Annual Performance Plan
2022/23

DATE OF TABLING: MARCH 2022

STAY HOME
SAVE SOUTH AFRICA
TOGETHER WE CAN BEAT THE CORONAVIRUS

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 PA Motsoaledi.

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 which the Department of Home Affairs will endeavour to achieve over the period 2022/23.

Mr Nhlanhla Mabaso

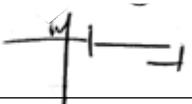*Chief Information Officer*

Signature

Ms Tampane Molefe-Sefanyetso

Human Resource Management and Development

Signature

Mr Jackson McKay

Immigration Services

Signature

Mr Thomas Sigama
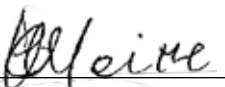
Civic Services

Signature

Ms Constance Moitse

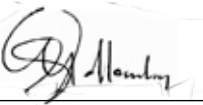*Counter Corruption and Security Services*

Signature

Mr Gordon Hollamby

Chief Financial Officer

Signature

Mr Thulani Mavuso

Head of Planning

Signature

Dr Nakampe Masiapato

BMA Commissioner

Signature

Mr Livhuwani Makhode

Accounting Officer

Signature

Approved by:

Dr P A Motsoaledi

Executive Authority

Signature

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EXECUTIVE AUTHORITY STATEMENT

On 15 March 2020, Cabinet resolved that a national state of disaster in terms of Section 27(1) of the Disaster Management Act (DMA), 2002 be declared following the special circumstances presented by the COVID-19 pandemic. I would like to convey my deepest appreciation to the DHA management and staff for their dedication and commitment to service delivery since the introduction of the national state of disaster and the risk adjusted-strategy in March 2020. The country and the world have begun to embrace the "new normal" in all aspects of life thanks to extensive vaccination drives which in turn direct focus back to economic recovery and the importance of saving livelihoods. The DHA will ensure that the necessary measures are in place to ensure a smooth transition to the new normal to protect the well-being of clients and staff.

It is a fact that irrespective of the circumstances the country and the world find themselves in, the Department of Home Affairs (DHA) must and will continue to execute its mandate in an efficient and effective manner. The mandate of the DHA touches the lives of each and every citizen and visitor to our shores and this places an immense responsibility on the management, staff and stakeholders of the DHA to play their rightful role in creating a better life for all. The importance and significance of the DHA cannot be over-emphasised and the advent of the COVID-19 pandemic underscored this aspect.

The core functions of the DHA are a fundamental part of all human societies. Throughout history, managing identity and status have been essential for societies to organise work, distribute resources and ensure that people's rights and identities are protected. Managing migration is also an essential part of human development. All current societies are a product of the historical migration of individuals and groups. Relations between states are regulated to allow for these flows of people, skills and trade. Decisions have to be made about migrants who cross the border, commencing with regulated travellers (using the visa regime), to those seeking economic opportunities and those who claim asylum. States that manage these flows to minimise risks and maximise benefits have generally thrived because they benefit from the advantages of migration in terms of knowledge, productivity and trade.

Since the earliest of times, States have kept official records and registers of the population to give legal identity and status to people. No social organisation can function without knowing the identity and status of the individuals it interacts with. Civil registration provides an official affirmation of identity and aspects of status such as nationality. In modern states, this identity is essential for taking part in democratic elections and it is the main source of the vital statistics essential for the state to effectively provide services.

Given the current environment, the DHA must play its rightful role to mitigate the impact of the pandemic and to support recovery. The contribution of the DHA to the Government's agenda is significant. The department is a key enabler for the acquisition of critical skills required to grow the economy. The Critical Skills List was gazetted and published on 2 February 2022. The Critical Skills List is one of the immigration instruments administered by the Department of Home Affairs as part of supporting the Economic Recovery and Stimulus Plan of the President. The updated list reflects skills that are currently in shortage in the economy, and to ensure that our immigration policy recognises this and is able to attract the skills required for the growth of the economy.

In terms of the National Development Plan (NDP), the DHA's mandate ensures the inclusion of all citizens in democracy and development is enabled by providing them with a status and an identity that gives them access to rights and services. The Constitution states that the Bill of Rights is the cornerstone of South Africa's constitutional democracy. The DHA is central to developing an identification system that serves the Constitution.

Regarding the National Annual Strategic Plan (NASP), the DHA contributes to the Apex priority dealing with social cohesion and safer communities, and specifically the intervention of securing border posts through the phased operationalisation of the Border Management Authority (BMA). The DHA is a direct contributor towards the full establishment of the BMA and is playing a fundamental role in the rollout of the BMA.

Through the BMA, the DHA must continue to drive integrated and coordinated border management to ensure that our land borders are effectively protected, secured and well-managed. The sovereignty of any state is at risk if it does not know who is in its country, for what purpose and duration. This refers specifically to documented foreign nationals who enter, sojourn or leave the country and such migration is managed according to a risk-based approach. Undocumented movement of persons presents a risk to the integrity of a country's sovereignty and institutional mechanisms to manage this are essential. The BMA will actively assist national security as a key element of the security architecture and system of the state. The BMA will coordinate a unified approach to border management and this will result in enhanced security and the effective management of the border environment. It will also enable regional and continental development.

Capacitation of the BMA is currently underway and good progress is being made in this regard. On that account, a Commissioner and two Deputy Commissioners have been appointed to lead the process of implementing and rolling out the BMA. The DHA is going to embark on a recruitment drive to fill strategic positions in the BMA. The BMA National Border Guard will be capacitated and deployed at identified ports of entry and within the border law enforcement area. I have signed a delegation of authority to the BMA Commissioner in respect of the transfer of frontline immigration functions and personnel at ports of entry.

Alongside the institutionalisation of the BMA, DHA is also invested with large scale infrastructural development of six priority land ports of entry, including Beitbridge, Lebombo, Maseru Bridge, Kopfontein, Ficksburg and Oshoek. The re-developed ports of entry will result in the efficient movement of people, goods and services across the ports of entry; improved administration of persons entering and leaving the Republic; investment in infrastructure as an enabler of a secure and efficient service; better regional economic integration; and support for the African Continental Free Trade Agreement. The re-development of the six identified land ports of entry project is being undertaken as a Public-Private Partnership (PPP). The Request for Proposals (RFP) has been completed and is currently being subjected to the required approval processes. The RFP will be ready to be issued to the market during the first quarter of 2022. In addition to the re-development of the infrastructure, the project includes modernisation and integration of border management and information technology systems at ports of entry. The project is expected to result in significant job creation during construction, in the order of 38 705 jobs.

With regard to the Apex priorities identified as part of the Medium Term Strategic Framework (MTSF) for 2019 to 2024, the contribution of the DHA is in support of economic transformation and job creation through the implementation of a revised visa regime and the issuance of visas and permits to grow the economy. This also forms part of the Economic Reconstruction and Recovery Plan (ERRP) of the Government as the issuance of strategic visas such as critical skill visas, business and general work visas will facilitate the attraction of global foreign business and promote tourism interests. The DHA is in the process of simplifying the visa regime through visa waiver agreements with identified countries and issuing long-term multiple entry visas to promote migration and tourism into South Africa and movement

within the continent. Technology will be placed at the heart of operations through the implementation of the e-Visa system by making it easy and secure to enter and depart South Africa. The tourist module of the e-Visa has been activated in 14 countries thus far, including China, India, Kenya and Nigeria. As the President announced in the 2022 State of the Nation Address, the DHA will continue to streamline and modernise the visa application process to make it easier to travel to South Africa for the purposes of tourism, business and work. A comprehensive review of the work visa regime is currently underway and includes exploring the possibility of new visa categories that could enable economic growth such as a start-up visa and remote working visa. This is also in support of the Apex priority dealing with the creation of a better Africa and world.

The DHA furthermore contributes to social cohesion and safer communities through the implementation of the DHA Automated Biometric Identification System (ABIS) and the rollout of biometric functionality at selected ports of entry. A capable, ethical and developmental state is supported through repositioning the DHA by means of implementing new service delivery, operating and organisational models supported by the required policy and legislative framework.

In terms of public and social employment, the employment stimulus announced by the President will enable the DHA to recruit 10 000 unemployed young people for the digitisation of records project, thereby enhancing their skills and contributing to the modernisation of civic services. Currently, paper-records date back to the late 1800s which necessitate care and reliable systems that will bear tolerance for digitisation purposes. The more than 300 million records continue to grow as the DHA registers more than a million births per annum, which makes the need for a sustainable digitisation system crucial as this would ensure seamless processing, improved access and safe storage of such records. The project will attain maximum future benefit for the youth, the DHA, its clients and stakeholders as a critical enabler to digital transformation in the public service. Key drivers of change would include technological advancement, the environment (paperless), and social (enhancing access to service delivery) benefits.

The DHA will also strengthen its contribution to combat gender-based violence and femicide and promote the plight of the youth and persons with disabilities. The DHA will develop and implement a plan in support of these critical priorities. As the political champion for Ekurhuleni, I will, with the support of the DHA, continue to play a meaningful role in advancing the objectives of the district development model of government. The Immigration Branch will continue with the implementation of their risk-based strategy for immigration through initiatives such as the advance passenger processing system (APP), the passenger name record system (PNR), biometric movement control system (BMCS), the rollout of e-Gates at key airports and the development of an asylum seeker and management system. The Green Paper on Citizenship, International Migration and Refugee Protection is at an advanced stage.

As the executive Authority of the DHA, I fully endorse the 2022/23 Annual Performance Plan for the Department of Home Affairs. The management and the staff of the DHA is fully committed to executing the commitments in the plan as a difference can only be made through implementation.

Dr PA Motsoaledi, MP
Minister of Home Affairs

DEPUTY MINISTER STATEMENT

As the Deputy Minister of Home Affairs, I have assumed the responsibility for specific matters relating to civic services namely; the registration of birth within 30 days, the connectivity of health facilities with maternity wards, the issuance of identity documents to eligible applicants turning 16 years of age and the timeous collection of identity documents.

The mandate of the Department of Home Affairs is derived from the Constitution and various Acts of Parliament and policy documents. The department's services are divided into two broad categories: civic services and immigration services. The mandate of the department is the management of citizenship and civil registration, the management of international migration and the management of refugee protection. The execution of the mandate allows the department to be a key enabler of national security, citizen empowerment, efficient administration and socio-economic development. These functions must be managed securely and strategically.

Core to the DHA's mandate is being the custodian and protector of the identity and status of the residents of South Africa. This includes functions such as maintaining the national population register (NPR), managing birth, marriage and death records, and issuing identity documents. The Bill of Rights protects the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom. The execution of the civics mandate is central for citizens to access their rights. Despite the detrimental impact of the COVID-19 pandemic and systemic operational challenges, the DHA managed to render its essential services to citizens throughout the duration of the pandemic.

The rollout of the DHA information communication technology (ICT) programme is central to the DHA in order to fully execute its mandate and to deliver quality services on a consistent basis. The rollout of the programme must be intensified. One of the lessons learned from the pandemic is the importance of technology when major disruptions are the order of the day. Technology will continue to play an even more

important role in supporting core business to provide them with systems to execute their responsibilities.

Looking forward, the DHA must maximise the benefits to be gained from technology and further invest in technology. The DHA must do away with legacy systems and use technology to facilitate a high standard of service delivery. Information technology must form the backbone of the repositioned DHA. One of the other key areas the DHA should focus on is the use of technology to improve its communications and communication platforms. It should become easier for clients to communicate with the DHA and the use of virtual platforms is at the forefront of achieving this. The DHA must improve its work ethic across the board. A good work ethic must be informed by a professional ethos as derived from the Batho Pele principles. The DHA has developed a draft culture framework which seeks to address professionalism, ethics, conduct, attitude and promotion of the DHA shared values. The provision of a professional and efficient service to clients will receive dedicated focus in 2022/23 as the DHA will implement a number of initiatives to facilitate learning and development initiatives such as training, coaching, mentoring, skilling and re-skilling.

In the 2022/23 financial year, the Civics Branch will endeavour to improve the rate of early birth registration and the issuance of identity documents to, especially scholars and the youth. Access to birth registration will be improved through initiatives such as the placement of mobile offices and prefabricated structures at health facilities where space constraints are experienced. Extensive media campaigns will be used to improve awareness and advocacy in respect of important areas such as knowledge enhancement and the location of DHA services. Through the use of the media, the public will also be encouraged to collect uncollected documents. As part of our contribution to the district development model of government, the investment in office infrastructure is of importance to ensure a conducive service delivery environment for clients and staff. In addition to this, the expansion of the DHA footprint through the acquisition of more mobile units with improved connectivity to reach far flung and remote areas will serve as a key enabler to facilitate service delivery. The DHA will also explore other means of improving its footprint.

The COVID-19 pandemic continued to have a detrimental impact on service delivery operations and performance in the 2021/22 financial year. This could be attributed to unpredictable office closures, continued human resource capacity losses and operational challenges such as system downtime and connectivity challenges leading to long queues and unsatisfied clients. It is well-known that the DHA has been historically under-funded and needs to execute a broad and complex mandate with limited human and financial resources. The DHA currently functions at around 42% of its approved human resource capacity and provincial offices are capacitated at below 50%. The DHA welcomes the additional funding of R266 million for the 2022/23 financial year to improve capacity in critical areas such as frontline offices. The ability to fill posts in critical areas will make a definite positive impact on the levels of service delivery and assist with the elimination of ongoing challenges such as long queues.

The DHA must be prepared and ready to deal with challenging and uncertain times going forward. The revised DHA service delivery model should match the increasing expectations and demands from its clients in relation to diminishing human and financial resources. In the interim, the DHA's labour intensive business processes and standard operating procedures require human intervention in especially frontline offices and specialised functional areas. The pandemic has shown that by embracing information technology, organisations are able to achieve their goals without having to physically interact with clients.

