
Border Management Authority	<p>The functions of the Authority are to —</p> <p>facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry</p> <p>facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry</p> <p>co-operate and co-ordinate its border law enforcement functions with other organs of state, border communities or any other persons</p>	<p>Institutional excellence distinguished by good corporate governance and ethical leadership.</p> <p>Secure borders that protect national interests and enhance national security.</p> <p>Enhanced trade and socio-economic development.</p> <p>Strengthened coordination and co-operation among stakeholders within the border management environment.</p>	R2 548 279 in 2026/27

- 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 12: 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	2024/25		2025/26	2026/27	2027/28	2028/29
										Indicative baseline	Expenditure up to 31 March 2025	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	9 271 969	5 890 704	3 706 478	278 740	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	17 411 418	2 620 344	18 000 000	22 000 000	10 624 466	0
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	0	0	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	15 440 068	440 068	0	15 425 282	96 711 986	62 852 541
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	1 917 591	3 285 229	647 340	0	0	0
6	Ministry (GP)	Building	Rezoning of office building	Commercial buildings (zoning)	-25.72688	28.1946677	See Footnote *	See Footnote *	227 459	68 655	0	0	0	0	0
7	Itsoseng (NW)	Upgrading of offices	Upgrades and renovations of office buildings	Non-residential buildings	-26.08982	25.8841	See Footnote*	See Footnote*	26 889 606	0	0	0	0	4 067 589	19 978 220

No	Project name	Programme	Project description	Outputs	Latitude	Longitude	Project start date	Project completion date	Total estimated cost	2024/25		2025/26	2026/27	2027/28	2028/29
										Indicative baseline	Expenditure up to 31 March 2025	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	0	0	0	0	0	0
9	Thohoyandou (LP)	Building	Construction and refurbishment of office	Non-residential buildings	-22.9726572	30.4188724	2012/04/03		48 628 402	15 436 651	436 651	7 691 999	15 349 296	10 087 324	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	100 000	0	2 000 000	5 000 000	15 000 000	2 000 000
11	Harding (KZN)	Building	Construction of new office building	Non-residential buildings	-30.5738556	29.8802336	See Footnote*	See Footnote*	13 537 993	0	0	0	10 000	10 000 000	450 000
12	New Cooperation Building (BVR) (GP)	Upgrade of Home Affairs UPS system	Installation of monitoring system for four UPS	Non-residential buildings	-25.7542553	28.1874868	2020/09/07		10 737 522	0	1 694 069	4 000 000	9 068 552	687 819	0
13	Ministry (GP)	Building	Repair and upgrade of security systems	Non-residential buildings	-25.7268842	28.1946677	See Footnote*	See Footnote*	13 183 447	2 000 000	0	1 322 199	0	0	0
14	Randburg (GP)	Building	Construction of ablution facilities	Non-residential buildings	-26.0901527	27.9769124	See Footnote*	See Footnote*	934 561	700 000	0	3 600 000	2 923 741	176 259	0
15	Hlabisa (KZN)	Building	Refurbishment of Hlabisa	Non-residential buildings	-28.1447932	31.8715643	See Footnote*	See Footnote*	4 585 512	0	0	0	0	0	500 000

The upgrading of existing offices and construction of new ones is intended to address the following shortcomings in the existing offices, namely:

- Offices are generally not fit for purpose, in certain instances.
- Inadequate waiting areas for clients inside and outside these offices.
- Inadequate working areas for frontline and back-office officials.
- General lack of provision for pause areas for officials.
- Ablution facilities for officials and clients are not sufficiently provided.
- Accessibility for people with disabilities is not in line with norms and standards
- Inadequate ventilation in the offices.
- Limited parking or no parking provision for government, staff and client vehicles.
- Non-compliance with health and safety protocols.

The DHA's other strategies, which are being phased in, are:

- Deployment of mobile offices.
- Establishment of offices in hospitals to deal with birth and death registration.
- Partnering with the banks to offer DHA service in some of their branches.
- Opening of offices in malls.
- Introduction of online applications for services.

Footnote:

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 13: 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 – R1,5 billion	2026/27
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
Redevelopment of 6 priority land ports of entry	This PPP project aims to redevelop 6 priority land ports of entry. This will improve the effectiveness, security and efficiency at ports of entry and promote economic development through the establishment on one-stop border posts. The appointed private parties will redevelop the ports of entry and maintain the infrastructure and facilities over a twenty-year concession period.	Multiple preferred bidders appointed for the redevelopment of 6 priority land ports of entry as one-stop border posts.	R12 Billion (projected cost to redevelop and maintain the 6 ports of entry which includes the three-year construction period and twenty-year concession period)	2045

The background is a dark, futuristic digital space. It features several glowing rectangular panels and screens, some displaying lines of code or data. The lighting is a mix of vibrant blue and warm orange, creating a sense of depth and digital activity. The overall aesthetic is clean and high-tech.

PART D:
TECHNICAL INDICATOR DESCRIPTION (TID)

PART D: TECHNICAL INDICATOR DESCRIPTION

Digitalisation of births	
Indicator title	Number of civic business processes digitalised.
Target title	1 (Birth registration process digitalised for registration of births for 0-30 days and 31 days to 1 year of age, inclusive of births of non-citizens).
Definition	The aim is to digitalise the identified civic business processes over the medium term. The birth process for first registrations for citizens and registrations for non-citizens (birth registration for 0 - 30 calendar days and 31 days to one year) will receive focus in 2026/27. The process will be deployed for use in the live environment. The re-issue of birth certificates for the identified categories will form part of the digitalisation process.
Purpose/importance	To address security gaps that are currently part of the manual process.
Source of data	Business requirements specifications document.
Method of calculation / assessment	1 Process digitalised (Birth registration process digitalised according to business specifications) - simple count.
Means of verification	Q1: Approved functional requirement specifications by DDG: IS. Q2: NA Q3: System test report signed off by DDG: IS. Q4: Digitalised birth registration process signed off by DDG:CS.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end).
Availability of total population	NA
Reporting cycle	Quarterly
Desired performance	Digitalised birth registration process
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 integration platform with banks	
Indicator title	Number of bank branches integrated with live capture platform for smart ID cards (first and re-issues) and passports (re-issues).
Target title	200 bank branches integrated.
Definition	This indicator and target measure the extent to which the DHA has integrated its live capture systems system with banking platforms through the development and rollout of an API gateway. The API will serve as interface between the DHA and banking systems to enable the application of smart ID cards and passport reissues. The purpose is to enable the delivery of DHA services through banks (via their bank branches), be it online or through their branches, while also establishing a home delivery capability.
Purpose/importance	To improve efficiency and secure application processes.
Source of data	Business and technical specifications.
Method of calculation / assessment	Live capture integration platform for 200 bank branches completed (re-issuance of smart ID cards and passports) – simple count.
Means of verification	Q1: System integration test report confirming successful integration of bank branches signed off by CIO (smart ID card re-issues). Q2: NA Q3: System integration test report confirming successful integration of bank branches signed off by CIO (passport re-issues). Q4: System-generated transactional reports reflecting re-issue of smart ID cards and passports per integrated branch signed by DDG: CS.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end).
Availability of total population	List of bank branches integrated.
Reporting cycle	Quarterly.
Desired performance	Live capture integration platform for 200 bank branches completed (re-issuance of smart ID cards and passports).
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	ETA solution for visa and permitting categories deployed in production.
Target title	ETA solution for work, study and critical skills categories deployed in production (Available via website URL).
Definition	The ETA solution is an automated online process that makes it easier for eligible travellers to enter the country. Applicants will access the solution through the website at any given time anywhere in the world. The ETA will be implemented for work, study and critical skills visa categories in 2026/27.
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 deployed in production (accessible via website).
Means of verification	Q1: Business requirement specifications approved by DDG: IMS. Q2: Functional design specifications approved by DDG: IS. Q3: User acceptance testing signed off by DDG: IMS. Q4: Sign off by DDG: IMS on deployment of ETA solution to website.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Business requirements specification; functional design specifications.
Reporting cycle	Quarterly.
Desired performance	ETA solution for work, study and critical skills categories deployed in production (accessible via 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 Identity	
Indicator title	Digital identity operational.
Target title	Hosting Infrastructure for digital identity completed.
Definition	Prerequisites for the operationalisation of digital identity services are technical readiness, infrastructure establishment, and secure hosting. The primary objective of the target is the establishment and completion of the hosting infrastructure for PKI and Digital Identity within the SARS hosting environment. This includes the provisioning, configuration, and certification of secure infrastructure platforms required to host PKI services, certificate authority components, digital identity platforms, and supporting security controls in line with government cybersecurity and data protection standards.
Purpose/importance	To create a secure and verifiable digital identity ecosystem that supports online and cross-sector transactions, enhances trust in government services, and lays the foundation for a government-wide digital identity and PKI framework.
Source of data	Business requirement specifications (BRS).
Method of calculation / assessment	Sign off for the hosting of digital identity confirming state of completion.
Means of verification	Q1: Signed work order by CFO. Q2: NA Q3: NA Q4: Hosting infrastructure for digital identity signed off by DDG:CS.
Assumptions	Timely procurement; SARB, banks and telecom partners collaborate on integration; ICT infrastructure capacity to host PKI solution.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Sign off on work order and hosting infrastructure.
Reporting cycle	Quarterly.
Desired performance	Hosting Infrastructure for digital identity completed.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports/matters? DG