Infrastructural projects are being undertaken to build or develop purpose-built DHA facilities that are designed, equipped and structured for the improvement of the Civics footprint in the execution of its mandate. In consultation with the Presidential Infrastructure Coordinating Commission, the department has identified 15 high volume offices to be prioritised to kick start the project. The DHA has developed a uniform model for its future office construction - a key feature of this model is that the offices should comprise stand-alone buildings that are fit for purpose and built according to DHA's specifications. The project will address challenges currently being encountered in the delivery of services, compounded by offices that are inappropriately located, inadequate waiting areas for clients inside and outside the offices, limited ablution facilities for officials and clients, limited access for persons with disabilities and non-compliance with Health and Safety protocols. The DHA has recently developed an entirely new, purpose-designed and built office in Lusikisiki in the Eastern Cape, whilst another project is underway in Mokopane in Limpopo with an envisaged project to commence in Matatiele, Eastern Cape.

Through such interventions, and others, the Civics Branch will endeavour to improve the quality of its service delivery to clients. The branch has performed well over the last few years to consistently achieve its main strategic targets in support of its mandate. The injection of additional human resource capacity and closer collaboration with key stakeholders in service delivery will have a positive impact on civic services in the 2022/23 financial year.

I want to convey my heartfelt appreciation to the management and staff of the Department of Home Affairs for their continued commitment to serving the people of this country and visitors to our shores. The last two years have placed very different and difficult demands on our staff. We had to adapt to a new way of working and living. I am confident that we have now mastered these new challenges and will continue to serve our people as per the departmental value statement of: "We Care!"

Mr N Nzuza, MP
Deputy Minister of Home Affairs

ACCOUNTING OFFICER STATEMENT

The 2022/23 financial year covers the fourth year of the 5-year Medium Term Strategic Framework (MTSF) for 2019 to 2024. This is of significance as the DHA has a number of important commitments in support of the MTSF 2019 to 2024 and these commitments form part of the Minister's performance agreement signed with the President in 2020. The MTSF commitments have a direct impact on the achievement of the objectives of the National Development Plan (NDP) 2030 and other critical government interventions such as the Economic Reconstruction and Recovery Plan as outlined by the President.

The centrality of DHA within a capable, ethical and developmental state is significant to the reprioritisation of the department as an organ within the security cluster and apparatus of the state as well contributing to the protection of sovereignty and constitutional rights of all its citizens and visitors to the Republic. This mandate has bearing on the lives of every person within the country, its citizens, non-citizens, long-term residents as well as visitors who enter our country for purposes of business, investment or for personal reasons, all of which is uniquely characteristic of our proximity and integration with SADC societies and socio-economic integration with our neighbouring states.

Repositioning of the DHA gives effect to the White Paper on Home Affairs, and in 2022/23 this will gain momentum through the establishment of a dedicated Repositioning Programme Management Office (PMO). The function of the PMO will serve to enhance work already started by the DHA in respect of policy and legislative reviews. The 2022/23 annual performance plan and organisational planning will focus on the achievement of all MTSF commitments; responsiveness to client demands and expectations within the confines of a shrinking fiscus and staff complement; and finding solutions to some of the systemic challenges in the DHA.

Feedback from the Minister, Deputy Minister and various oversight structures in the 2021/22 financial year stressed the importance of improving the quality of service delivery in the DHA in addition to achieving its set targets in the various annual performance plans. The expectations and demands from clients and stakeholders on

the DHA are high and continue to increase on an annual basis despite the adverse economic outlook and challenges brought about by the COVID-19 pandemic. This is a critical aspect for the DHA to consider and will be addressed as part of the 2022/23 annual performance plan and normal operations of the DHA. The provision of quality service delivery was discussed at various departmental governance structures and strategic planning workshops. It's not only "what" services we deliver as government, but also "how" such service delivery is rendered that must be measured. The department is hard at work to introduce innovative mechanisms to reduce waiting time for receipt of enabling documents critical towards supporting a client's civic or immigration purpose in the country. It is compelling for the DHA to render services in real-time, with predictability and assurance that systems are fully effective and capable, and as such, avoid off-line statuses and accrued backlogs contrary to our undertakings within the Service Delivery Improvement Plan (SDIP).

As such, more emphasis will be placed on enabling operational readiness and systems that deal efficiently with a client's requirements. "War on Queues" remains a priority for the DHA, and whilst our efforts may have been temporarily deterred through the COVID-19 pandemic with imposed staff and operational limitations, we continue to place relentless focus on reducing the impact of this on our citizens. In this regard priority is being given to three strategic impediments that will address the root causes, these being: system stabilisation, leveraging technology integration and investment in our people.

Systems stabilisation is a non-negotiable outcome of our interventions as this resides as a root cause of slow and ineffective service delivery. When systems are off-line, our live capture environment for Civic Services is brought to a stand-still and services cannot be rendered within that duration. The department is hard at work with the State Information Technology Agency (SITA), which is the mandatory provider of technology solutions to government, to ensure that systems, networks and enabling IT infrastructure are optimally executed.

Leveraging technology integration is equally instrumental to changing "how" services are delivered by the department. Our modernisation programme comprises key facets for improved execution of our mandate through the development of applications that make it easier for a client to interact with the DHA. Through our eHomeAffairs portal, clients can make online applications for smart ID cards and passports using their banking platform, with the department working closely with commercial banks to ensure a rapid expansion of the service offering through a Public Private Partnership (PPP). Investment into servicing rural communities that do not enjoy the ease of access as in metropolitan centres, is being addressed through the development of

mobile units equipped with VSAT technology to reach out and take services to the people. The department currently has 100 mobile units, with a further 10 currently under development. We envisage increasing the fleet of mobile units towards the end of 2022/23 with an additional ramp-up in outer years. The DHA will need to be innovative and "think out of the box" and the better use of technology to improve service delivery will be a critical element. The introduction of an appointment system for clients will form a key part of this initiative. Thus, implementation of the ICT modernisation programme must be intensified, including the implementation of automated biometric identification capabilities as well as the rollout of the e-Visa system and various systems in support thereof.

The digitisation of records project will be a game changer for the department and will eventually entail more than 300 million paper records being scanned. This is a mammoth task, and to be successful, it will demand extraordinary investment into people, skills, technology and innovation. In realisation, DHA has consulted widely with counterparts in Statistics South Africa and the Department of Science and Innovation (DSI) to ensure best practice gets applied. This project will render service delivery improvements to clients as records will be digitised and accessible on demand. Currently, records are archived and it can take days, and sometimes longer for the department to retrieve records. Furthermore, the project will render an employment opportunity for approximately 10,000 SA youth for 3 years. The DHA regards this initiative as a flagship project that must be closely monitored to ensure that critical elements of its strategy and operations are delivered to target every month.

Efforts to professionalise the DHA is of paramount importance. This is coupled with investment in our people, which begins with our citizens and recognising that pro-active and effective management of queries and complaints through the optimal use of the Home Affairs Contact Centre (HACC) to ensure that clients can interact with the department and receive acknowledgement of their service related enquiries. The department is also focused internally on addressing its capacity challenges that have arisen over the past 2-3 years in retaining alignment with budget ceilings imposed on the Compensation of Employees (COE) Budget. The challenge of human resource capacitation has incrementally burdened frontline service delivery. This was addressed in 2021 through a Business Case to National Treasury. In recognition, a budget has been provided to the department to embark on a recruitment programme in 2022/23 with an emphasis on the acquisition of core service delivery staff to ensure sufficient capacity is afforded to the department. In this regard, 771 positions have been identified for placement, mostly at a functionary level which will aid service delivery.

The additional funding provided by the National Treasury for the compensation of employees' baseline is welcomed and will lead to a positive impact on operations and performance

Concerning organisational performance, the DHA needs to emulate the performance levels of the 2017/18 financial year when more than 85% of annual performance plan targets were achieved. The DHA must strive to achieve 100% of its strategic targets and move towards a clean audit outcome. The Auditor-General (AG) report for the 2020/21 financial year still reflects the need for the DHA to work even harder to get to a clean audit. The areas of concern by the AG remain: information systems in respect of IT strategy, IT security and IT governance; finance related matters pertaining to misstatements and long standing issues with DIRCO funds; and a collective effort to improve on performance information. Improvements made with human resource management and supply chain management must be maintained.

I would like to thank the Minister, Deputy Minister, stakeholders and staff for their continued support and commitment to the Department of Home Affairs. As the management and staff of the Department of Home Affairs, we will endeavour to implement this annual performance plan to the best of our ability.

Mr LT Makhode
Director-General of Home Affairs

VISION

A South Africa where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security

MISSION

The DHA carries out its mission in line with its commitment to citizen empowerment and inclusivity, economic development and national security, by:

c Being an efficient and secure custodian of citizenship and civil registration
c Securely and strategically managing international migration
c Efficiently managing asylum seekers and refugees
c Efficiently determining and safeguarding the official identity and status of persons

VALUE STATEMENT

The Department of Home Affairs is committed to being:

c People-centred and caring
c Patriotic
c Professional and showing leadership
c Effective, efficient and innovative
c Ethical and having integrity
c Security conscious
c Development oriented

DHA MANDATE

The DHA's services are divided into two broad categories: civic services and immigration services.

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

DHA OUTCOMES

The Department of Home Affairs has identified the following outcomes for the 2020 to 2025 period:

c Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments
c Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations
c Efficient asylum seeker and refugee system in compliance with domestic and international obligations
c Secure population register to empower citizens, enable inclusivity, economic development and national security
c DHA positioned to contribute positively to a capable and developmental state

KEY STRATEGY COMPONENTS – 2022/23

Home Affairs Contribution to Government APEX Priorities

- Economic Transformation & Job Creation
- Social Cohesion & Safe Communities
- A Capable, Ethical & Developmental State
- A better Africa & World

Vision

A South Africa where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security

Mission

The DHA carries out its mission in line with its commitment to citizen empowerment and inclusivity, economic development and national security, by:

- Being an efficient and secure custodian of citizenship and civil registration
- Securely and strategically managing international migration
- Efficiently managing asylum seekers and refugees
- Efficiently determining and safeguarding the official identity and status of persons

Values

- People-centered and caring
- Patriotic
- Professional and showing leadership
- Effective, efficient and innovative
- Ethical and having integrity
- Security conscious
- Development oriented

Mandate

The DHA's services are divided into two broad categories: civic services and immigration services.

Mandate 1: Management of citizenship and civil registration

Mandate 2: Management of international migration

Mandate 3: Management of refugee protection

Impact Statement

A modern and secure DHA with the required policy, legislation, systems and capacity, thereby enabling citizen empowerment, inclusive development and national security.

Outcomes

- 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, enable inclusivity, economic development and national security
- DHA positioned to contribute positively to a capable and developmental state

Programme 1: Administration

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

Sub-programmes:

Ministry, Management Support Services, Corporate Services, Transversal Information Technology Management, Office Accommodation

Programme 2: Citizen Affairs

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

Sub-programmes:

Citizen Affairs Management, Status Services Identification Services, Service Delivery to Provinces

Programme 3: Immigration Affairs

Purpose: Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa, determine the status of asylum seekers, regulate refugee affairs and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration enforcement.

Sub-programmes:

Immigration Affairs Management, Admission Services, Immigration Services, Asylum Seekers

Programme 4: Institutional Support & Transfers

Purpose: Transfer of funds to constitutional institutions and public entities.

Sub-programmes:

Electoral Commission, Represented Political Parties, Border Management Authority

Our Mandate

PART A: OUR MANDATE

1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

The mandate of the Department of Home Affairs (DHA) is divided into two broad categories, namely civic services and immigration services. The mandate of the DHA is broken down into:

c Mandate 1: Management of citizenship and civil registration

c Mandate 2: Management of international migration

c Mandate 3: Management of refugee protection

The policy framework and laws that enable the state to establish the legal status of every individual in South Africa is the foundation of our sovereignty. The Constitution has four basic elements that are closely related and rely on the DHA performing its core functions efficiently and effectively.

c The first element is national sovereignty and national security. The sovereignty of any state is at risk if it does not know who its citizens are. The DHA is central to providing the state with information on the identity and status of all the people within the country. Without this information the integrity, security and sovereignty of the state cannot be guaranteed.

c The second element is to access the rights set out in the Bill of Rights. The Constitution states that the Bill of Rights is a cornerstone of South Africa's constitutional democracy. Section 7(2) of the Constitution obliges all state institutions to respect, protect, promote and fulfil the Bill of Rights. The DHA is a critical enabler for the realisation of the Bill of Rights.

c The third element is building a prosperous and united nation. The Constitution provides a vision of a united, prosperous, non-racial and non-sexist society; a country that belongs to all who live in it, united in its diversity. The Constitution obliges the country to heal the wounds and divisions of the past. Redressing the inequities caused by centuries of all forms of discrimination and racial exclusion is central to the mandate of the DHA.

c The fourth element is that South Africa is an important and active member of the global family. The DHA plays a key role in determining how South Africa relates to the rest of humanity, globally and regionally. South Africa is signatory to many agreements and conventions governing the movement of persons, goods and conveyances.

The basic problem to be confronted by the development of a Policy on the Management of Citizenship, International Migration and Refugee Protection is that the DHA's fragmented and, largely, legacy policy and legal framework is preventing it from delivering on its full mandate which is to manage citizenship and civil registration; manage international migration; and manage refugee protection.

The failure of the DHA to deliver fully on its mandate could have detrimental consequences for the country and its people; including:

c Compromising the sovereignty of the country as the existence of an undocumented population (citizens and non-citizens) poses a security threat to the country and the integrity of the population register.

c Putting strain on the public budget and resources as a result of the current approach of granting residency and citizenship to foreign nationals which is not based on the strategic needs of the country.

c High mixed migration flows, defined in this context as a mix of those who claim asylum, economic migrants, trafficked and smuggled persons.

c Porous borders and poor border management capacity that enable illegal migration and hinder efficient and secure cross-border movement of persons, goods and conveyances.

Changes at policy and legal level are required to enable the DHA to take full control of its mandate which is weakened by, among others, the following factors:

c Liberal and compliance-based approach for managing the interface between residency and citizenship, between the refugee regime and citizenship and between civil registration and citizenship.

c Inadequate consideration of national constraints when signing and ratifying regional and international instruments.

c Incomplete population register (birth, marriage and death registers including identification data).

c Porous borders and poor border management capacity.

c Economic and political instability in neighbouring countries.