e-Passports

Indicator title	e-Passport issuance capability enabled for all passport categories.
Target title	Functional design specifications for e-passport approved by DDG: IS (CIO).
Definition	To develop functional design specifications based on the concept document developed in 2025/26. The e-Passport will incorporate chip technology, which enhances the authenticity of the passports and their information, thereby preventing counterfeiting and better linking the passports to their respective owners.
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.
Source of data	Applicable legislation; approved business requirement specifications.
Method of calculation / assessment	Functional design specifications signed off by the DDG: IS.
Means of verification	Q1: NA Q2: Business requirement specifications sign off by DDG: CS. Q3: NA Q4: Functional design specifications sign off by DDG: IS (CIO).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Approved concept document; business requirement specifications and functional design specifications.
Reporting cycle	Bi-annually.
Desired performance	Functional design specifications signed off by DDG: IS.
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	Approved DHA Bill submitted to Cabinet for approval to introduce Bill into Parliament.
Target title	Home Affairs Bill submitted to Cabinet for approval to introduce Bill into Parliament.
Definition	For the DHA to approve the Bill internally and submit to Cabinet for approval to introduce Bill into Parliament.
Purpose / importance	<p>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:</p> <ul style="list-style-type: none"> • Framing the mandate of DHA and empowering the Minister to declare certain functions of the Department as essential services after consultation with relevant structures. • Provisioning 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.
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 Bill.
Method of calculation / assessment	Home Affairs Bill approved by Minister and submitted to Cabinet for approval to introduce the Bill into Parliament.
Means of verification	<p>Q1: Development Committee (JCPS) agenda; extract of approved minutes.</p> <p>Q2: Cabinet statement.</p> <p>Q3: Signed submission by Minister.</p> <p>Q4: Cabinet statement.</p>
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Home Affairs Bill.
Reporting cycle	Quarterly.
Desired performance	Home Affairs Bill submitted to Cabinet for approval to introduce the Bill into Parliament.

Home Affairs Bill (“DHA Bill”)

Indicator responsibility

- Who is responsible for managing or reporting on the indicator? CD: Legal Services
- Who resolves internal disputes on performance reports / matters? Director-General

National Identification and Registration Bill	
Indicator title	Approved National Identification and Registration Bill ("NIR Bill") submitted to Cabinet for approval to introduce Bill into Parliament.
Target title	NIR Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments.
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 translated into legislation (the NIR Bill).
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	NIR Bill approved by Minister and submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments.
Means of verification	Q1: EXCO agenda; EXCO minutes (in the form of extract of approved minutes). Q2: Signed submission by Minister on the NIR Bill (decision made by Minister). Q3: JCPS cluster agenda; JCPS cluster minutes (in the form of extract of approved minutes). Q4: Cabinet agenda; Cabinet statement.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Digital Identity Policy, NIR Bill.
Reporting cycle	Quarterly.
Desired performance	NIR Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments.
Indicator responsibility	<ul style="list-style-type: none"> Who is responsible for managing or reporting on the indicator? CD: Legal Services Who resolves internal disputes on performance reports / matters? Director-General

Citizenship, Immigration and Refugee Protection Bill	
Indicator title	Approved CIRP Bill submitted to Cabinet for approval to introduce Bill into Parliament.
Target title	CIRP Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments.
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 that will inform the drafting of new legislation. 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, followed by the drafting of a Bill that will give effect to the Revised White Paper, once approved.
Purpose/importance	The CIRP Bill will ensure that effect is given to the approved White Paper, both being in line with the priorities of the GNU and contributing to the effective mandate of the DHA, including the management of citizenship, immigration and refugee protection.
Source of data	White Paper on CIRP; DHA White Paper; Official Identity Management Policy; National Identity Bill; Immigration Act and Regulations; Refugees Act and Regulations; and Birth and Death Registration Act and Regulations.
Method of calculation / assessment	CIRP Bill approved by Minister and submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments.
Means of verification	Q1: EXCO agenda; EXCO minutes (in the form of extract of approved minutes). Q2: Signed submission by Minister on the CIRP Bill (decision made by Minister). Q3: JCPS cluster agenda; JCPS cluster minutes (in the form of extract of approved minutes). Q4: Cabinet agenda; Cabinet statement.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	White Paper on CIRP; CIRP Bill.
Reporting cycle	Quarterly.
Desired performance	CIRP Bill submitted to Cabinet for approval to publish the Bill in the Government Gazette for public comments.
Indicator responsibility	<ul style="list-style-type: none"> Who is responsible for managing or reporting on the indicator? CD: Legal Services Who resolves internal disputes on performance reports / matters? Director-General

Digitisation of records

Indicator title	Number of civic records digitised (per year)
Target title	25 million civic records
Definition	<p>The indicator and targets focus on the digitisation of the 340 million civic records over the duration of the project. The 2026/27 financial year will be used for the digitisation of 25 million records.</p> <ul style="list-style-type: none"> • ‘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. • 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 for the digitisation of civic records 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	A simple count of the number of civic records digitised (Simple count of 1,2,3 ...).
Means of verification	Q1 – Q4: List of digitised records.
Assumptions	<ul style="list-style-type: none"> • 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. • Adequate staff complement is maintained. • 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 digitised.
Reporting cycle	Quarterly.
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

Life Partnership Policy

Indicator title	Approved Life Partnership Bill submitted to Cabinet for approval to introduce Bill into Parliament.
Target title	Life Partnership Policy submitted to Cabinet for approval.
Definition	A life Partnership Policy is a policy that seeks to ensure the rights of equality and dignity of partners in life partnerships and to reform family law to comply with the applicable provisions of the Bill of Rights. In the 2026/27 financial year the DHA will gazette the draft Life Partnership Policy; conduct stakeholder consultations; consolidate public comments and finalise the draft Life Partnership Policy. The Policy will be submitted to Cabinet for approval.
Purpose/importance	<p>South Africa does not have a dedicated legislation that specifically regulates life partnerships. A Life Partnership Policy seeks to introduce the following:</p> <ul style="list-style-type: none"> • Recognition of the legal status of life partners. • Registration of life partnerships. • Regulation of the rights and obligations of life partners; and • Dissolution / Termination of life partnerships.
Source of data	<ul style="list-style-type: none"> • Constitution of the Republic of South Africa, 1996. • White Paper on Marriages in South Africa. • White Paper on Immigration, Citizenship and Refugees Protection: Towards a Complete Overhaul of the Migration System in South Africa. • Draft Domestic Partnerships Bill. • South Africa Law Reform Commission Discussion Paper 104 Project 118 on Domestic Partnership. • South African Law Reform Commission Discussion Paper 152 Project 144 on Single Marriage Statutes. • Strategic Stakeholder Engagement Sessions (including Interactive Workshops with relevant stakeholders; and reports generated from such engagements).
Method of calculation / assessment	Life Partnership Policy approved by Minister for submission to Cabinet
Means of verification	<ul style="list-style-type: none"> • Q1: Cluster agendas and resolutions with policy presentation. • Q2: Signed Gazette letter published with policy document. • Q3: Workshop attendance registers held in nine Provinces. • Q4: Life Partnership Policy Cabinet Memo signed by Minister.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	Partners (women and men) will benefit from the policy.
Spatial transformation (where applicable)	NA
Calculation type	Non-Cumulative.
Availability of total population	NA

Life Partnership Policy

Reporting cycle	Quarterly.
Desired performance	Submission of the approved Life Partnership Policy to Cabinet.
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: <ul style="list-style-type: none"> • 36 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 (simple count), i.e. <ul style="list-style-type: none"> • 36 media engagements. • 6 outreach engagements. • 12 campaigns.
Means of verification	Q1 – Q4: <ul style="list-style-type: none"> • Media engagements: Statements and advisories placed on DHA website, articles and speeches. • Outreaches: Outreach reports. • Campaigns: Placement on DHA social media platforms.
Assumptions	The ever-changing communication environment as well as decisions taken by the Executive Authority may influence the course of action.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end).
Availability of total population	List of all the initiatives as referred in the communication plan (36 media engagements, 6 outreach engagements and 12 campaigns).
Reporting cycle	Quarterly.

Communication strategy and action plan

Desired performance	Number of identified initiatives completed: <ul style="list-style-type: none">• 36 media engagements.• 6 outreach engagements; and• 12 campaigns.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: OPS
	Who resolves internal disputes on performance reports / matters? Director-General

DHA Gender-based Violence and Femicide Plan implemented	
Indicator title	Percentage implementation of key activity areas of DHA GBVF Plan (per year)
Target title	100% implementation of 8 key activity areas of DHA GBVF Plan
Definition	<p>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 Disabilities (DWYPD). The DHA develops its own implementation plan. The indicator/target will raise awareness on matters addressed under the NSP on GBVF The plan will comprise of the contributions of relevant branches of the Department in support of the priority; and will outline the roles, responsibilities and timelines, which will be consolidated, monitored and progress reported monthly to the DWYPD.</p> <p>The following key activity areas will be implemented: 1) Integration of NSP priorities in the DHA; 2) Platform for reporting harassment established; 3) Prompt investigation of allegations of harassment, assault (physical infliction of pain, or threats to inflict physical pain), and / or rape levelled by clients or employees of the DHA, against (fellow) employees; 4) Provision of psycho-social support to victims of harassment on reported cases; 5) Empowerment of women through awarding of bursaries; 6) Empowerment of women through skill development programmes; 7) Socialisation on GBV&F including Code of Good Practice on the Elimination of Harassment in the workplace; and 8) Representivity of the DHA in terms of women at a senior management level and people with disabilities monitored.</p>
Purpose/importance	The NSP on GBVF was approved by Cabinet, and all departments are required to set out targets that must be implemented. Monthly progress reports must be sent to the Department of Women, Youth and Persons with Disability (DWYPD) for consolidation and forwarding to Cabinet and Parliament.
Source of data	<ul style="list-style-type: none"> • National Strategic Plan on GBVF. • DHA GBVF Implementation Plan relevant to 2026/27 financial year.
Method of calculation / assessment	Achievement of actual target versus planned (execution of planned deliverables / targets in support of key activity areas in the implementation plan).
Means of verification	Q1 – Q4: Monthly reports forwarded to DWYPD (proof of submission); Final report 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)	Plan aimed at women, youth and persons with disabilities. Awareness sessions will also focus on men.
Spatial transformation (where applicable)	NA
Calculation type	Cumulative.
Availability of total population	DHA GBVF Plan.
Reporting cycle	Quarterly.
Desired performance	100% implementation of 8 key activity areas of DHA GBVF Plan
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 employees trained on mandatory digital literacy training programme.
Target title	2 000.
Definition	The target reflects the number of employees to be trained in line with the vision of a digitally transformed Home Affairs. The focus is on mandatory foundational digital literacy training. The curriculum comprises of six training modules namely: Module 1: Information Literacy; Module 2: Communication and Collaboration Training; Module 3: Technical Skills; Module 4: Online Safety; Module 5: Online content development training and Module 6: e-Learning.
Purpose/importance	To capacitate DHA employees on digital literacy in support of the digital transformation strategy.
Source of data	List of employees trained.
Method of calculation / assessment	Number of employees who have completed the modules as outlined in the “Definition” column.
Means of verification	Quarterly training report signed off by CD: Learning and Development or higher rank. Training enrolment forms and excel / Google attendance register.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end).
Availability of total population	List of employees trained.
Reporting cycle	Quarterly.
Desired performance	2000 employees completed digital literacy training programme.
Indicator responsibility	<ul style="list-style-type: none"> • 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 processes are included in the quarterly breakdown of the annual target. Responsibility for implementation of recommendations rests with the affected branch/business unit, CCSS to advise.
Purpose	To mitigate fraud and corruption risks in DHA processes as well as to enhance DHA systems.
Source of data	SOPs from business units and/or investigation reports and/or trend analysis reports.
Method of calculation / assessment	Number of processes reviewed vs planned (simple count).
Means of verification	Q1 – Q4: Reports on processes reviewed signed off by DDG: CCSS.
Assumptions	NA
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.
Desired performance	12 business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.
Indicator responsibility	<ul style="list-style-type: none"> • 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	<p>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 behaviour 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.</p> <p>Cases of fraud and corruption refer to received unethical or criminal acts that:</p> <ul style="list-style-type: none"> • 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. <p>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:</p> <ul style="list-style-type: none"> • the complaint relates to fraud and corruption. • a departmental official is involved; and • whether there are sufficient grounds of a transgression to warrant an investigation. <p>Once the above-mentioned criteria are 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.</p>
Purpose	To investigate fraud and corruption in the DHA efficiently and in a timely manner (within the mandate of the Branch: CCSS).
Source of data	CCSS fraud and corruption database administered by the Directorate Analysis.

Investigations – fraud and corruption	
Method of calculation/assessment	<ol style="list-style-type: none"> Group all cases of fraud and corruption received between 21 November 2025 and 18 November 2026 <ul style="list-style-type: none"> Q1: 21 November 2025 to 18 February 2026. Q2: 19 February 2026 to 25 May 2026. Q3: 26 May 2026 to 25 August 2026. Q4: 26 August 2026 to 18 November 2026. The clock starts when the Directorate Analysis receives a case of fraud and corruption, and it stops when the DDG: CCSS approves the report. 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. 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. <p>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.</p>
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.
Desired performance	80% of cases of fraud and corruption finalised within 90 working days (per year).
Indicator responsibility	<ul style="list-style-type: none"> 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	<p>The target is aimed at conducting the set number of TRAs in accordance with the MISS and/or MPSS through:</p> <ul style="list-style-type: none"> • 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	To mitigate security threats and risks which may adversely affect DHA operations.
Source of data	<ul style="list-style-type: none"> • 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 (simple count).
Means of verification	Signed off TRAs by Deputy Director-General: CCSS and representative from Physical Security Services (Director or Chief Director).
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.
Desired performance	40 TRAs conducted.
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? DDG: CCSS
	<ul style="list-style-type: none"> • Who resolves internal disputes on performance reports/matters? DG