The new white paper and legislation will further provide broader guidelines on the approach for signing relevant international instruments, including conventions on statelessness. South Africa is currently not a signatory to the Statelessness Convention. As mentioned below, the South African Citizenship Act has made provision that ensures no person remains stateless through Section 2 and as well in Section 4(3). There is complete protection and continuous granting of citizenship to all as provided in the Constitution. Section 2(2) of the Citizenship Act states that any

person born in the Republic and who is not a South African citizen by virtue of the provisions of subsection (1) shall be a South African citizen by birth, if –

(a) he or she does not have the citizenship or nationality of any other country, or has no right to such citizenship or nationality; and

(b) his or her birth is registered in the Republic in accordance with the Births and Deaths Registration Act, 1992 (Act No. 51 of 1992).

Section 4(3) states that a child born in the Republic of parents who are not South African citizens or who have not been admitted into the Republic for permanent residence, qualifies to apply for South African citizenship upon becoming a major if –

(a) he or she has lived in the Republic of South Africa from the date of his or her birth to the date of becoming a major; and

(b) his or her birth is registered in the Republic in accordance with the Births and Deaths Registration Act, 1992 (Act No. 51 of 1992).

The Green Paper on Citizenship, International Migration and Refugee Protection recommends policy and strategic interventions in four policy areas:

c Management of citizenship;
c Management of civil registration;
c Management of international migration; and
c Management of refugee protection.

The aim is to have the Green Paper on Citizenship, International Migration and Refugee Protection submitted to Minister by the end of the 2022/23 financial year.

Subsequent to the approval of the White Paper on Home Affairs by Cabinet in December 2019, the DHA began with a process of drafting a new DHA Framework Act. The Framework Act will provide a legal instrument for a modern and secure DHA that is located within the security system of the state. The aim is to have the DHA Bill promulgated by 2023/24.

The legislation that regulates marriages in South Africa (SA) was developed without an overarching policy that is based on constitutional values (e.g. equality, non-discrimination and human dignity) and the understanding of modern societal dynamics. Instead of creating a harmonised system of marriage in South Africa, the state has sought to give recognition to different marriage rituals through passing a range of different marriage laws. Marriages in SA are regulated through the following legislation:

c The Marriage Act, 1961 (Act No. 25 of 1961) as amended, and its associated regulations (monogamous marriage for opposite sex couples);
c The Recognition of Customary Marriages, 1998 (Act No. 120 of 1998) –

(polygamous marriages for opposite sex couples – polygamy); and
c The Civil Union Act, 2006 (Act No. 17 of 2006) – (monogamous partnerships for both same and opposite sex couples).

Despite all the changes that have been made in the marriage legislation post 1994, serious gaps remain in the current legislation. The new marriage act will enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA.

The DHA has included the implementation of a new marriage act to regulate all marriages as a strategic priority. It will address the priority as outlined in the National Strategic Plan on Gender-Based Violence and Femicide: 2020 – 2030. The National Strategic Plan on Gender-Based Violence and Femicide: 2020 – 2030 indicated the areas below to be addressed by the DHA in terms of key intervention, key activity and indicator:

c Key intervention: Amend key legislation relating to gender-based violence and femicide; build onto legislative reforms initiated under the Emergency Response Plan.
c Key activity: Amendment of Customary Marriages Act – registration of marriages, recognition of cross-national marriages, same sex marriages.
c Indicator: Amendment of Customary Marriages Act by 2024.

In addition, the DHA has included a target in its Annual Performance Plan to directly address the priority of gender-based violence and femicide. It is included in the performance agreement of the Minister and will also be included in the performance agreements of senior managers.

The Green Paper on Marriages in SA was approved by Cabinet for public consultation in April 2021. The Green Paper was gazetted for public comments on 04 May 2021 with public comments invited until 30 June 2021. The Green Paper is not the official policy position of government; it only articulates possible policy options or proposals that are based on inputs received from stakeholders during ministerial dialogues. These proposals will be subjected to public scrutiny. The white paper (articulating clear policy proposals) will be submitted to Cabinet for approval by 31 March 2022 to enable the drafting and submission of new marriage legislation to Cabinet for approval by 31 March 2023.

The legislative programme for the DHA for 2022/23 will focus on the following:

c The DHA Bill will amongst others, provide for the establishment, functions, organisation and management of the Department of Home Affairs; the appointment and conditions of service of employees; the establishment, powers and functions of the enforcement and monitoring unit; the establishment of a Home Affairs college and the regulation of access to buildings, systems and protection measures to such buildings and systems.

c The Security Printers Bill seeks to provide for the regulation of security printing relating to the state and for the Government Printing Works (GPW) as a security printing entity for the state, thereby providing for the exclusive provision of these services to the state by the Government Printing Works. It further seeks to provide for accreditation of security printing entities and related provisions and to provide for the classification and declassification of secure printed materials.

c The development of legislation in support of the One-Stop Border Post Policy (OSBP).

c The development of legislation in support of Marriage Policy.

c The development of legislation in support of the Official Identity Management Policy.

BIRTHS, MARRIAGES AND DEATHS

c Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);

c Regulations on the Registration of Births and Deaths, 2014;

c Marriage Act, 1961 (Act No. 25 of 1961);

c Regulations made under the Marriage Act, 1961;

c Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);

c Regulations made under the Recognition of Customary Marriages Act, 1998;

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

c Civil Union Regulations, 2006.

IDENTITY DOCUMENTS AND IDENTIFICATION

c Identification Act, 1997 (Act No. 68 of 1997);

c Identification Regulations, 1998; and

c Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003).

CITIZENSHIP

c South African Citizenship Act, 1995 (Act No. 88 of 1995); and

c Regulations on the South African Citizenship Act, 1995.

TRAVEL DOCUMENTS AND PASSPORTS

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

c South African Passports and Travel Documents Regulations, 1994.

LEGISLATIVE MANDATE: IMMIGRATION

c Immigration Act, 2002 (Act No. 13 of 2002);

c Immigration Regulations, 2014;

c Refugees Act, 1998 (Act No. 130 of 1998); and

c Refugees Regulations, 2000.

OTHER PRESCRIPTS RELEVANT TO THE MANDATE OF HOME AFFAIRS

c The Constitution of the Republic of South Africa, 1996;

c Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);

c Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);

c The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;

c The basic agreement between the Government of the Republic of South Africa and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;

c The 1951 United Nations Convention Relating to the Status of Refugees;

c The 1967 Protocol Relating to the Status of Refugees;

c The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996;

c The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997; and

c 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 reporting to the Minister of Home Affairs and exercises oversight in that regard as prescribed by Public Finance Management Act, 1999 (Act No.1 of 1999), Treasury Regulations and the acts establishing the entities. The institutions reporting to the Minister of Home Affairs, and the legislation administered by the said institutions, are as follows:

c The Electoral Commission (IEC)

o Electoral Commission Act, 1996 (Act No. 51 of 1996);

o Electoral Act, 1998 (Act No. 73 of 1998);

o Local Government: Municipal Electoral Act, 2000 (Act No. 27 of 2000); and

o Political Party Funding Act, 2018 (Act No. 6 of 2018).

c The Government Printing Works (GPW)

c Border Management Authority (BMA)

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

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.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

A major focus of the National Development Plan (NDP) is to confront the triple challenge of poverty, inequality and unemployment by achieving higher growth rates. The DHA has a critical contribution to make to the achievement of the NDP 2030 objectives as outlined below:

c 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.

c 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 our own skills base.

c The DHA must continue to drive integrated and coordinated border management to ensure our borders are effectively protected, secured and well-managed.

c The DHA plays a key role in enabling regional development by working with Southern African Development Community (SADC) countries through the Department of International Relations and Cooperation (DIRCO) to establish efficient, secure and managed migration.

c The DHA is central to harnessing the fourth (4th) industrial revolution and building a capable state. The modernisation programme of the DHA can reduce fraud and the cost of doing business by enabling e-government and thus attract more investment.

For the 2019 to 2024 Medium Term Strategic Framework (MTSF), government has identified the following seven (7) APEX priorities to achieve the objectives of the NDP.

c A capable, ethical and developmental state.

c Economic transformation and job creation.

c Education, skills and health.

c Consolidating the social wage through reliable and quality basic services.

c Spatial integration, human settlements and local government.

c Social cohesion and safer communities.

c A better Africa and world.

In terms of the APEX priorities, the DHA contributes directly to: economic transformation and job creation; social cohesion and safer communities; a capable, ethical and developmental state; and a better Africa and world. Table 1 below illustrates the contribution of the DHA and specific targets in the MTSF for 2019 to 2024.

Table 1: DHA Contribution to the APEX Priorities of Government

APEX Priority	Link to Outcome	DHA Contribution	Revised MTSF Commitment 2024
Economic transformation and job creation	Outcome 4 – Decent employment through inclusive economic growth	Secure the identity of citizens and foreigners Design and implementation of the National Identity System (NIS) Issuance of critical skill visas and implementation of a visa regime in support of economic growth	Implementation of a revised visa regime through 95% of visa applications adjudicated within 4 weeks by 2022/23

APEX Priority	Link to Outcome	DHA Contribution	Revised MTSF Commitment 2024
Social cohesion and safer communities	Outcome 3 – All people in SA are and feel safe	Secure the borders of the country through the establishment and operationalisation of the BMA Continue with the implementation of a risk-based approach to immigration Provide enabling documents to access rights and services, for example early birth registration and smart ID cards	BMA established by 2021/22 BMA operational by 2023/24 at 18 ports of entry; 6 segments of the land border law enforcement area and 1 community crossing point BMA rolled out to an additional 7 ports of entry and 1 additional segment of the land border law enforcement area by 2024 100% of selected ports of entry equipped with biometric functionality by March 2024 DHA Automated Biometric Information System (ABIS) implemented by 2022/23
A capable, ethical and developmental state	Outcome 12 – An efficient, effective and development oriented public service	Reposition the DHA in support of a capable, ethical and developmental state through the implementation of new service delivery, operating and organisational models supported by the required policy and legislative framework	-
A better Africa and world	Outcome 11 – Create a better South Africa, a better Africa and a better world	Introduce world-class e-Visa regime and rollout of e-Visa system in a phased approach	-

In terms of the National Annual Strategic Plan (NASP), the DHA contributes to the APEX priority dealing with social cohesion and safer communities and specifically the intervention of secure border posts through the phased operationalisation of the BMA. The direct contribution of the DHA is towards the full establishment of the BMA and the rollout of the BMA at 46 ports of entry and along 3 segments of the land border law enforcement area segments (Border Guard).

Regarding the DHA contribution to the Economic Reconstruction and Recovery Plan (ERRP), the DHA supports the APEX priority of economic growth and job creation through the issuance of strategic visas such as critical skill visas and business and general work visas. The DHA is in the process of simplifying the visa regime through the implementation of visa waiver agreements with specific countries and issuing of long-term multiple entry visas to promote migration and tourism into South Africa and movement within the continent. These initiatives will facilitate the attraction of global foreign business and promote tourism interests. The DHA is responsible for the publication of the list of critical skills, occupations in high demand and priority occupations to fast track recruitment into SA.

The DHA is in the process of implementing an e-Visa system, which will place technology at the centre of operations by making it easy and secure to enter and depart South Africa. The tourist module of the e-Visa has been activated in fourteen countries thus far. The e-Visa system will see tourists and visitors to South Africa applying for their visas online, the applications sent to a central adjudication hub for approval whilst applicants sit in the comfort of their homes. This will result in the issuing of virtual visas. This paperless virtual visa will combat visa fraud and open South Africa as a desirable destination. The e-Visa system will have huge tourism growth implications for the country. The DHA will continue to streamline or simplify the visa process to facilitate and attract direct investment.

The DHA will also contribute to expanding public and social employment through the appointment of 10 000 unemployed young people for the digitisation of paper records and the modernisation of civic services as announced in the 2022 State of the Nation Address. The digitisation project will assist greatly with improving service delivery turnaround times for the processing of various enabling documents in the civic and immigration environment.

The DHA will continue to drive integrated and coordinated border management to ensure borders are effectively protected, secured and well-managed as well as enabling regional development by working with SADC countries to establish efficient, secure and managed migration. In respect of economic diplomacy for further

integration into the African continent, partnerships with other countries will also be leveraged in areas such as improving efficiencies at South African ports and in expanding markets for products and services provided by SA state owned entities. Coordination in the implementation of specific inter-regional infrastructure projects such as the Beit Bridge project will be accelerated and improved. The DHA will also partake in infrastructure related projects with support from the Presidency in respect of the ports of entry PPP project, redevelopment of 15 high priority civic services offices PPP project and records and archives storage facility PPP project.

The DHA will continue to contribute to cross-cutting priorities such as the fight against gender-based violence and femicide and the implementation of procurement regulations in support of women owned businesses.

Eight ministerial priorities were identified for the DHA at the start of the 2014 cycle, namely:

c Establish an effective BMA;
c Complete the ICT modernisation programme;
c Comprehensive review of the immigration policy;
c Upgrade the six (6) key land ports of entry as one-stop-border-posts;
c Improved client experience through leadership (Moetapele);
c Issuance of critical skills visas;
c Early birth registration (including expanding connectivity at especially high volume health facilities); and
c Rollout of the "War on Queues" project.