Vetting

Indicator title	Number of completed vetting files referred to SSA for evaluation (per year).
Target title	400.
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.
Desired performance	Equal or higher than targeted performance is desirable.
Indicator responsibility	<ul style="list-style-type: none"> • 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	40%.
Definition	<p>“Women-owned businesses” refer to businesses in which women have at least 40% ownership.</p> <p>“Bids” refer to tenders to the value of more than R1 million.</p>
Purpose / importance	The purpose is to contribute towards the economic empowerment of women in line with the Preferential Procurement Policy in compliance with the presidential announcement.
Source of data	Bids awarded excel register.
Method of calculation / assessment	Total number of procurement awarded bids to women-owned businesses over total number of procurement awarded bids. Calculations will be rounded off, where required.
Means of verification	The bids awarded register indicating entire population of bids awarded vs allocated to targeted group supported by the CSD compliance history reports.
Assumptions	<ul style="list-style-type: none"> • 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.
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end).
Availability of total population	List of all bids awarded.
Reporting cycle	Annual.
Desired performance	40% of public (bids) procurement to women-owned businesses.
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? CFO • Who resolves internal disputes on performance reports / matters? DG

Audit action plans	
Indicator title	Percentage of audit action plans implemented per year.
Target title	80%.
Definition	To achieve a clean audit outcome from the AGSA, the DHA's annual financial statements must be free from material misstatements and must comply fully with applicable financial reporting frameworks (such as the Public Finance Management Act and Modified Cash Standard), and there must be no material findings on performance reporting or compliance with laws and regulations. The mechanism used to achieve such an audit outcome is an audit action plan.
Purpose / importance	To improve financial accountability, promote good governance, and enhance public trust by ensuring transparent and compliant financial management processes.
Source of data	AGSA management and audit reports.
Method of calculation / assessment	Total number of actions completed and supported by evidence over the total number of developed actions.
Means of verification	Q1: N/A Q2: Master audit action plan (excel) template indicating the number of developed audit actions; approval by EXCO. Q3: Master audit action plan (excel) template indicating the percentage of implemented audit actions with supporting evidence signed off by the CFO. Q4: Master audit action plan (excel) template indicating the percentage of implemented audit actions with supporting evidence signed off by the CFO.
Assumptions	PFMA deadlines for submission of annual financial statements by DHA and audit report by AGSA complied with.
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation	NA
Calculation type	Cumulative.
Availability of total population	Number of developed actions in audit action plan.
Reporting cycle	Quarterly.
Desired performance	80%.
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	644 000
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 into 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.
Method of calculation / assessment	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>All disqualified transactions, once verified as an amendment on gender/or 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.</p> <p>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.</p>
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	NA
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).

Early birth registration (births 0 – 30 days)

Reporting cycle	Quarterly.
Desired performance	To register the targeted number of births registered within 30 calendar days of the birth event.
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? DDG: CS • Who extracts data and frequency? Specialist: Technical Applications (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 • Who resolves internal disputes on performance reports/matters? DG

Smart ID card – First issues

Indicator title	Number of smart ID cards issued to citizens and permanent residents turning 16 years of age (first issues) per year.
Target title	800 000.
Definition	To issue smart Id cards to citizens and permanent residents turning 16 years of age (first issues). “Issued” refers to the smart card being ready for collection at office of application. “Issued” means all smart ID cards that have been systematically reconciled as received in the office of application. Smart ID cards (first issues) are issued to persons who have attained 16 years of age and who have never been issued with either Green ID books or smart ID cards.
Purpose/importance	The indicator aims at measuring the number of smart ID cards issued to citizens (including naturalised citizens) and permanent residents turning 16 years of age, 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.
Method of calculation / assessment	<p>The number of smart ID cards (first 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.</p> <p>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.</p>
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. Customers visiting front offices to lodge applications for smart ID cards.
Disaggregation of beneficiaries (where applicable)	The focus is on youth turning 16 years of age. 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 (first issue) during the review period, as per data extracted from the live capture sub-systems.
Reporting cycle	Quarterly.
Desired performance	800 000 smart ID cards issued to citizens and permanent residents turning 16 years of age (first issues)
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? DDG: CS • Who extracts data and frequency? Services Providers extract monthly and quarterly • Who checks data extraction? Deputy Director: Planning, Monitoring & Evaluation

Smart ID card – First issues

	<ul style="list-style-type: none">• Who does the calculation? Deputy Director: Planning, Monitoring & Evaluation
	<ul style="list-style-type: none">• Who checks the calculation? Director: Operational Support
	<ul style="list-style-type: none">• Who resolves internal disputes on performance reports/matters? DG

Smart ID card – Reissues

Indicator title	Number of smart ID cards issued to citizens and permanent residents 16 years of age and above per year (re-issues - persons previously issued with smart ID cards) per year.
Target title	2.2 million.
Definition	“Issued” refers to the smart card being ready for collection at office of application. “Issued” means all smart ID cards that have been systematically reconciled as received in the office of application. Re-issues of smart ID cards refers to all citizens, including naturalised citizens, and permanent residents permit holders who were previously issued with smart ID cards and re-apply due to loss, damage, theft or change marital status.
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	<p>The number of smart ID cards (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.</p> <p>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.</p>
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. Customers visiting front offices to lodge applications for smart ID cards.
Disaggregation of beneficiaries (where applicable)	The focus is on all citizens and permanent residents in need of a smart ID card. 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 re-issues of smart ID cards during the review period, as per data extracted from the live capture sub-systems.
Reporting cycle	Quarterly.
Desired performance	2,2 million of smart ID cards issued to citizens and permanent residents 16 years of age and above per year (re-issues - persons previously issued with smart ID cards).

Smart ID card – Reissues

Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: CS
	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? DG

Passports – adults

Indicator title	Percentage (%) of machine-readable adult passports (live capture system) 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 system) within 13 working days. This applies to the new live capture system.
Purpose/importance	The DHA'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.
Method of calculation / assessment	<p>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.</p> <p>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.</p> <p>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.</p>
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	Cumulative (year end).
Availability of total population	The population refers to all adult passports issued and received by the office of application.
Reporting cycle	Quarterly.
Desired performance	To issue 90% of adult passports (live capture system) within 13 working days.

Passports – adults

Indicator responsibility

- Who is responsible for managing or reporting on the indicator? DDG: CS
- Who extracts data and frequency? Service providers extract data monthly and quarterly. (BBD)
- 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? DG

Passports – children

Indicator title	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.
Target title	90%.
Definition	To issue 90% of passports for children (live capture system) within 18 working days. This applies to the new live capture system.
Purpose/importance	The DHA'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	The live capture system.
Method of calculation / assessment	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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
Calculation type	Cumulative (year end).

Passports – children

Availability of total population	The population refers to all passports for children issued and received by the office of application.
Reporting cycle	Quarterly.
Desired performance	To issue 90% of passports for children (live capture system) within 18 working days.
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? Director: DDG: CS • Who extracts data and frequency? Service providers extract data monthly and quarterly. (BBD) • 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? DG

Permanent residence permits in support of economic growth	
Indicator title(s)	Percentage of Section 26a (General work) permanent residence permit outcomes issued within 8 months for applications submitted within the RSA (per year).
Target title(s)	85%.
Definition	This indicator measures the efficiency of adjudication processes and the Department's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS reports.
Method of calculation	<ol style="list-style-type: none"> 1. Group all applications received between 14 August 2025 to 11 August 2026: <ol style="list-style-type: none"> a. Quarter 1 = 14 August 2025 to 06 November 2025 b. Quarter 2 = 07 November 2025 to 10 February 2026 c. Quarter 3 = 11 February 2026 to 15 May 2026 d. Quarter 4 = 18 May 2026 to 11 August 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 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 14 August 2025 and 11 August 2026, equals to percentage of applications finalised within eight months in the period under review. 5. An application will only be considered as finalised if its process stage for the outcome is dispatched on the system to VFS Hallmark Hub.
Means of verification	Population list of applications processed, adjudicated, printed and dispatched on VAS.
Assumptions	<p>VFS transfers complete applications to the DHA as per SLA standards.</p> <p>VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.</p>
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.