These priorities are not only closely aligned with the MTSF commitments but also include department-specific priorities such as the Moetapele initiative and the redevelopment of six priority land ports of entry as one-stop border posts. In addition to the above, the following departmental priorities will form an integral part of the DHA strategic planning process going forward:

c The flagship programme for the DHA for the foreseeable future is the repositioning programme to give effect to the White Paper on Home Affairs. The repositioning programme will integrate with a number of existing priorities such as the modernisation programme (including critical projects such as the e-Visa in support of a world-class visa regime and the economic stimulus package), the Border Management Authority (BMA), etc. The repositioning programme has identified six key priorities to be addressed, namely:
  o Policy and legislation;
  o Service delivery, operational and organisational models;
  o Modernisation programme;
  o A capable and developmental department;
  o Revenue generation; and
  o Service delivery channels and purpose-build infrastructure.

c The continued ICT modernisation of the DHA, including critical projects such as the National Identity System (NIS), Automated Biometric Identification System (ABIS) and ensuring network stability.
c A comprehensive review of policy and legislation linked to the core mandate of the DHA, e.g. marriage policy.
c The continued implementation of a risk-based and developmental approach to immigration through initiatives such as the upgrading of the Advance Passenger Processing (APP) system and the introduction of the Passenger Name Record (PNR) system; combatting fraudulent marriages; the introduction and rollout of technology in the immigration sphere (for example e-Visa, e-Gates and the BMA national targeting centre); dealing decisively with undocumented foreigners; the introduction of one-stop border posts and improving efficiency at refugee reception centres.
c Accelerated rollout of the smart ID card to all eligible persons. The main aim is to ensure eligible citizens are in possession of smart ID cards and to ultimately discontinue the issuance of the green barcoded ID book.
c The formation of public-private partnerships (PPP) to assist with economical, effective and efficient service delivery, for example the appointment of a permitting business partner, a permanent DHA head office and expansion of the DHA footprint with the banking sector.
c Access and footprint development to improve the coverage and reach of DHA services, including the design of a DHA model office for the acquisition of purpose-fit DHA physical infrastructure and non-traditional channels such as mobile units and partnerships with public and private institutions. This will also include the revitalisation of ports of entry and the improvement of infrastructure at ports of entry and refugee reception offices.
c To obtain and maintain a clean audit outcome.
c Improvement of service delivery through initiatives such as the digitisation of records to improve the turnaround times in dealing with requests from citizens and foreigners; improved functionality of mobile units, the efficient handling of client queries and complaints, etc.
c Compliance with international, regional and national commitments and obligations relating to immigration and civic services.

KEY INTERNATIONAL AND REGIONAL DEVELOPMENTS

The DHA will in support of South Africa's commitment to implement Agenda 2063 and the African Union (AU) Migration Policy Framework, identify and undertake targeted bilateral consultations on visa exemptions to be implemented by AU Member States. The DHA will also support implementation of the AU Free Trade Agreement through exploring the development of the one-stop-border-posts with neighbouring countries. On international protection, the DHA will continue to implement the

Organisation of African Unity (OAU) Convention Governing the Specific Aspects of Refugee Problems in Africa, complemented by the African Charter on Human and People's Rights (also known as the Banjul Charter).

The Republic of South Africa (RSA) is chairing the Southern African Development Community (SADC) Organ on Politics, Defence and Security Cooperation from August 2021 to August 2022 consistent with the SADC Treaty and the SADC Protocol on Politics, Defence and Security Cooperation. As part of strengthening regional integration, economic development and peace and security, the DHA is expected to lead and chair consultations on the development of the Regional Migration Policy Framework, and the UNIVISA. South Africa is expected to implement the SADC Protocol on Facilitation of Movement of Persons. To this end, the DHA will undertake targeted bilateral consultations on visa exemptions, development of one-stop-border-posts and management of border communities to enhance the secure facilitation of movement of persons in the region. The DHA will in collaboration with the Department of Correctional Services and Department of International Relations and Cooperation also coordinate and chair the Public Security Sub-Committee Statutory meeting scheduled for April/May 2022 in preparation of the SADC Ministerial Committee of the Organ, scheduled for June/July 2022 and the SADC Council of Ministers scheduled for August/September 2022.

South Africa will in September 2022 present its Universal Periodic Review Report to the United Nations (UN). In this regard, the DHA will participate in the development of the country report to be submitted to the UN in June 2022, consistent with South Africa's international obligations on the Universal Declaration of Human Rights, the UN Charter and other relevant international human rights legal instruments. The DHA will also coordinate the national implementation of the Global Compact for Safe, Orderly and Regular Migration, whilst honouring its international commitment to amongst others: the Convention on International Civil Aviation (Chicago Convention); the Convention on Offences and Certain Other Acts Committed on Board Aircraft (Tokyo Convention); the Hague Convention; the UN Protocol against Trafficking in Persons, especially women and children and the UN Protocol against Smuggling of Migrants by Land, Sea and Air. On international protection, the DHA will continue to provide protection to asylum seekers and refugees consistent with the 1951 UN Convention relating to the Status of Refugees, the 1967 Protocol relating to Status of Refugees, and the Global Compact for Refugees.

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that by 2030 all people enjoy peace and prosperity. At its heart are the 17 SDGs, which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve oceans and forests.

Goal 16 refers to "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". One of the targets under goal 16 refers to: "By 2030, provide legal identity for all, including birth registration". A 2019 report indicated that birth registration is a human right and birth registration is fundamental to helping people access their individual rights, such as basic social services and legal justice. Less than three quarters (73 per cent) of children under 5 years of age worldwide have had their births registered, according to data from 161 countries over the period 2010 to 2018. Many countries and regions have reached universal or near universal coverage, but in sub-Saharan Africa, fewer than half (46 per cent) of all children under 5 years of age are registered. Much work has been done recently to improve civil registration systems and to raise awareness among citizens, but continued efforts are needed to ensure that all children can claim their right to an identity. South Africa as a country has made major strides with its birth registration programme. When the NDP was launched in 2012, South Africa's rate of birth registration was at 83%. The DHA has since improved its status to 85% from year 2014 of birth registration.

As outlined in the DHA strategic documents for 2020 to 2025, the execution of the DHA mandate is aimed at every citizen and visitor. The Strategic Plan 2020/25 and the supporting annual performance plans will place emphasis on critical priorities such as early birth registration and the issuance of identity documents to all eligible applicants, including refugees and permanent residents, with a specific focus on children, the youth, people with disabilities and women.

The development of strategies, enablers and plans for the efficient provision of DHA services is done with due consideration for women, children, the youth and people with disabilities. The provision of birth registration services at health facilities is aimed at ensuring that mothers and fathers are able to register their children by the time the mother is discharged. This is in support of section 28(1) of the Constitution which states that every child has a right to a name and a nationality from 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 act is aimed at providing equality to women. 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 for representativity in respect of women, people with disabilities, etc. The same will apply with regard to BBBEE compliance.

3. UPDATES TO RELEVANT COURT RULINGS

None.

PART B
Strategic Focus

PART B: STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

Since the onset of the COVID-19 pandemic in 2020, a number of lessons has been learned which must be considered in the strategic planning process going forward. The importance and centrality of the DHA mandate to the country was again realised. The services rendered by the DHA are critical for society to function and certain DHA services such as death registration will always be required irrespective of the prevailing circumstances or conditions. The DHA interfaces with the public on a daily basis. Millions of South Africans depend on the DHA to access essential services such as banking, education, housing and social services through enabling documents such as birth certificates and identity documents. The closure of borders and the inability to issue key enabling permitting documents has had a detrimental impact on the economy of the country and the region.

A key realisation from the COVID-19 pandemic is that the DHA will need to review its service delivery and operating models as well as its access strategy to adapt to the "new normal" brought about by the pandemic. These models must find ways in which the DHA is to service its clientele in a more effective, efficient and secure manner. The increased focus on technology will be central for the DHA going forward as well as the need to speed up the ICT modernisation programme. There is a need to be adaptable and flexible in service delivery. Key considerations include the working of shift systems and flexi-time; remote working arrangements for the majority of business areas and the review of specific business processes such as permitting. It will be of critical importance to provide tools of the trade to staff to ensure uninterrupted service delivery in front and back office. The DHA will need to look at new ways to reduce client numbers in offices or "taking the client out of the office" (e.g. collections at mobile units or "drive through" options). The DHA is in the process of developing an appointment system for clients.

The importance of wellness related interventions and support was underscored during this period. The pandemic has taken a heavy psychological and emotional toll on officials – this include fear associated with a high risk of exposure in frontline offices and ports of entry / inspectorate environment as well as dealing with the untimely deaths of colleagues, officials, family and close relatives. It is of critical importance for DHA frontline staff to be vaccinated as a matter of urgency.

There is a definite correlation between the pandemic and organisational performance – this can be attributed to factors such as:

c A reduction in the number of clients visiting DHA service points and those of business partners such as Visa Facilitation Services (VFS);

c The unforeseen closure of offices / service points / ports of entry / business partners (VFS) and limited access to certain service points such as health facilities;

c Changes in COVID-19 regulations and lockdown levels; and

c Reduced staff capacity in offices due to space and social distancing regulations highlighting a need for DHA purpose-build offices.

The impact of the COVID-19 pandemic on the foreseeable future is difficult to predict in an accurate manner. The occurrence of further waves of the pandemic will have a definite impact on organisational performance, operations, service delivery and revenue generation. The challenge that the DHA is facing is to balance the increasing expectations and demands from citizens and other clients with shrinking resources, both in terms of human and financial resources. The DHA is a labour intensive organisation and the inability to fill posts on a consistent basis due to restrictive compensation of employees' ceiling in especially frontline offices and certain key specialist areas such as information technology, has exacerbated the challenges the DHA is facing with regard to service delivery. It is of the utmost importance for the DHA to ensure readiness for future pandemics or a prolonged COVID-19.

A number of strategic planning events contributed to the development of the DHA environmental analysis for 2022/23. The first event was an EXCO Retreat with the executive management of the DHA and provincial managers. The theme of the EXCO Retreat was to: "Reposition the DHA as a Critical Enabler of Government Priorities and Commitments at National, Regional, Continental and International Level". The theme builds on the repositioning programme of the DHA and to deal with specific service delivery challenges experienced by clients.

The retreat focused on an analysis of the status quo for a number of organisational enablers in respect of the current performance and operational environment. The organisational enablers identified were: systems and technology; structure; people; shared values and culture; processes and interfaces; performance management and footprint and infrastructure. The enablers were allocated to specific branches who prepared presentations on the status quo with specific emphasis on high level recommendations to improve on the status quo. These high level recommendations were translated into specific interventions, actions and timeframes.

The output from the EXCO Retreat informed the "Priority Setting" workshop of 7 July 2021. The purpose of this workshop was to obtain political and strategic guidance from the DHA political principals for the 2022/23 period; identify and deliberate on key developments to be factored into the strategic planning process such as COVID-19;

and confirm and prioritise key priorities for the 2022/23 strategic planning cycle in line with the Strategic Plan of the DHA (2020 to 2025), available resources and national and international commitments. At this workshop a comprehensive environmental scan was presented and focused on: COVID-19 with a focus on possible scenarios (past and future); lessons learned from COVID-19 (DHA) and implications for DHA to consider; key risks and the DHA resourcing challenges. A summary of the EXCO Retreat assessment of organisational enablers linked to the PESTLE and SWOT approach was made. This was supplemented by key observations and recommendations from a report by the Portfolio Committee on Home Affairs.

The various DHA head office branches and provinces conducted their own planning sessions in preparation for the submission of the draft Annual Performance Plan for 2022/23 to the Department of Planning, Monitoring and Evaluation (DPME) and National Treasury (NT) by 31 October 2021. A departmental strategic planning session with all SMS managers in September 2021 focused on key alignment and integration considerations. The revised MTSF for 2019 to 2024 and other key government priorities were factored into the compilation of the draft APP for 2022/23.

The feedback from the DPME and National Treasury on both drafts of the DHA Annual Performance Plan (APP) for 2022/23 was considered and addressed. The required governance processes (approval by EXCO and the executive authority) were followed prior to the tabling of the final APP for 2022/23 in March 2022.

4.1   INTERNAL ENVIRONMENT ANALYSIS

In terms of "Strengths", the DHA continues to make a positive contribution to the National Development Plan through strengthening democracy; provision of access to rights; and promoting development, social cohesion and nation building. This aspect is underpinned by the necessity of the DHA to render essential services such as death registration irrespective of the circumstances the country finds itself in. The closure of borders during the pandemic has had a detrimental impact on the South African economy and those of the SADC region. For the period 2015 to 2020, the DHA registered more than 3.8 million births within 30 calendar days and issued more than 13.8 million smart ID cards to eligible applicants. A total of 219 610 031 movements of South African citizens and foreigners were recorded between 2015 and 2020. A total of 30 796 critical skills visas were adjudicated between 2015 and 2020 to grow the economy and promote investment in the country. A total number of 852 552 deaths was registered since the onset of the COVID-19 pandemic (April 2020 to 30 September 2021). The DHA contributes to the economic reconstruction and recovery agenda of government through the issuance of strategic permits to grow the economy and job creation as well as the implementation of a world-class visa regime.

The DHA is a critical component of the security system of the state and the advances made with the implementation of its risk-based approach to immigration are central to the national security of the country and its development objectives. This includes work done on the phased establishment of the BMA, the use of technology to secure the entry and exit of citizens and foreigners and key policy and legislative developments. The establishment and rollout of the BMA was included as a priority in the National Annual Strategic Plan (NASP) for 2022/23. The BMA also forms a key part of the MTSF commitments under the priority dealing with social cohesion and safer communities. The use of technology is especially important to improve risk-based immigration management. A risk methodology for immigration is structured towards enabling the extension of border controls, catering for peripheral influence beyond the designated borderline and using extended programmes where systems provide for early warning and pre-emptive immigration management. The concept of pre-emptive immigration management needs to be applied so as to deter unwanted travellers from trying to access the Republic before actually arriving here. An end-to-end immigration business process incorporating e-border solutions, trusted traveller programmes and biometric technology would enable IMS to conduct risk profiling on its clients. The process would be supported through a series of immigration checks on travellers, occurring prior to arrival in the Republic.

The DHA is in the process of developing and implementing the Automated Biometric Identification System (ABIS) to replace the outdated Home Affairs National Identification System (HANIS); phased rollout of biometric movement control systems at identified ports of entry; piloting of e-Gates at Cape Town International Airport aimed at improving passenger processing times and experience whilst maintaining the security and integrity of our borders; with preparatory work for the introduction of the passenger name record system as part of the upgrading of the advance passenger processing system and the phased introduction of the e-Visa system.

The DHA acted swiftly and decisively in dealing with the pandemic since its onset in March 2020 through the introduction of a COVID-19 Steerco, compliance with required risk adjusted strategy protocols, etc. The DHA needs to build on the lessons learned from the pandemic and strengthen areas dealing with employee wellness, occupational health and safety and the implementation of a risk-based return-to-work-strategy.

The DHA has maintained sound organisational and audit performance despite severe capacity and resource constraints over a prolonged period of time. More attention and focus will be dedicated to improve frontline service delivery to ensure value-based service delivery. The DHA has been able to render consistent and predictable levels of service delivery in the issuance of key enabling documents such as passports, smart ID cards and certain categories of permits in support of the National Development Plan objectives.