Permanent residence permits in support of economic growth	
Reporting cycle	Quarterly.
Desired performance	85% within 8 months for Section 26(a) PRP.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	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? DG

Permanent residence permits in support of economic growth	
Indicator title(s)	Percentage of Section 27b (Critical skills) permanent residence permit outcomes issued within 8 months for applications submitted within the RSA (per year).
Target title(s)	85%.
Definition	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS reports.
Method of calculation	<ol style="list-style-type: none"> 1. Group all applications received between 14 August 2025 to 11 August 2026: <ol style="list-style-type: none"> a. Quarter 1 = 14 August 2025 to 06 November 2025 b. Quarter 2 = 07 November 2025 to 10 February 2026 c. Quarter 3 = 11 February 2026 to 15 May 2026 d. Quarter 4 = 18 May 2026 to 11 August 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 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 14 August 2025 and 11 August 2026, equals to percentage of applications finalised within eight months in the period under review. 5. An application will only be considered as finalised if its process stage for the outcome is dispatched on the system to VFS Hallmark Hub.
Means of verification	Population list of applications processed, adjudicated, printed and dispatched on VAS.
Assumptions	<p>VFS transfers complete applications to the DHA as per SLA standards.</p> <p>VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.</p>
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.

Permanent residence permits in support of economic growth	
Reporting cycle	Quarterly.
Desired performance	85% within 8 months for Section 27(b) PRP.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	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? DG

Permanent residence permits in support of economic growth	
Indicator title(s)	Percentage of Section 27c (Business) permanent residence permit outcomes issued within 8 months for applications submitted within the RSA (per year).
Target title(s)	85%.
Definition	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS reports.
Method of calculation	<ol style="list-style-type: none"> 1. Group all applications received between 14 August 2025 to 11 August 2026: <ol style="list-style-type: none"> a. Quarter 1 = 14 August 2025 to 06 November 2025 b. Quarter 2 = 07 November 2025 to 10 February 2026 c. Quarter 3 = 11 February 2026 to 15 May 2026 d. Quarter 4 = 18 May 2026 to 11 August 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 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 14 August 2025 and 11 August 2026, equals to percentage of applications finalised within eight months in the period under review. 5. An application will only be considered as finalised if its process stage for the outcome is dispatched on the system to VFS Hallmark Hub.
Means of verification	Population list of applications processed, adjudicated, printed and dispatched on VAS.
Assumptions	<p>VFS transfers complete applications to the DHA as per SLA standards.</p> <p>VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.</p>
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.

Permanent residence permits in support of economic growth	
Reporting cycle	Quarterly.
Desired performance	85% within 8 months for Section 27(c) PRP
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	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? DG

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	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays. 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 head office hub.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS system reports.
Method of calculation / assessment	<ol style="list-style-type: none"> 1. Group all business visa applications received between 05 February 2026 and 01 February 2027: <ol style="list-style-type: none"> a. Quarter 1 = 05 February 2026 to 05 May 2026 b. Quarter 2 = 06 May 2026 to 04 August 2026 c. Quarter 3 = 05 August 2026 to 04 November 2026 d. Quarter 4 = 05 November 2026 to 01 February 2027. 2. Calculate how long it took to finalise each application from the date of receipt of the application on VAS until outcome is printed and dispatched (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 05 February 2026 to 01 February 2027, 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 printed and dispatched to the VFS Head Office Hub
Means of verification	Population list of applications received, processed, printed and dispatched on VAS.
Assumptions	<p>VFS transfers complete application to DHA as per SLA.</p> <p>VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.</p>
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.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? DDG: IMS • 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? DG

General work visas

Indicator title	Percentage of general work visa outcomes issued within 4 weeks for applications submitted within the RSA per year.
Target title	95%.
Definition	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays. 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 head office hub. The general work visa outcomes for applications submitted through the Trusted Employer Scheme are excluded from this population.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS system reports.
Method of calculation / assessment	<ol style="list-style-type: none"> 1. Group all applications received between 05 March 2026 and 01 March 2027: <ol style="list-style-type: none"> a. Quarter 1 = 05 March 2026 to 02 June 2026 b. Quarter 2 = 03 June 2026 to 02 Sep 2026 c. Quarter 3 = 03 Sep 2026 to 02 Dec 2026 d. Quarter 4 = 03 Dec 2026 to 01 March 2027. 2. Calculate how long it took to finalise each application from the date of receipt of the application on VAS until outcome is printed and dispatched to the VFS Head Office hub. (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 05 March 2026 and 01 March 2027, 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 dispatched to the VFS Head Office Hub.
Means of verification	Population list of general work visa outcomes, processed, printed and dispatched on VAS.
Assumptions	<p>VFS transfers complete application files to DHA as per SLA.</p> <p>VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.</p>
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end).

General work visas

Availability of total population	Population list of applications received, processed and issued.
Reporting cycle	Quarterly.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? DDG: IMS • 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? DG

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	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays. 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 head office hub. The critical skills work visa outcomes for applications submitted through the Trusted Employer Scheme are excluded from this population.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS system reports.
Method of calculation / assessment	<ol style="list-style-type: none"> 1. Group all applications received between 05 March 2026 and 01 March 2027: <ol style="list-style-type: none"> a. Quarter 1 = 05 March 2026 to 02 June 2026 b. Quarter 2 = 03 June 2026 to 02 Sep 2026 c. Quarter 3 = 03 Sep 2026 to 02 Dec 2026 d. Quarter 4 = 03 Dec 2026 to 01 March 2027. 2. Calculate how long it took to finalise each application from the date of receipt of the application until outcome is dispatched to VFS Head Office hub (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 05 March 2026 to 01 March 2027, 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 dispatched to VFS Head Office Hub.
Means of verification	Population list of applications received, processed, printed and dispatched on VAS.
Assumptions	<p>VFS transfers complete applications to DHA as per SLA.</p> <p>VFS dispatch hub to remain open to collect and distribute applications to ensure availability of population.</p>
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (year-end).

Critical skills visas

Availability of total population	Population list of applications received, processed and issued.
Reporting cycle	Quarterly.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	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? DG

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	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays. 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 head office hub. Applications from mainstream critical skill visas are excluded from the population.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS system reports.
Method of calculation / assessment	<ol style="list-style-type: none"> 1. Group all applications received between 05 March 2026 and 01 March 2027: <ol style="list-style-type: none"> a. Quarter 1 = 05 March 2026 to 02 June 2026 b. Quarter 2 = 03 June 2026 to 02 Sep 2026 c. Quarter 3 = 03 Sep 2026 to 02 Dec 2026 d. Quarter 4 = 03 Dec 2026 to 01 March 2027. 2. Calculate how long it took to finalise each application from the date of receipt of the application on VAS until outcome is dispatched (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 05 March 2026 to 01 March 2027, 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 dispatched to the VFS Head Office Hub (InScanFromDHA).
Means of verification	Population list of critical skills visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme on VAS. List of Trusted Employers.
Assumptions	VFS transfers complete application files to DHA as per SLA. 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.
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? DDG: IMS
	• Who extracts data and frequency? Administration Clerk: Temporary Residence
	• Who checks data extraction? DD: Large Accounts Unit
	• Who does the calculation? DD: Temporary Residence
	• Who checks the calculation? D: Corporate Accounts Unit
	Who resolves internal disputes on performance reports/matters? DG