The DHA has received unqualified audits since the 2016/17 financial year. The DHA is in the process of putting in place a number of initiatives to move towards a clean audit. A specific target was included in the DHA Annual Operational Plan (AOP) for 2022/23 in this regard. In addition, the following will be done to achieve a clean audit:

c Acquire a specialist resource to assist with obtaining an improved audit outcome.

c Specific focus to be placed on the compilation of accurate and complete annual financial statements; compliance with the payment of all invoices within 30 days; and reduction in fruitless and wasteful expenditure as well as irregular expenditure.

c Regular reporting on critical aspects of a clean audit at various governance structures such as the Minister's Management Meeting, the DHA Executive Committee (EXCO) and Back to Basics Forum.

c Deal decisively with the issue of repeat audit findings through the regular review of business processes and standard operating procedures; training and consequence management.

c Form partnerships with Risk Management and Internal Audit to identify further policy / process gaps and strengthen internal controls.

c Include a key performance area in the workplans of SMS members dealing with commitments in the audit action plan and functional risk register with quarterly reporting on progress.

The DHA implements a formal organisational performance management review system to track progress against annual performance plan and annual operational plan targets on a quarterly basis. The reporting includes progress against budget spending in support of departmental priorities and operations. This process is used to compile the required quarterly reports to the DPME and for other reporting purposes in government. The Internal Audit chief directorate plays a central role in the quality assurance of evidence against reported performance. The individual performance management system in the DHA is closely aligned with the organisational performance management system.

Diagramme 1 below shows the progress in organisational performance since 2012/13. The DHA has maintained an unqualified audit opinion since 2016/17.

Diagramme1: DHA Organisational Performance 2012/13 to 2020/21
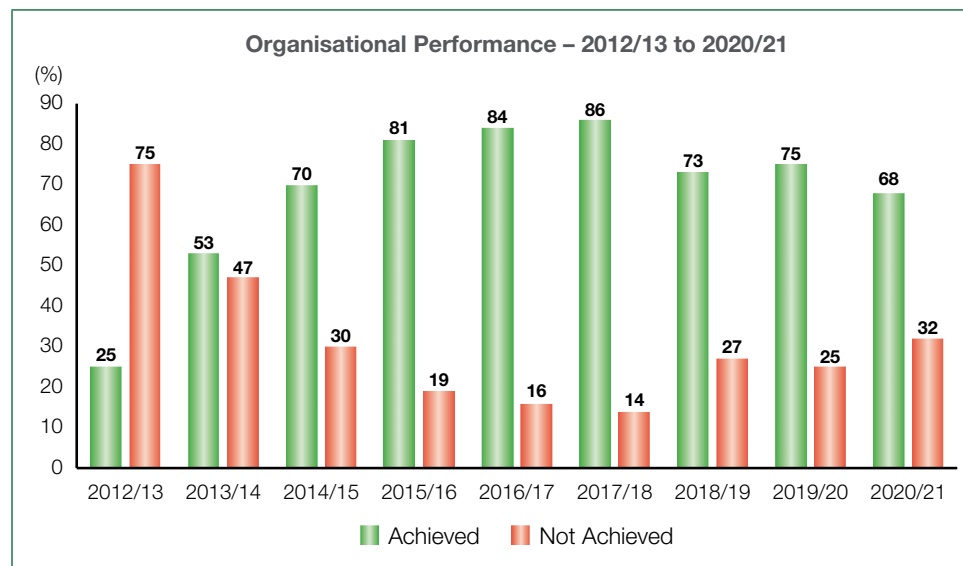
The main reasons for the consistent organisational and audit performance can be attributed to:

c A focus on key governmental and departmental priorities and assurance that these priorities are translated into measurable, funded and realistic plans and projects.

c Continued efforts to improve leadership and management practices supported by stronger governance, accountability and controls.

c Increased use of modern, digital technology combined with the use of operations management to monitor production and improve processes continually.

c Improved planning, monitoring and reporting practices in the DHA, for example through the introduction of a predictable and consistent strategic planning agenda, the use of quarterly performance review meetings, the involvement of Internal Audit in the monitoring process, the development of an audit action plan, etc.

In respect of weaknesses, the DHA is historically under-resourced and under-funded. The DHA as a department is currently functioning at around 41.81% of its approved capacity (the total of filled posts of 8 541 versus the approved establishment of 20 430) as at the 31 March 2021. The breakdown per management layer is as follows:

c Production /1st level supervisor (level 2-8): 7 688 staff or 90% of the total workforce.

c Junior management (level 9-10): 499 staff or 5.84% of the workforce.

c Middle management (level 11-12): 219 staff or 2.56% of the workforce.

c Senior management (level 13-16): 135 staff or 1.6% of the workforce.

c The balance of the staff is made up of 55 contract workers and 3 statutory workers.

The breakdown according to gender, youth and persons with disability is:

Total filled posts	Male	Female
8541 (100%)	3448 (40.37%)	5093 (59.63%)

Total filled posts	Youth	Person with disability
8541 (100%)	1525 (17.86%)	151 (1.77%)

The Branch Civic Services has a total establishment of 14 289 approved positions. Out of the 14 289 positions, only 5 470 are filled (as at end September 2021). This implies that the branch operates at a 38,28% capacity, which adversely affects the ability of the branch to render its services effectively. All of its provincial offices are capacitated at below 50% capacity.

Table 2: DHA Branch Civic Services' Provincial Capacity breakdown

Province	Filled	Vacant funded	Number of posts (Approved establishment including additional to establishment)	% Capacity available
Limpopo	601	7	1396	43%
Mpumalanga	389	5	1247	31%
Kwa-Zulu Natal	598	5	1932	31%
Eastern Cape	623	9	1715	36%
Western Cape	507	1	1104	46%
Northern Cape	239	5	568	42%
North West	408	7	930	44%
Gauteng	1196	8	3202	37%
Free State	346	3	769	45%

The role of the Immigration branch must recognise and give effect to the mandate DHA fulfils within the security cluster through readily providing information that renders identity and verification of foreign nationals in the country, their status and uses biometric data to establish a unique identification of record of movement.

The Chief Directorate Inspectorate is a unit of immigration officers within the Immigration Services branch currently numbering approximately 680 in the whole of South Africa. Its role is to investigate transgressors of the immigration act and other departmental legislation. Their role is to ensure that all persons in South Africa are here on a lawful basis. The unit is headed by a Chief Director who exercises oversight and responsibility for ensuring the unit is effective and provides strategic and operational guidance and support to all inspectorate officials. At a provincial, district and local level the unit managed by the home affairs provincial manager, district managers responsible for operations, office managers and the inspectorate specialist heads in each of the Home Affairs offices. The unit is understaffed and is reliant on capacity from SAPS and other law enforcement agencies in undertaking its work.

In order to alleviate the organisational capacity constraints, the Department has in the past initiated several initiatives, which include but are not limited to the following:

c Review of the organisational structure and post establishment to assess whether the DHA is optimally aligned to adequately respond to the mandate of the DHA and to remediate any misalignment. The DHA baseline on compensation of employees has been cut drastically since 2016. This has necessitated the DHA to commence with the review of its organisational structure to ensure that the DHA achieves its strategic objectives.

c Integrated human resource planning to ensure that the DHA collaborates in planning for its adequate capacitation. This initiative also intended to ensure that the supply is met according to the demand, and resources are moved from support function to core function in line with departmental operational needs.

c Rectification of personnel movement ("Gentlemen Agreement") to align the actual establishment (warm bodies) to the PERSAL establishment as well as to ensure that all employees are placed correctly according to their appointed roles and responsibilities. This was to ensure that capacity was allocated in line with departmental operational needs.

c Optimal utilisation of staff to assess the productivity levels of all staff; their location for optimal use and to mobilise them to where they can add more value as well as to confirm the placement of officials that are already placed at various offices without following proper procedure.

c Rationalisation of senior management service jobs to align the organisational structure and post establishment to the mandate of the DHA in relation to SMS jobs.

Over and above these projects, the DHA identified a total of 76 officials from support services that can be reskilled and up-skilled in order to render services at the core function. The aforementioned exercises were conducted to alleviate capacity constraints experienced by the department and to determine the staff volumes required to perform functions at various levels. These interventions provide temporary relief in dealing with service delivery challenges and a more permanent solution is required in order for the DHA to deliver fully on its mandate.

The human capital constraints resulted in the DHA compiling a business case to request funding from the National Treasury. The business case included mostly front line positions that are critical in ensuring that the department delivers effectively on its constitutional mandate. The positions identified for funding include, but are not limited to, law enforcement positions such as immigration officers, frontline positions that deal with services rendered by the front offices, mobile staff, hospital staff as well as IT technical positions that support the DHA modernization agenda. National Treasury has responded with a letter containing an increased preliminary allocation on the DHA budget of R266 million for 2022/23.

DHA uses a multi-channel strategy to deliver services to clients including physical offices, mobile offices, partnerships with private and public institutions and use of ICT. The DHA still remains dependent on the Department of Public Works and Infrastructure for physical infrastructure, maintenance of its offices and to find accommodation suitable for DHA service delivery. The civic services footprint is inadequate considering that the DHA provides civic services to all SA citizens, permanent resident holders and refugees. The footprint of the DHA does not meet its minimum accessibility norms (distance to be travelled by clients to access services) of 25 km in urban areas and 20 km in rural areas. There is a lack of DHA purpose-build infrastructure. The DHA is obliged to improve geographic access to its services and to address the past imbalances that still exist and is obligated to provide equitable and quality services.

The following initiatives are currently underway to deal with footprint challenges:

c DHA access model which comprises of the total number of offices and mobile units / offices that the DHA needs to meet its service delivery objectives.

c Continuous revision of geographic access norms, service standards, facility standards and internal capacity standards for the revision of the model office concept.

c Move from private leased accommodation to purpose build state owned facilities; and review space norms for small, medium and large offices.

A number of interim measures will be implemented to address challenges with access to DHA services such as the acquisition of additional mobile offices and deployment of existing mobile offices in areas where there is no DHA footprint and where required by the DHA access model; and partnerships with public and private institutions including the formation of a public-private partnership (PPP) with the banking sector for the issuance of smart ID cards and passports. A PPP process has been initiated to re-develop selected land ports of entry that service major land ports with neighbouring states. The concept of e-gates is in the process of being piloted at selected airports in partnership with ACSA as well as a trusted traveller concept at a selected ports of entry.

A key pillar of the DHA repositioning programme is to address gaps in policies and legislation. These include the current marriage policy; court judgements impacting on the management of international migration, asylum seeker management and citizenship in South Africa; lack of a clear policy position to manage asylum seeker management and refugees in South Africa; and inability of the 2017 White Paper to fully support national economic development. A number of initiatives is currently underway to deal with this, namely:

c Development of the Green Paper on Citizenship, International Migration and Refugee Protection;

c Department of Home Affairs Bill;

c Marriage Policy;

c Official Identity Management Policy; and

c One-Stop-Border Post Policy (OSBP).

The DHA has more than 300 million records to manage. The continued use of paper based records (manual) is a key impediment to effective service delivery. The digitisation of records is critical to improve service delivery in a number of areas such as the issuance of unabridged birth, marriage and death certificates; dealing effectively with amendments, rectifications and other processes in need of the retrieval of records. The Digitisation of Records project is registered as Strategic Integrated Project 30 of 2020 and was approved via the Presidential Infrastructure Coordination Committee (PICC). The primary objective of the project is for the digitisation of records within the Department's Civic Services Branch. The secondary objective of the project is to address youth unemployment as announced in the 2022 State of the Nation Address. The Project requires the acquisition of 10 000 youth to be placed centrally and in provinces, seeks to enhance youth employability through work exposure and training, thereby equipping learners with skills, values, behaviour and attitude towards sustainability beyond the project. The focus would be on equipping learners to use the exposure to technology to secure employment both in the public and private sector or to explore entrepreneurial opportunities beyond the project.

A number of partners are involved in this initiative, such as Statistics South Africa and Department of Science and Innovation. A business case was drafted, submitted and presented to National Treasury. Their response in this regard is awaited. The project

will in simple terms, once implemented, facilitate the access to records and thus allowing for efficient processing of various applications from clients. There will be no need to go to the physical paper record everytime there is an application (as it is the case at moment) as records will be accessible in "real time".

The project aims to adopt a catalytic approach transforming the civic services function while addressing youth unemployment and enterprise development, to ultimately provide downstream opportunities including data analytics and insights towards a capable state by leveraging on the following drivers of change:

c Social – addressing the youth unemployment and associated social challenges;

c Business and economic – collaborating with public and private sector towards digitisation of the records which will enhance the DHA's reputation with credibility of big data, improvement of investor confidence and support of projects such as the Presidential Economic Stimulus;

c Governmental – the project will serve as a baseline for other key service delivery improvement plans in national departments such as SASSA, all of which will contribute towards enhancing credibility of the SA Government;

c Technological – digital disruption and downstream opportunities will be enhanced;

c Legal – improved turnaround times in the provision of face value documents will decrease the litigation portfolio within the DH;

c Natural environment – digitisation of records will promote operations in a paperless environment.

An amount of R18 million was made available to Statistics South Africa for the digitisation of records in 2021/22. To date, a total of 3 173 254 records were digitised over two financial years. No funding is available for the 2022/23 financial year. The estimated cost of the project is R1 billion and funding will be secured from the PICC.

The Records and Archives PPP Project was registered with National Treasury in July 2021. The Department of Home Affairs' records are currently stored at Brits, Rosslyn and Heyvries Building, as well as in provincial archives and DHA offices in provinces and storage facilities. Other records are stored at the identity document production facility in Pretoria and Hallmark Building. Ideally these are all the records that will be digitised in the digitisation of records project. However most of these records, once digitized, cannot be discarded or shredded as they have to be retained for life ("life records") in terms archives standards and policies. These "life records" will need to be stored in a storage facility meeting the national archives standards (the current facilities do not meet the standards). Some of the key features of these standards are properly controlled ventilation, limited/no sunlight exposure, non-damaging fire-fighting equipment etc.

The Records and Archives Storage Facility PPP project is therefore intended for the storage of these "life records". The project is driven by the Finance and Supply Chain Management. The rental used for the payment of storage facilities at Brits, Rosslyn and Heyfries Building will be used to develop the PPP. The two projects are related but the sources of funding is different. The digitisation project is a short-to-medium term project whereas the records and archives storage project is a long-term one. It is therefore proposed that the two projects be driven as separate projects.

The pace of the ICT modernisation programme must be intensified and will require the cooperation of relevant stakeholders to ensure a stable and reliable ICT infrastructure and network as well as to deal with the lack of integrated systems, ageing systems, etc. In order to address the challenges of system downtimes and network instability, the DHA is working closely with SITA to find solutions for this problem. This was one of the key recommendations from the Portfolio Committee on Home Affairs. The DHA will endeavour to re-engineer and automate all front end processes; refresh and integrate all core back end systems; rollout all modernised systems fully; and stabilise current systems in operations on an urgent basis.

The DHA has obtained an unqualified audit since the 2016/17 financial year. The aim is to move towards a clean audit outcome and some of the interventions will include:

c Submit accurate and complete annual financial statements / no material restatements.

c Focus on repeat findings (IT, revenue, irregular expenditure, consequence management).

c Resolve DIRCO receivable issues – late submission of DIRCO confirmation letters and changes to confirmation letters.

c Compliance with laws and regulations (Supply chain management deviations, contract extensions, preventing irregular and wasteful and fruitless expenditure).

c Improve budget and financial management (zero based budgeting).

Poor public perceptions have a detrimental impact on the reputation of the DHA. The DHA will need to improve on the quality of its service delivery standards. Initiatives to be implemented will include improved turnaround times for the resolution of queries; adding more query management access channels to ensure sufficient coverage to the public; automation of suggestion boxes; customer feedback gadgets on counters; tracking progress through monitoring and evaluation systems to verify that service delivery improvements have been achieved and to conduct customer satisfaction surveys.

The Department of Home Affairs introduced decisive strategic interventions geared towards the enforcement of ethical conduct and a zero tolerance approach to fraud and corruption. To this end, the Counter Corruption and Security Services Branch and a redesigned Labour Relations Directorate were established as strategic business units to usher in a new organisational culture of ethical conduct free of fraud and corruption. The two business units operationalised their plans in a manner that

guaranteed effective investigations of conduct within the DHA and to provide evidence of wrongdoing to labour relations to process disciplinary action. The DHA will continue to fight fraud and corruption as a strategic measure to sustain an ethical workforce with a security conscious mind-set.

The fight against the scourge of corruption is continuing with a cumulative total of 215 arrests made since the inception of Operation Bvisa Masina in 2015, which is an integrated operation between law enforcement agencies and DHA counter corruption investigators. A total of 123 Home Affairs officials, 84 non-officials and 8 SAPS members were arrested. Currently, 12 officials have been criminally convicted. Criminal proceedings normally take longer to be finalised, but in most cases officials would have been departmentally charged and convicted by the time criminal processes get finalised.

The DHA will also strengthen initiatives related to gender-based violence and femicide and contribute to the district development model of government. The DHA plays a key role in relation to advancing and achieving the vision of the National Strategic Plan on Gender-based Violence and Femicide: 2020-2030, namely:

c End all forms of discrimination against all women and girls everywhere.
c Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
c Eliminate all harmful practices, such as child, early and forced marriages and female genital mutilation.
c Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making.
c The role of DHA is also extended to eliminating violence and harassment in the workplace.

The following information should be noted on the status of women, youth and persons with disabilities in the DHA as at 31 March 2021:

c Percentage of women employed as part of the total workforce: 59.63%
c Percentage of women in senior management service: 45,93%
c Percentage of youth as part of the total workforce: 17.86%
c Percentage of persons with disabilities employed: 1.77%

In support of employees with disabilities, the following initiatives amongst others, will receive attention:

c Ongoing implementation of the Department's Employment Equity Policy and Implementation Plan.
c Maintenance of Disability Forums with a national footprint, towards ensuring self-representation of employees with disability on matters pertaining to their rights.

c Provision of equitable growth, development and mobility opportunities.
c The provisioning of assistive devices to employees with disabilities; and
c Ensuring reasonable accommodation of employees with disability.

Youth forums at national and provincial levels support organisational operations and change management programmes. The youth form part of the DHA decision making structures. Ongoing development programmes geared towards youth empowerment remain a priority. Applicable policies will be in place to ensure the alignment to this initiative.

The DHA is currently working towards developing a marriage policy, which will amalgamate marriage legislation into a single statute as well as to ensure that the country's marriage regime complies with constitutional requirements. With regard to gender equality and women empowerment, the changes are aimed at ensuring that women's rights and the rights of LGBTQIA+ persons are fully incorporated into the marriage or family law, thereby offsetting the discriminatory practices inherent in the current marriage regime. The policy also proposes to abolish marriages of minors, which mostly involves teenage girls entering into marriage before the age of 18 / age of majority. The policy also needs to contribute towards addressing forced marriages, for example criminalisation of forced marriages.

The Department continues to report on a monthly basis on progress in implementing the National Strategic Plan on Gender-based Violence and Fermicide. The DHA is currently reviewing the target in line with the now approved National Strategic Plan on Gender-based Violence and Fermicide in line with the broad Monitoring and Evaluation Framework on the NSP by the Department of Planning, Monitoring and Evaluation. The focus for the 2022/23 financial year will be on the following:

c Monitor the implementation of the National Strategic Plan on Gender-based Violence and Femicide in the DHA;
c 14 awareness sessions on gender-based violence and femicide, gender and disability mainstreaming;
c Procurement and distribution of awareness raising materials;
c Referring of gender-based violence and femicide misconduct cases to a presiding officer within 30 working days; and
c Provision of emotional counselling services to victims of gender-based violence and femicide and their immediate family members.

With regards to gender-based violence, the Department of Women, Youth and People with Disabilities is finalising arrangements for the creation of the Gender-based Violence Council as envisaged in the National Strategic Plan. Currently, there are ad-hoc meetings convened to deal with different aspects, e.g. M&E framework process meetings and the Department participates in those.

The Department has allocated R1 million towards raising awareness on gender-based violence and femicide for the 2022/23 financial year. The budget will be used to support the implementation of the Department's gender-based violence and femicide strategy which, amongst others, will focus on marketing the gender-based violence and femicide strategy and raising awareness on the key messages on gender-based violence and femicide, as well as the Department's commitment in relation thereto.

Civic Services render products and services to women, children and youth through assisting women with the registration of their new born children. During the 2020/21 financial year 751 250 children were registered within 30 days. The issuance of a birth certificate enables women and children access to other necessary services. Smart cards were issued to youth which is classified as first time applicants when they apply for identification documents which serve as an enabling document to access other services including matriculation examinations. A total of 1 233 754 smart ID cards were issued to RSA citizens of which 622 575 were first applicants in 2020/21.

The DHA will continue to support the objectives of the District Development Model (DDM) mainly through providing services to access enabling documents. The Minister of Home Affairs has been appointed as political champion for Ekurhuleni. The contribution of the DHA towards the DDM is outlined in Annexure D of this document.

With regards to employment equity, the DHA has 59.63% women as part of its workforce. The majority of the women are still employed at lower levels within the DHA. With regards to representation at SMS level, the percentage representation for women is 45.93% against 54.07% for men.

Regarding Broad-based Black Economic Empowerment (BBBEE) compliance, the DHA will submit the required documents to the BBBEE Commission within 30 days after tabling of the annual report with the exception of the BEE certificate which it is currently not in possession of. In addition, the forms provided by the commission cannot be fully completed as some sections do not apply to government departments. To this effect, the DHA requested a legal opinion on reporting obligations of government departments to the BBBEE Commission. Further actions by the DHA will therefore depend on the legal advice provided.

The civic services environment was severely affected by the COVID-19 pandemic. The service delivery sphere and performance of the branch were impacted on by second and third waves of the virus; unpredictable office / service point closures; lack of or limited access to health facilities; reluctance of clients to visit DHA offices and service points for fear of being exposed. As lockdown levels eased, additional services had to be rendered resulting in backlogs in certain areas, overcrowding in offices and inability to service all clients in a day.

The DHA also had to deal with prevailing water outages in various provinces resulting in less operating time to service clients. Regarding system downtime, a total of 24,186 hours of downtime with a corresponding estimated production loss of 295,438 applications were experienced in the 2020/21 financial year for smart ID cards.

A snap survey was conducted among provincial management in March 2021 and the responses received expose some of the intricacies faced at grass root level in the service delivery environment.

Table 3: Survey on Impact of COVID-19 Pandemic

Survey Question	Challenge identified	Provincial Responses
How did the pandemic affect the front line operations?	c Disruption of services brought about by the lockdowns. c An atmosphere of anxiety prevailed resulting in a slowdown in service delivery. c Staff became increasingly fearful of customers due to potential spread of the virus. c Increased customer dissatisfaction and increased conflict between customers and DHA front line personnel. c Fatalities amongst personnel increased the shortage of personnel in the front line.	c Scheduling implemented in order to comply with permitted staffing levels. c Restricted services offered during lockdown levels 4 to level 2. c Deployment of mobile units where offices had to be closed. c COVID-19 training was provided to frontline officials to allay fears. c Personnel emotionally affected by the pandemic were encouraged to enrol with the Department's employee wellness programme for assessment and assistance.
What challenges arose as a result of the pandemic?	c Production losses. c Delays in some services, for example amendments which were only permitted during specific lockdown levels. c Non adherence to COVID-19 regulations by customers, especially in so far as social distancing in queues is concerned.	c Remunerated overtime projects. c Use of marshals to assist with social distancing and queue management. c The emergence of social platforms such as Microsoft Teams or Skype for meetings and communication purposes.

Survey Question	Challenge identified	Provincial Responses
	c Emotional and physical well-being of employees deteriorating due to the prevailing circumstances. c Communication strategies not adequately and timeously coordinated. c Inconsistency in implementation of instructions / guidelines.	
What pre-existing challenges were worsened as a result of the pandemic?	c Office infrastructure not suitable for frontline operations. c IT infrastructure challenges leading to system downtimes.	c Deployment of mobile units to assist with service delivery. c Use of social distancing and queue management to comply with COVID-19 prescripts.

New lessons were learnt with COVID-19. The fourth industrial revolution has ushered in the rapid rollout of virtual platforms, thereby changing the way of interacting in the workplace. A balance needs to be maintained to ensure that service delivery is not negatively affected. The importance of cleaning personnel have come to the fore, especially in ensuring the cleanliness of local offices. Risk management and business continuity strategies in the service delivery environment have now become mainstream and important in dealing with the uncertainties of the pandemic and simultaneously ensuring that basic services are delivered to customers. COVID-19 training efforts to frontline personnel should be updated and ramped up to ensure awareness and knowledge of COVID-19 protocols.

The impact of the pandemic on functions undertaken within Immigration Services has been extensive in the sense that:

c Movement at ports of entry has been significantly affected and travel restrictions specific to the relevant lockdown levels have been enforced. For 2020 and for the period of 27 March 2020 to 28 December 2020, the total movements for SA citizens and foreigners during the various lockdown levels totalled 2 950 368 only. The total number of movements for 2020 was 12 250 099 compared to the 41 060 302 for 2019.

c The asylum seeker management environment remains non-operational in compliance with the Disaster Management Act. Limited, critical services are being restored gradually to allow online service applications for identity and travel documents to the dependents of recognised refugees.

c Rotational arrangements for staff within the Permitting environment has had a significant impact on adjudication and appeals functions with consequent impact on the achievement of annual performance plan and annual operational plan targets.

4.2   EXTERNAL ENVIRONMENT ANALYSIS

The client base of the DHA is huge and diverse. Every South African citizen and foreigner is a client of the DHA 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 services such as admission to schools, opening of a bank account, etc. The DHA maintains a large footprint to serve its client base with:

c More than 400 frontline offices or service points of which 197 have been modernised to issue smart ID cards and passports;

c Services rendered at 391 health facilities equipped for birth and death registration;

c 27 banks hosting DHA service points using an online "e-Home Affairs" platform;

c A presence at 72 ports of entry and 32 missions abroad;

c 4 Premium visa and permit centres;

c 11 Visa facilitation centres (in South Africa);

c 45 Visa facilitation centres in 18 countries abroad;

c 5 refugee reception offices and 1 repatriation centre; and

c A fleet of 100 mobile offices to service rural and remote areas. The fleet is equipped with a new live capture system for processing and issuance of smart ID cards and passports.

The key services rendered by the Department of Home Affairs are as follows:

CITIZENS AFFAIRS

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

The following civic services are rendered at any of the front offices:

c Birth and death registration

c Identity documents

c Marriage and divorce registration

c Travel and citizenship documents

c Status determination and verification

- Adoption registration
- Personal amendments

IMMIGRATION AFFAIRS

This service entails the provision of policy direction, sets standards and manages back and front office processes. The purpose is to facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa; determine the status of asylum seekers; regulate refugee affairs; and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration law enforcement.

The following immigration services are services rendered at front offices:
- Refugee identity documents
- Refugee travel documents
- Permanent residency
- Temporary residency
- Refugee and asylum seeker status determination

The DHA will need to make optimal use of possible opportunities such as:

- The critical role of DHA in enabling a developmental and capable state. The White Paper on Home Affairs makes a compelling case for the importance of the DHA in ensuring a capable and developmental state. The project to reposition the DHA as a highly secure and professional department is critical to change perceptions about the centrality and importance of the DHA mandate and to ensure that the DHA has the required legislation, operating model, organisational structure and funding models to fully execute its mandate. This is evident from the buy-in from cabinet in support of the DHA Repositioning programme; the prominence of DHA in government programmes and the centrality of DHA service delivery during COVID-19.

- 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 the National Identity System (NIS) is key to this initiative. The NIS will be the backbone of e-government and e-commerce, enabling all citizens and organisations to access information and services.

  The data and services provided by the DHA will be essential for integrated planning; ensuring accountability; enabling efficient administration and preventing fraud. Coupled with this is the ability to speed up the implementation of the ICT modernisation programme; use of technology for e-service delivery to counter the effects of COVID-19; potential of new products, for example e-Visa and kiosks;

and potential savings. A key consideration for the DHA is the re-engineering of systems and processes to minimise the need for physical service delivery.