Trusted Employer Scheme: General Work Visa	
Indicator title	Percentage of general work visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme within the RSA per year.
Target title	95%.
Definition	This indicator measures the efficiency of adjudication processes and the DHA's ability to deliver timely decisions. Population will only include applications submitted via VFS within the country (inland). Working days are counted from the date the application is received by the DHA to the date a decision is made and an outcome dispatched on the system, excluding weekends and public holidays. 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 head office hub. Applications from mainstream general work visas are excluded from the population.
Purpose / Importance	Contribute to the MTDP priority of inclusive growth and job creation.
Source of data	Application forms and supporting documents, VAS system reports and VFS Reports.
Method of calculation / assessment	<ol style="list-style-type: none"> 1. Group all applications received between 05 March 2026 and 01 March 2027: <ol style="list-style-type: none"> a. Quarter 1 = 05 March 2026 to 02 June 2026 b. Quarter 2 = 03 June 2026 to 02 Sep 2026 c. Quarter 3 = 03 Sep 2026 to 02 Dec 2026 d. Quarter 4 = 03 Dec 2026 to 01 March 2027. 2. Calculate how long it took to finalise each application from the date of receipt of the application on VAS until outcome is dispatched to VFS Head Office hub (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 05 March 2026 – 01 March 2027, 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 dispatched to the VFS Head Office Hub (InScanFromDHA).
Means of verification	Population list of general work visa outcomes issued within 4 weeks for applications submitted through the Trusted Employer Scheme on VAS. List of Trusted Employers.
Assumptions	VFS transfers complete applications files to DHA as per SLA. 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: General Work Visa	
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.
Desired performance	95% of general work 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? DDG: IMS
	Who extracts data and frequency? Administration Clerk: Temporary Residence
	Who checks data extraction? DD: Large Accounts Unit
	Who does the calculation? DD: Temporary Residence
	Who checks the calculation? D: Corporate Accounts Unit
	Who resolves internal disputes on performance reports/matters? DG

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	5 000.
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 workplaces 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. The target for 2026/27 is 5 000.
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	<ul style="list-style-type: none"> Operational instructions from national and provincial joints and intelligence structures for national security interventions. 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. 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 (simple count).
Means of verification	<p>Q1 to Q4:</p> <ul style="list-style-type: none"> Operational plans approved by the Operational Commander at senior management level. Completed inspection forms. Debriefing report signed by Operational Commander at senior management level. Consolidated inspections register for population on inspections / operations conducted.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end).
Availability of total population	Consolidated register on Immigration law enforcement inspections / operations conducted.
Reporting cycle	Quarterly.

Immigration law enforcement inspections/operations	
Desired performance	5 000
Indicator responsibility	<ul style="list-style-type: none"> • Who is responsible for managing or reporting on the indicator? DDG: IMS • Who extracts data and frequency? Provincial Coordinator CD: Inspectorate • 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 (Newcomers)	
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.
Method of calculation / assessment	<ul style="list-style-type: none"> • Calculation based on date of ASM system registration taking into consideration 30 working days with days per quarter as follows: <ul style="list-style-type: none"> • Quarter 1: 19 February 2026 – 19 May 2026 • Quarter 2: 20 May 2026 – 19 August 2026 • Quarter 3: 20 August 2026 – 18 November 2026 • Quarter 4: 19 November 2026 – 15 February 2027 • 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 newcomer 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	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	45 000.
Definition	<p>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, and criminal offences, are deported back to their countries of origin. After a confirmation order (by a 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 a humane and coordinated manner. The scope includes:</p> <ul style="list-style-type: none"> • Deportations (land and air): These are deportations from the Lindela Holding Facility that are transferred from provinces and various other sources and deported to countries of origin. • Direct Deportations (land and air): These are direct deportations by the provinces, where nationals of countries bordering a province are apprehended and the direct return to that country can be facilitated from that province. • 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 DHA. 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	<ul style="list-style-type: none"> • Deportations (land and air) by the state - body receipts stamped by BMA. • Direct 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) – simple count.
Means of verification	<p>Q1 to Q4:</p> <p>Deportations (land and air):</p> <ul style="list-style-type: none"> • Body receipts stamped by BMA. <p>Direct deportations (land and air):</p> <ul style="list-style-type: none"> • Body receipts stamped by BMA. <p>Self-deportations:</p> <ul style="list-style-type: none"> • Signed Order to Depart Form 21 DHA 1684. • Land and air self-deportations: body receipts stamped by BMA.

Deportations

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.
Desired performance	45 000 deportations conducted.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IMS
	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 TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: CONDITIONAL GRANTS

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

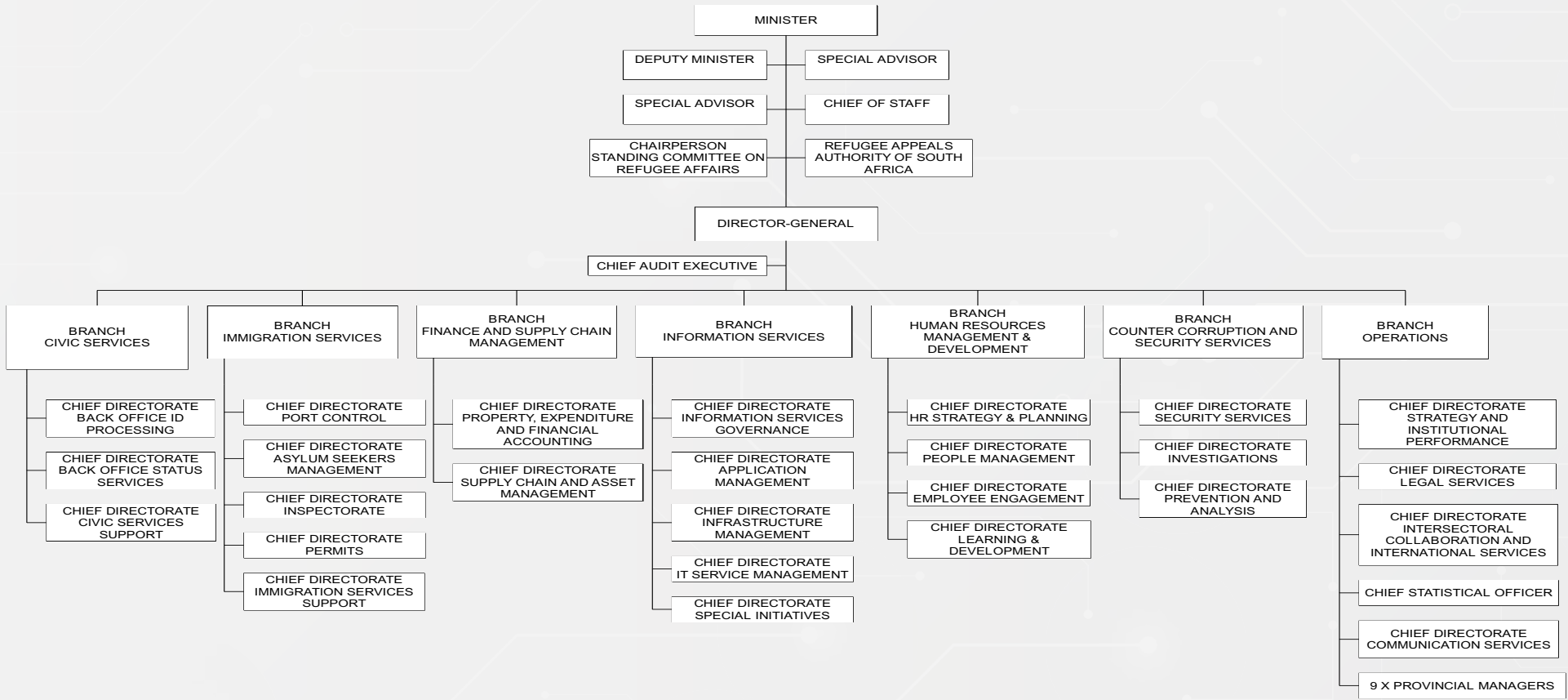
ANNEXURE B: DHA ORGANOGRAM

The Department of Home Affairs is currently reviewing the functional organisational structure and post establishment, marking a significant step forward in aligning the department's operations with its strategic outcomes. This development is critical to ensuring that the department is equipped to fulfil its constitutional and legislative mandate, which includes securing identity, managing immigration effectively, and providing accessible, reliable, and secure civic services to all citizens and residents.

At a strategic level, the proposed functional organisational structure is designed to strengthen governance, improve service delivery, and enable more agile, accountable and efficient operations. It is intended to support the DHA's broader vision of becoming a modern, secure, and people-centered organisation that responds proactively to the needs of a dynamic and evolving society.

The new functional organisational structure and post establishment, once approved, will be a key enabler in driving the DHA's Digital Transformation Strategy. The strategy will ensure that the DHA is better positioned to leverage technology in delivering smart, paperless, and integrated services. By redefining roles, clarifying functions and streamlining processes, the revised functional organisational structure and post establishment will lay the groundwork for sustainable digital innovation and improved citizen experience.

Overall, the functional organisational structure and post establishment is an important milestone towards institutional reform and modernisation. It will promote coherence between strategic planning, resource allocation and operational execution, thus enabling the DHA to deliver on its mandate more effectively and efficiently in the digital era.



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)
Access	Mobile offices	Deployment of mobile offices to expand footprint coverage	R45 million	As per provincial deployment plans	As per provincial deployment plans	Mr M Modiba	Department of Basic Education COGTA IEC	NA	NA

ANNEXURE D: CONSOLIDATED INDICATORS

Institution	Output indicator	Annual target	Data source
Not applicable			

ANNEXURE E: AMENDMENTS TO STRATEGIC PLAN OUTCOME INDICATORS AND TARGETS

Outcomes	Outcome Indicators	Baseline	Original 2030 Target	Revised Indicator / Target 2030	Reason for Change
MTDP Strategic Priority: Drive inclusive growth and job creation					
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	International migration managed in support of national objectives	<p>Visa regime reformed to attract skills, promote investment and grow tourism:</p> <ul style="list-style-type: none"> • Second Amendment of the Immigration Regulations, 2014 gazetted in May 2024. • Third Amendment of the Immigration Regulations, 2014 gazetted in October 2024. • E-Visa (tourism module) rolled out to 34 countries. • E-Visa system for business visas was deployed in Germany and intra-company transfer visa was deployed in 2 countries (Japan and France) • Visas and permits issued to support economic growth and job creation, e.g. critical skills, business and general work visas 	Developmental approach to managing immigration implemented (initiatives to grow the economy and create jobs)	NA	NA
MTDP Strategic Priority: Build a capable, ethical and developmental state					
Efficient asylum seeker and refugee system in compliance with domestic and international obligations	Percentage of new asylum applications adjudicated within 180 working days from date of registration on the ASM system (inclusive of appeals and reviews)	New PI	90% of new asylum seeker applications adjudicated within 180 working days (inclusive of appeals and reviews)	Target is reviewed: 90% of new asylum seeker applications adjudicated within 180 working days by 2029 (inclusive of appeals and reviews)	Target was reviewed to show progression towards achieving the target by 2029.

Outcomes	Outcome Indicators	Baseline	Original 2030 Target	Revised Indicator / Target 2030	Reason for Change
MTDP Strategic Priority: Drive inclusive growth and job creation; reduce poverty and tackle the high cost of living; and build a capable, ethical and developmental state					
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Number of enabling documents issued to citizens and permanent residents by 2029/30: <ul style="list-style-type: none"> • Birth registration within 30 calendar days and • Smart ID cards issued 	Minimum of 14 162 004 enabling documents issued to citizens by 2025: <ul style="list-style-type: none"> • Births – 3 446 484 (by 30 Sep 2024) • Smart ID Cards Issued– 10 715 520 (by 30 Sep 2024) 	Minimum of 17 085 500 enabling documents issued to citizens and permanent residents by 2030: <ul style="list-style-type: none"> • Births – 3 335 500 • Smart ID cards – 13 750 000 	Revised: Indicator: Green barcoded IDs replaced with smart ID cards Revised target: Universal enrolment in smart ID system	The original formulation of the indicator and target were updated to align with the implementation of the digital transformation strategy. The smart ID card aspect will be addressed by the target dealing with the universal enrolment in the smart ID system.
				Revised: Indicator: Percentage of births registered within 30 calendar days compared to the total population of births registered for the 2025 to 2030 period Revised target: 80%	A new target dealing specifically with birth registration is included.
	Replacement of green barcoded IDs with smart ID cards	Green barcoded IDs issued at non-modernised offices Smart ID cards issued at modernised offices	Universal enrolment in smart ID system	Revised indicator: Green barcoded IDs replaced with smart ID cards	Improved formulation of indicator.
Secure population register to empower citizens, enable inclusivity, economic development and national security	Integrated Identity System operational	Specifications for National Identity System approved by DG e-Visa prototype developed: AI enabled adjudication process for visas for tourism purposes	Single view of travellers (SA citizens and foreigners)	NA	TID updated to make target more specific and measurable.

Outcomes	Outcome Indicators	Baseline	Original 2030 Target	Revised Indicator / Target 2030	Reason for Change
MTDP Strategic Priority: Build a capable, ethical and developmental state					
DHA positioned to contribute positively to a capable and developmental state	Identified DHA services available online	E-Recruitment	Digitally transformed DHA: <ul style="list-style-type: none"> Identified DHA services (core and support) offered online 	Indicator and target to be removed.	Setting of specific target is difficult due to complexities in the digital transformation process.
	Introduction of digital ID with remote authentication	New performance indicator	15 additional documents / credentials added to wallet (digital identity)	Indicator and target to be removed.	The priority to be reviewed as part of the MTDP mid-term review process as formulation of target is not within the control of the DHA.
	Percentage of 340 million civic paper-based records digitised by 2030	12% (projected 40 million records)	36.8% (125 million) civic records digitised between 2025 and 2030	NA	NA
	Regulatory framework fit for a repositioned and digitally transformed DHA	<ul style="list-style-type: none"> White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) approved by Cabinet in April 2024 Marriage Policy and subsequent legislation approved by Cabinet for tabling in Parliament OIDM and subsequent legislation approved by Cabinet for tabling in Parliament OSBP Policy and subsequent legislation approved by Cabinet for tabling in Parliament Draft Home Affairs Bill submitted to OCSLA for preliminary certification 	<p>DHA policies and legislation aligned to a repositioned and digitally transformed DHA in respect of:</p> <ul style="list-style-type: none"> Revised White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) submitted to Cabinet for approval by 31 March 2026 Citizenship, Immigration and Refugee Protection legislation submitted to Cabinet for approval to introduce in Parliament by 2027/28 Digital Identity Policy submitted to Cabinet for approval by 31 March 2026 	<p>Revised indicator:</p> <p>Number of policies submitted to Cabinet for approval (2)</p> <p>Number of Bills submitted to Cabinet for approval to introduce into Parliament (3)</p>	Improved formulation of indicator.

Outcomes	Outcome Indicators	Baseline	Original 2030 Target	Revised Indicator / Target 2030	Reason for Change
			<ul style="list-style-type: none"> • National Identification and Registration Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Home Affairs Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28 		

TECHNICAL INDICATOR DESCRIPTION FOR OUTCOMES

This section contains the updated performance information as published in the Revised Strategic Plan for 2025 to 2030 to make provision for developments in the implementation of the HomeAffairs @ home vision and strategy.