- The BMA will play a key role in integrated and coordinated border environment and therefore deal effectively with the extent of illegal migration, potential terrorist threats, porous borders, etc. A number of the sections of the BMA Act, 2020 (Act No 2 of 2020) has been implemented in order to facilitate the establishment of the BMA. It is envisaged that the BMA will be fully established in the 2023/24 financial year once the required preparatory work has been completed. The first BMA Commissioner and Deputy Commissioner for Operations were appointed in November 2021 and the Deputy Commissioner for Corporate Services in December 2021.

- The review of the DHA service delivery model will enable the DHA to improve its delivery method in order to meet mandated and overall service delivery expectations. This is closely aligned to the repositioning programme of the DHA and the ICT modernisation programme. The implementation of the DHA access strategy will also enable the DHA to service its clientele in a more effective, efficient and secure manner.

- The development and implementation of the Policy on the Management of Citizenship, International Migration and Refugee Protection in order to address policy and operational gaps and challenges in the field of immigration and to support the implementation of relevant treaties, commitments, protocols, conventions, global compacts, etc.

- Public-private partnerships to improve footprint and other areas in support of service delivery. 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. The public-private partnership process could also be used for the appointment of a permitting business partner and the acquisition of a permanent DHA head office.

The following are some of the main threats confronting the DHA:

- 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; further decreases in the compensation of employees' baseline and reductions in goods and services' budgets. The inability to appoint the adequate number of skilled professionals could mean failures of service delivery and large security risks with huge reputational risks for the DHA and the country. Linked to this 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 will endeavour to speed up the implementation of the DHA Repositioning Programme; continuous communication on the centrality of DHA to a capable, ethical and developmental state and further use of technology to counter capacity and resource constraints through its ICT modernisation programme. Specific emphasis will be placed on ensuring the optimal use of the available human resource capacity in the DHA through initiatives such as the reprioritisation of funded vacancies to ensure that available funds are channelled to departmental priorities; hosting various youth development initiatives; secondments of skilled individuals who can ensure skills transfer; and the re-skilling and re-utilisation of staff who become available as a result of automation. The DHA submitted a business case to National Treasury to request for additional compensation of employees funding to fill critical posts in the frontline and in strategic support areas. The allocation of additional funding will be used to address some of these risks.

c A whole-of government approach is required to ensure the establishment and operationalisation of the BMA. Some of the challenges being experienced are limited resource and funding allocations from the fiscus to enable the speedy establishment and rollout of the BMA as well as the lack of participation from relevant departments and organs of the state in the operationalisation of the BMA. Notwithstanding these challenges, the BMA Project Management Office continues to prepare for the establishment and rollout of the BMA. In this regard, a BMA Implementation Plan was approved by the Minister's Management Meeting (MMM) in July 2021. The plan outlines key activities and timeframes for the BMA's establishment in accordance with the PFMA Checklist. Fulfilling the requirements of the PFMA checklist will enable the formal listing of the BMA as a Schedule 3A National Public Entity. Funding received from the National Treasury; internal reprioritisation within the DHA and the transfer of people, funding and assets from affected departments will alleviate some of the funding pressures of the BMA.

c Unforeseen events such as possible xenophobic attacks with a negative impact on the DHA agenda and already limited resources. The DHA will continue to work with relevant stakeholders to prevent incidents of xenophobia.

c Pull factors into South Africa due to stability in the country e.g. the increase of economic migrants abusing the asylum system. The development of a sound policy on the Management of Citizenship, International Migration and Refugee Protection is key to counter-act this threat. The DHA will through its participation in various regional structures deal with these challenges.

c Reliance on external stakeholders, role-players and service providers (e.g. SITA, Department of Public Works and Infrastructure, service providers in especially the ICT environment, etc.). The DHA is working closely with SITA to ensure uninterrupted service delivery in all of its offices and regular progress reports are submitted to Parliament in this regard. Engagements are held with SITA at both executive and operational level. Various SITA technical design sessions are being held with the view of developing technical specifications for reliable connectivity at front offices, ports of entry, and mobile offices.

c Incidences of fraud and corruption within the DHA environment. This threat will be mitigated through the implementation of the DHA Counter Corruption and Fraud Prevention Strategy which will include critical interventions such as awareness and prevention; the conducting of threat and risk analysis at DHA offices; and the ongoing vetting of the DHA staff and service providers. The DHA will also partner with other stakeholders to bring corrupt officials and foreigners to book. A total of 215 arrests have been effected since the inception of Operation Bvisa Masina in 2015 which is an integrated operation between law enforcement agencies and the DHA counter corruption team.

c External developments impacting on the DHA and the country, for example insurgency activities in Mozambique, protests in eSwatini and the COVID-19 pandemic which may lead to economic disruption, instability and displacement of people. The DHA is part of the JCPS cluster and will work closely with JCPS departments in order to combat any possible threat to the national security of the country. The DHA has introduced and implemented all the required interventions to deal effectively and decisively with COVID-19.

South Africa is located on the southern tip of the African continent and is bordered by the Atlantic and Indian oceans on the western and eastern boundaries respectively. To the north, South Africa is bordered by Namibia, Botswana, Zimbabwe and Mozambique and eSwatini whilst also housing one internally land-locked country namely, Lesotho. The country's ocean borders allow South Africa access to eastern and western economic markets by way of trade. Such access further allows the country to serve as a conduit for cargo passage by its neighboring countries.

South Africa is a politically, economically and socially stable country and as such, it is an influential country in the region and on the broader continent and is also highly considered 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 job and business opportunities in the formal and informal markets. It is anticipated that the COVID-19 pandemic will result in an increased influx of foreign nationals into the country.

Whilst the opportunities which exist have yielded positive gains for the country, they have also resulted in illegal migration; illegal activities as well as the creation of an illicit goods market. Considering that a country's borders are its first line of defense, the

expeditious rollout of the Border Management Authority presents an opportunity for the country to better secure its borders to ensure that illegal migration is curbed and the illicit goods economy is eliminated.

Immigration Services plays a critical role in strengthening national sovereignty as well as supporting national peace, security and economic development. In this context, the branch is responsible for the overall implementation of immigration and refugee legislation. This include strategic areas such as the inspectorate and deportation functions; visa and permitting regime; asylum and refugee management; and the management of the Lindela holding facility (for undocumented migrants awaiting deportation processes).

In order to strengthen the management of international migration and refugee protection, Immigration Services will continue with the review of the 2017 White Paper on International Migration. As part of regionalisation, Immigration Services will at the SADC level engage in multilateral consultations on the implementation of SADC policies in support of regional economic development, peace and security. This includes the SADC Protocol on Facilitation of Movement of Persons; the SADC Regional Strategy to Combat Illegal Migration, Smuggling of Migrants and Trafficking in Persons; the SADC Strategic Plan to Combat Trafficking in Persons, especially for women and children; and the Revised SADC Strategic Indicative Plan of the Organ on Defence, Politics and Security (SIPO).

South Africa, as chair of the SADC Organ for Politics and Defence in 2021 will be faced with the issue of the recent extremist threat in Cabo Delgado province in northern Mozambique. This remains a call for concern and will, if not urgently addressed, lead to instability, economic deterioration and potential influx of irregular and low skilled migrants into South Africa. It is possible that the terror threat could lead to increase flows into South Africa. Furthermore, there is always the threat that the suspects could be persons with South African documentation such as asylum seeker permits or fraudulent South African citizenship. This has been the case of terror suspects encountered in the Democratic Republic of the Congo and Tanzania.

The increased flows of Zimbabwean nationals is not abating as a result of the continued meltdown in Zimbabwe. The pandemic will continue to see increased attempts to cross illegally as Zimbabweans see the liberal and better health care resources in South Africa as a risk worth taking.

SADC needs to implement key strategic decisions to harmonise the economic and social stability of the region. South Africa cannot manage this burden alone. A similar stance needs to be adopted with regard to Nigeria, India, Bangladesh and Pakistan. The movement of the nationals of these countries on fraudulent marriages and visas needs to be understood more clearly. The tightening of European borders over the last 10-15 years have made South Africa an attractive alternative.

Immigration Services will proceed with existing bilateral consultations with immediate SADC neighbouring countries to improve the documentation of their citizens; create migration legal pathways; support government measures to prevent and combat terrorism and extremism; enhance facilitation of movement of persons and social cohesion amongst border communities. The persisting economic instability in the Kingdom of Lesotho and Republic of Zimbabwe, inclusive of recent COVID-19 challenges, remain a risk to management of irregular and low skilled migrants into South Africa and a threat to social cohesion and efficient provision of social services, in particular health care, social relief grants, housing and education.

Within the African Union, the Immigration Services will support implementation of the AU Protocol on Free Trade and also explore bilateral engagements on visa exemptions in support of the AU Protocol on Free Movement of Persons and the Revised AU Migration Policy Framework. The DHA will further explore implementation of the United Nations Global Compact for Safe, Orderly and Regular Migration and the Global Compact for Refugees.

To date, 54 countries have signed the African Trade Area Agreement, and as of May 2020, 30 countries have deposited their instruments of ratification. The African Free Trade Area Agreement was ratified by the South African parliament in February 2019, to foster a single, unified African market free of trade barriers. As the main exporter in the continent, South Africa requires to move with speed to improve the efficiency of its borders to process and facilitate the movement of goods and people between its borders with neighbours. The implementation of one-stop border posts would ensure a greater enhancement and support to the agreement.

In terms of the DHA's contribution to the plight of women, youth and persons with disabilities, the DHA is committed to implementing a DHA-specific gender-based violence and femicide implementation plan. The DHA has set aside a budget of R1 million for this purpose. The DHA will continue to explore youth development opportunities in the form of internships and work-integrated learning. The DHA Youth Forum drives the youth campaign that targets identity applications for matriculants supported by the Deputy Minister, in collaboration with other relevant institutions. The Youth Forum supports the presidential youth working group initiatives driving the DHA programmes in mostly rural areas and commemorates youth month annually.

PART C

Measuring Performance

PART C: MEASURING PERFORMANCE

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The declaration of a national state of disaster and the implementation of a risk adjusted strategy to deal with the COVID-19 pandemic in March 2020 had a definite impact on the strategic planning process as well as the day-to-day operations of the DHA. In addition to the COVID-19 pandemic, which brought about its own level of complexity and risks, a number of other factors were also considered in the strategic planning process for the 2022/25 period, namely:

• The tight fiscal environment within which the country has to operate in.
• The assenting to of the Border Management Authority (BMA) Act by the President in July 2020 and the impact thereof on the DHA.
• The pressure to intensify the implementation of the DHA ICT modernisation programme.
• The continued implementation of the DHA repositioning programme and specifically the proposed introduction of a repositioning programme management office (PMO) to drive this programme.
• Increasing expectations from clients and stakeholders to improve levels of service delivery despite capacity and resource constraints.
• Dependencies on external stakeholders for effective service delivery.

The Revised Framework for Strategic Plans and Annual Performance Plans prescribes an outcomes- based approach to strategic planning in government. The achievement of outcomes require the contribution of a number of departments or business units within a department and is rarely linked to the achievement of one department or business unit. Outcome 3 (All people in SA are and feel safe) can be cited as an example where it is the responsibility of all JCPS departments to contribute to the achievement of this outcome.

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

• Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments – linked mainly to the immigration mandate.

• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations – linked mainly to the civics mandate.
• Efficient asylum seeker and refugee system in compliance with domestic and international obligations – linked mainly to the refugees' mandate.
• Secure population register to empower citizens, enable inclusivity, economic development and national security.
• DHA positioned to contribute positively to a capable and developmental state – linked mainly to the contribution of the support branches within the DHA.

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 IS branch plays a critical cross-cutting role in support of a number of outcomes. This is mainly due to the nature of their function and the responsibilities allocated to IS. The budget for the modernisation programme of the DHA lies mainly under programme 1 even though the contribution is to all outcomes in support of the DHA mandate.

PROGRAMME 1: ADMINISTRATION

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

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

PURPOSE:

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

SUB-PROGRAMME

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

ADMINISTRATION RESOURCE CONSIDERATIONS

PROGRAMME 1: EXPENDITURE ESTIMATES OVER THE MTEF 2022-2025

Table 4: Administration Programme Expenditure Estimates 2022 to 2025

PROGRAMME ONE: ADMINISTRATION	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	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							
Ministry	38 327	35 399	21 332	30 787	34 492	34 980	36 830
Management Support Services	217 318	258 500	208 985	199 364	279 578	280 540	294 399
Corporate Services	680 448	792 527	632 288	555 147	655 858	600 979	633 923
Transversal Information Technology Management	1 008 784	1 035 062	872 069	1 003 899	1 174 862	1 230 852	1 251 349
Office Accommodation	497 394	567 522	450 001	582 328	465 034	544 043	579 389
Total	**2 442 271**	**2 689 010**	**2 184 675**	**2 371 525**	**2 609 824**	**2 691 394**	**2 795 890**
ECONOMIC CLASSIFICATION							
Current payments	**2 163 210**	**2 258 476**	**1 977 519**	**2 354 820**	**2 592 804**	**2 587 602**	**2 687 510**
Compensation of employees	**518 956**	**543 910**	**548 503**	**528 712**	**635 844**	**619 096**	**646 896**
Salaries and wages	450 981	470 624	473 241	458 061	556 084	541 436	565 750
Social contributions	67 975	73 286	75 262	70 651	79 760	77 660	81 146
Goods and services	**1 644 254**	**1 714 566**	**1 409 435**	**1 826 108**	**1 956 960**	**2 054 594**	**2 130 564**
Transfers and subsidies	**4 516**	**7 246**	**2 621**	**2 978**	**2 756**	**2 811**	**2 868**
Payments for capital assets	**269 558**	**418 246**	**213 877**	**13 727**	**14 264**	**14 893**	**15 562**
Payments for financial assets	**4 987**	**5 042**	**10 239**	**–**	**–**	**–**	**–**
Total	**2 442 271**	**2 689 010**	**2 184 675**	**2 371 525**	**2 609 824**	**2 691 394**	**2 795 890**

The main spending focus over the medium term, with specific focus on the 2022/23 financial year, will be on:

- As part of the DHA modernisation programme (WAIO budget) of approximately R669 million for 2022/23, the following are to be spent:
  - o Maintenance and Support (R349.9m) – 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 and routers and switches.
  - o Licences (R130.7m) – included are licences for Microsoft, IBM, HP and Gemalto.
  - o Technology refresh and rollout (R76.5m) – included are servers, live capture rollout to mobile offices, e-Visa to missions and desktop / workstation refresh at ports.
  - o Projects (R112m) – included are mobile offices and connectivity (R12 million); hospital connectivity (R10 million), development for systems such as biometric movement control systems, live capture (thin client and asylum seeker management), e-Visa (R50 million), and tier 3 data centre (R13 million). The ABIS project is funded from the Integrated Justice System (R44 million).
- Maintaining and improving the footprint of the DHA through:
  - o Private leases: R305 million
  - o State owned buildings: R80 million
  - o Border post infrastructure: R53 million
  - o Look and feel: R2.7 million
- Improving access to DHA services and developing of a revised service delivery model for the DHA (R6 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 through establishing a world-class academy and the culture and practice of continuous learning. The focus is on strategic projects such as leadership and management training, training on the National Certificate: Home Affairs Services, coaching clinics, development programmes, allocation of bursaries, mentoring and preparing for the fourth industrial revolution (R6.35 million).