Developmental approach to international migration	
Indicator title	International migration managed in support of national objectives.
Target title(s)	Developmental approach to managing international migration implemented (initiatives to grow the economy and create jobs).
Definition	The indicator refers to the management of international migration according to a developmental approach to ensure maximum benefits and minimising risks to the country. The developmental approach to immigration is in support of the APEX priority dealing with inclusive growth and job creation. The aim is to use the immigration system to facilitate economic growth through policies, processes and a visa system that will attract business, investment and skills into the country as mentioned in various State of the Nation Addresses by the President. It also refers to the facilitation of the movement of skilled migrants into the country through the issuance of relevant visas and permits, thereby contributing to the NDP and implementing the Vulindlela Report recommendations. Initiatives will include adjudication of visas and permits using artificial intelligence.
Source of data	<ul style="list-style-type: none"> • Visa waiver agreements. • Reports/statistics for issuance of visas and permits to grow the economy. • Critical Skills List. • Vulindlela progress reports.
Method of calculation/ assessment	<ul style="list-style-type: none"> • Vulindlela Report recommendations implemented relating to the developmental approach – trusted employer scheme expanded, trusted tour operator scheme implemented; electronic visa system fully operational. • 95% of critical visas outcomes issued within 4 weeks by 2030. • 95% of general work visa outcomes issued within 4 weeks by 2030. • Critical Skills List updated, as required.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Desired performance	Achievement of the outcome will be determined through achieving the deliverables listed in the method of calculation column.
Indicator responsibility	DDG: IMS, DDG: IS

New applications for asylum seekers

Indicator title	Percentage of new asylum applications adjudicated within 180 working days from date of registration on the ASM system (inclusive of appeals and reviews) by 2029/30.
Target title	90% of new asylum applications adjudicated within 180 working days by 2029/30 (inclusive of appeals and reviews).
Definition	The indicator focuses on adjudication of 90 percent new asylum applications at the level of the Status Determination Officer (RSDO) within 30 working days from the date of registration on the ASM system. The target is part of the 180 working days of adjudication of new asylum application by the DHA which include reviews and appeals. IMS will account for 30 working days of the 180 working days, whilst RAASA and SCRA consider the remaining 150 working days for finalisation of appeals and reviews.
Source of data	Asylum seeker management system.
Method of calculation/ assessment	Performance against the target will be measured on an annual basis. The aim is to achieve the set target by 2029/30.
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
Desired performance	90% of new asylum applications adjudicated within 180 working days by 2029/30 (inclusive of appeals and reviews).
Indicator responsibility	DDG: IMS and Statutory Bodies.

Births registered in 30 calendar days

Indicator title	Percentage of births registered within 30 calendar days compared to the total population of births registered for the 2025 to 2030 period.
Target title	80%.
Definition	The indicator and target deal with the registration of South African births within 30 calendar days of the birth event as legislated. The aim is to register 80% of all births within 30 calendar days per annum between 2025 and 2030.
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. Captured data is extracted from the NPR to determine the level of achievement. Online applications will serve as source once e-Birth has been implemented.
Method of calculation/ assessment	The annual calculation of birth registration within 30 calendar days is contained in the technical indicator descriptions in the APP. The total number of births registered within 30 calendar days will be compared with the total number of birth registrations between 2025 and 2030.
Assumptions	NA
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. Foreign births are recorded by the DHA but excluded from the population of births to be measured.
Spatial transformation (where applicable)	Birth trends per local, provincial or national spheres of the country can be used to forecast expansion in public services such as education, health, policing, social grants, etc.
Desired performance	The desired performance is to register 80% of births within 30 calendar days compared to the total population of births registered over the 2025 to 2030 period.
Indicator responsibility	DDG: Civic Services

Universal enrolment in smart ID system	
Indicator title	Green barcoded IDs replaced with smart ID cards.
Target title	Universal enrolment in smart ID system.
Definition	The universal enrolment in the smart ID system refers to all South African citizens, naturalised citizens and permanent residence holders being issued with a single identity which will serve as the official form of identity and be accessible through various channels. The target has a critical role to play in the discontinuation of the green barcoded ID book. The formation of partnerships with the private sector will be a critical enabler to achieve this priority.
Source of data	Details of persons issued with smart ID cards.
Method of calculation/ assessment	The discontinuation of the green barcoded ID book in force and the issuance of smart ID cards to South African citizens, naturalised citizens and permanent residence holders.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The indicator is focused on all eligible South African citizens, naturalised citizens and permanent residence holders.
Spatial transformation (where applicable)	The discontinuation of the green barcoded identity document depends on live capture systems being installed in departmental offices or through other modes of delivery such as partnerships with banks and use of the mobile office fleet.
Desired performance	The discontinuation of the issuance of green barcoded ID books and issuance of smart cards as only official form of identity.
Indicator responsibility	DDG: Civic Services, DDG: IS

Single view of traveller

Indicator title	Integrated identity system operational.
Target title	Single view of traveller (South African citizens and foreigners).
Definition	The aim is to design and implement an integrated identity system which will include details of South Africans and foreigners, including asylum seekers and refugees. The system will include business process re-engineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification and live capture) to enable the DHA to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country. The integrated identity system will provide a single view of the traveller (South Africans and foreigners) and enable the integration of civic and immigration systems. The single view will be provided through systems such as the ETA and Population register.
Source of data	Reports generated.
Method of calculation/ assessment	The integrated identity system is operational according to specifications and provides a single view of a traveller.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The integrated identity system will deal with all citizens and foreigners.
Spatial transformation (where applicable)	NA
Desired performance	Integrated identity management system to provide a single view of traveller.
Indicator responsibility	DDG: IS, DDG: IMS, DDG: CS

Digitisation of records

Indicator title	Percentage of 340 million civic paper-based records digitised by 2030.
Target title	36.8% (125 million) civic records digitised between 2025 and 2030.
Definition	<p>The indicator will focus on the digitisation of the 340 million civic records over the duration of the project.</p> <ul style="list-style-type: none"> • ‘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.
Source of data	Records of citizens; servers containing scanned electronic records; and reports from system.
Method of calculation/ assessment	125 million records digitised between period 2025 to 2030.
Assumptions	<ul style="list-style-type: none"> • 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. • Sufficient staff complement.
Disaggregation of beneficiaries (where applicable)	As outlined in the TIDs in the APP for each of these areas.
Spatial transformation (where applicable)	NA.
Desired performance	125 million records digitised between period 2025 to 2030.
Indicator responsibility	DDG: OPS

DHA policies and legislation in support of a digitally transformed Home Affairs

Indicator title	<ul style="list-style-type: none"> • Number of policies submitted to Cabinet for approval (2). • Number of Bills submitted to Cabinet for approval to introduce into Parliament (3).
Target title	<p>DHA policies and legislation aligned to a repositioned and digitally transformed DHA in respect of:</p> <ul style="list-style-type: none"> • Revised White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) submitted to Cabinet for approval by 31 March 2026. • Citizenship, Immigration and Refugee Protection legislation submitted to Cabinet for approval to introduce in Parliament by 2027/28. • Digital Identity Policy submitted to Cabinet for approval by 31 March 2026. • National Identification and Registration Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28. • Home Affairs Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28.
Definition	The indicator and target deal with the policies and legislation which need to be reviewed or developed to ensure the DHA regulatory framework is aligned to a repositioned DHA as outlined in the White Paper on Home Affairs and the vision of a digitally transformed DHA. The policies and legislation in the target title are of note.
Source of data	The various policies listed above and subsequent legislation.
Method of calculation/ assessment	<ul style="list-style-type: none"> • Revised White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) submitted to Cabinet for approval by 31 March 2026. • Citizenship, Immigration and Refugee Protection legislation submitted to Cabinet for approval to introduce in Parliament by 2027/28. • Digital Identity Policy submitted to Cabinet for approval by 31 March 2026. • National Identification and Registration Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28. • Home Affairs Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	As outlined in the TIDs in the APP for each of these areas.
Spatial transformation (where applicable)	NA
Desired performance	Policies approved by Cabinet and legislation approved for tabling in Parliament.
Indicator responsibility	DDG: OPS and DG's Office



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