- Raising awareness on gender-based violence and related matters (R1 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 which will include television (various stations like SABC, e-TV and DSTV), airport screens, radio (various national and local stations), print media (various national and local newspapers) and departmental printing (internal newsletters, planning instruments, annual reports, posters, pamphlets and booklets) – R9.2 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 (R3.6 million).
- Creating awareness in respect of risk management and implementation of business continuity management (R500 000).
- Implementation of the Repositioning Programme of Home Affairs through the development of 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 security services to departmental offices for employees and DHA clients, conducting threat and risk assessments at offices, the ongoing vetting of officials, assessment of business processes to detect vulnerabilities, and prevention and awareness initiatives to combat fraud and corruption (R114.8 million for private security services).
- Procuring personal protection equipment in support of COVID-19 in line with the recommended guidelines for personal protection equipment published by National Treasury to ensure zero transmission of the virus (R20 million).

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

Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
Output:	Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Number of selected ports of entry with biometric movement control system (BMCS) implemented	BMCS (biometric solution) developed onto live capture	BMCS piloted at 2 ports of entry	BMCS servers were installed and configured in four airports and system rolled out to OR Tambo, Cape Town, King Shaka and Lanseria International Airports to limited counters: • Five machines were installed at Cape Town International Airport • Two machines were installed at King Shaka International Airport • Four machines were installed at ORTIA • One machine was installed at Lanseria • User theoretical training was provided	System enhanced and operationalised at limited counters at 4 airports (OR Tambo, Cape Town, King Shaka and Lanseria International Airports)	34	38	NA

Biometric Movement Control System (BMCS)

Explanation of planned performance over the Medium Term Period

The Enhanced Movement Control System (EMCS) is used to track the movement of citizens and foreign travellers entering and departing South Africa at all ports of entry. The EMCS system will now be replaced by a Biometric Movement Control System (BMCS) developed onto the Service Manager System. The system will interface with the e-Visa system which will confirm visa compliance, where applicable. It will further identify undesirable travellers and confirm citizens against the Home Affairs National Information System (HANIS), soon to be replaced by the Automated Biometric Identification System (ABIS).

The rollout of the new system will take place in phases with the goal of completing all selected ports of entry by 2025. The introduction of biometric capturing on the system will enable the capturing of fingerprint and facial biometric data of all travellers who enter or exit South Africa. The fingerprint and ultimately facial biometric data will be used to trace the movement of travellers within the country to improve the security and identification of both citizens and foreigners. The output is a critical component of a risk-based approach to immigration in support of the DHA outcome of the secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. It also contributes to the DHA outcome dealing with securing the population register to empower citizens, enable inclusivity economic development and national security. The output therefore has a cross-cutting impact on the execution of the DHA mandate. The output and DHA outcome contribute to the APEX priority dealing with social cohesion and specifically safer communities and is included in the MTSF 2019 to 2024. The output will assist with securing South African borders by identifying all travellers entering and departing the country.

The 34 ports are: OR Tambo International Airport, Cape Town International Airport, King Shaka International Airport, Lanseria International Airport, Beit Bridge, Lebombo (including KM 7 and 4), Maseru Bridge, Ficksburg, Oshoek, Kopfontein, Caledonspoort, Ramatlabama, Grobler Bridge, Jeppes Reef, Golela, Mahamba, Skilpadshek, Van Rooyens Gate, Mananga, Kosi Bay, Vioolsdrift, Emahlathini, Telle Bridge, Durban Harbour, Cape Town Harbour, Qachas Nek, Nakop, Swartkopfontein Gate, Nerston, Stockpoort, Monantsa Pass, Sani Pass, Giriyondo and Richard's Bay Harbour.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of selected ports of entry with biometric movement control system (BMCS) implemented	34	Stabilisation report for airport rollout signed off by DDG: IMS to confirm readiness of environment for BMCS implementation	Stabilisation report for land port rollout signed off by DDG IMS to confirm readiness of environment for BMCS implementation Network upgrades for 15 ports completed	Network upgrades for 19 ports completed BMCS implemented at 15 ports	BMCS implemented at 19 ports

Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
Output:	Enhanced e-Visa system						

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Enhancement of e-Visa system as per approved change request	NA	NA	NA	New indicator	Enhanced e-Visa system released in production	NA	NA

Explanation of planned performance over the Medium Term Period

The e-Visa system was rolled out to fourteen countries by the end of March 2022. The stabilisation of the system and further integration with other key DHA systems such as the BMCS is a necessary intervention before further rollout of the system to other countries can be considered. An efficient and secure system will improve service delivery, security and turnaround times for issuance of visas to deserving clients.

The output is a key contributor to the implementation of a world-class visa regime in support of economic growth and job creation and the economic reconstruction and recovery plan of the country in respect of tourism promotion, facilitation of investment and business (ease of doing business). The output also contributes to the APEX priority focusing on a better Africa and world. The output supports the DHA outcome of the secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.

Quarterly Targets for 2022/23						
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Enhancement of e-Visa system as per approved change request	Enhanced e-Visa system released in production	Change request for e-Visa system enhancement approved by DDG: IMS	E-Visa system enhanced in respect of approved change request (vulnerability assessment)	Testing of enhanced e-Visa system version conducted	Enhanced e-Visa system version released in production

e-Visa stabilisation

	Outcome:	Secure population register to empower citizens, enable inclusivity, economic development and national security					
	Output:	Components of the National Identity System (NIS) implemented and maintained (Asylum Seeker and Refugee System and ABIS)					
	Output Indicators	**Annual Targets**					
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Components of the National Identity System (NIS)	Implementation of Asylum Seeker and Refugee System by 2023/24	NA	NA	Service provider was not appointed.	Asylum Seeker and Refugee system user requirement specifications approved	Asylum Seeker and Refugee system developed onto life capture	Asylum Seeker and Refugee system implemented	Ongoing maintenance and support for Asylum Seeker and Refugee system
	ABIS in operation by 2022/23 (Functional Iris, infant footprint and palm-print backend recognition capability)	NA	NA	NA	ABIS phase1 operational (facial and fingerprint capability)	ABIS Phase 2 operational: Iris, infant footprint and palm-print backend recognition capability functional (identification, verification and latent search)	Ongoing maintenance and support of ABIS	Ongoing maintenance and support of ABIS

Explanation of planned performance over the Medium Term Period

The Asylum Seeker Management System is intended to replace the now outdated National Immigration Information System (NIIS). The system is to be developed onto the live capture platform with integration to other DHA systems such as the BMCS and risk engine. The system will administer the asylum process from registration to deportation or asylum recognition, including processes at statutory bodies (Standing Committee for Refugee Affairs and Refugee Appeal Authority of South Africa) in a predominantly paperless environment. The system will also be in line with the DHA biometric access control management system (BACM) and will need to cater for all statistical and auditing purposes. The system will be able to register demographics and biometrics of asylum seekers, facilitate the adjudication of their cases with the option of referral to other bodies, if denied. If the application is approved, an ID document will be issued. The system will be one of the systems linked to National Identity System (NIS) to allow for a single view of citizens and non-citizens of the country.

The implementation of ABIS will mean all the functionalities currently under the Home Affairs National Identity System (HANIS) will be migrated to the new platform with additional features and capabilities. Capabilities will include facial recognition, biometrics, iris, palm-print and infant footprint recognition. All data migrated to ABIS will be in readily usable form, with no duplication of data and no compromise of data. ABIS is one of the enablers of National Identity System where ABIS will interface with all systems to ensure a single view of the data of citizens and non-citizens.

The output will contribute significantly to the DHA outcome dealing with securing the population register to empower citizens, enable inclusivity, economic development and national security. The ABIS project is central to a credible and reliable national identity system. It will also contribute to the DHA outcomes dealing with securing and the effective management of immigration and civic services as it will contribute to the secure management of identity of South Africans and foreigners. The ABIS project forms part of the APEX priority dealing with social cohesion and safer communities and the MTSF for 2019 to 2024. The ABIS is a critical project as it will impact on the operations of a number of JCPS cluster departments.

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Implementation of Asylum Seeker and Refugee System by 2023/24	Asylum Seeker and Refugee system developed onto live capture	Functional design of specification approved by DDG: IS	Progress report submitted to EXCO by DDG: IS on development of Asylum Seeker and Refugee System	Asylum Seeker and Refugee System developed	Asylum Seeker and Refugee system developed onto live capture
ABIS in operation by 2022/23 (Functional Iris, infant footprint and palm-print backend recognition capability)	Iris, infant footprint and palm-print backend recognition capability functional (identification, verification and latent search)	Draft front-end and back-end business requirements gathering and specification document approved by DDG: IS	Final front-end and back-end requirements gathering and interface architecture document approved by DDG: IMS & CS	Modules (Iris, infant footprint and palm-print) developed into ABIS and live capture	Functional testing and acceptance of biometric modalities by DDG: CS and IMS

OFFICE OF THE DIRECTOR-GENERAL (DG)

Outcome:	DHA positioned to contribute positively to a capable and developmental state						
Output:	Tabled DHA Bill in Parliament						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Tabling of DHA Bill in Parliament for processing of Bill	NA	Final draft of DHA Bill submitted to Cabinet to request approval for public consultation	Bill approved by EXCO for submission to Minister	DHA Bill gazetted for public consultation	DHA Bill tabled in Parliament	NA	NA

(Left margin label: **DHA Act**)

Explanation of planned performance over the Medium Term Period

In March 2017 Cabinet approved 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 DHA Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the DHA to be repositioned as a secure, modern department that is located within the security system.

With DHA being part of the security cluster, there is a need to enhance its capability to mitigate risks, deal with threats and respond to national security initiatives. Most critical is the capacity to protect citizen and non-citizen personal information. Officials who work in the repositioned Home Affairs will be appointed according to the provisions of a Home Affairs Act. The provisions of the Labour Relations Act and Public Service Act will still apply.

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:

• Anchor legislation which frames the mandate of DHA and empowers the Minister to declare certain functions of the DHA as essential services after consultation with relevant structures.

• Provision for differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions.

• Provision for ensuring 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, accrediting all individuals who access the system as well as 3rd party service providers.

The target for 2022/23 deals with the tabling of the DHA Bill in Parliament in order for parliamentary processing to take place. Once parliament has processed the Bill, the Bill will be assented to by the President, gazetted and regulations developed. The duration of parliamentary processing is not within the control of the DHA.

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 policy and legislative targets 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 which is also an APEX priority.

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Tabling of DHA Bill in Parliament for processing of Bill	DHA Bill tabled in Parliament	DHA Bill gazetted for public consultation	DHA Bill submitted to the JCPS and GSCID clusters for approval and recommendation to Cabinet	DHA Bill submitted to the Cabinet,for approval	DHA Bill tabled in Parliament for processing

Identification and Registration Act

Outcome:	Secure population register to empower citizens, enable inclusivity, economic development and national security						
Output:	Tabled National Identification and Registration Bill in Parliament						

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Tabling of the National Identification and Registration Bill in Parliament for processing of Bill	NA	NA	NA	Official Identity Management Policy submitted to Cabinet for approval	National Identification and Registration Bill submitted to Cabinet for approval for public consultation	National Identification and Registration Bill submitted to Cabinet to obtain approval for tabling in Parliament	National Identification and Registration Bill tabled in Parliament

Explanation of planned performance over the Medium Term Period

An identity management framework (policy and legislation) is needed to address how the DHA will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information. It will also be necessary for the DHA to articulate how the digital administrative datasets under its control will be used to enable inclusivity, economic development and national security. The emerging macro policy framework on the management of personal information enjoins organs of state that handle personal information to establish a specific identity management framework (policy and legislation) to ensure compliance with the POPI Act. It also requires that where a system is classified as critical information infrastructure, a framework must be set in place to ensure compliance with the provisions of the Cyber Security Bill.

The argument for South Africa to strengthen its identity management capacity was made in the 2017 Mandate Paper that is published annually by the DPME as a guide to government budgeting approaches and priorities. It stated that improved operational and information systems will help to fight crime and corruption as well as government efficiency in general. It further stated that the bedrock of such administrative systems is an effective identity system for citizens and visitors. It is therefore critical to ensure that the population register of the Department of Home Affairs and the electronic and card identification system include all citizens and be of the highest integrity. Obstacles to a more rapid rollout must be investigated and a comprehensive integrated approach developed about how this system can be integrated with other government programmes and systems. The development of policy will inform the legislative process which will be implemented over the medium term. The Official Identity Management Policy will be incorporated into the Policy Framework for the Management of Citizenship and Civil Registration. The legislation will be known as the National Identification and Registration Act. The targets over the MTEF will deal with the legislative drafting and parliamentary processes.

The target for 2022/23 deals with the submission of the Bill to Cabinet for approval for public consultation. 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 policy and legislative targets in this annual performance plan will contribute significantly to address existing gaps in the policy and legislation environment. The output is in support of the DHA outcome to contribute positively to a capable and developmental state which is also an APEX priority.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Tabling of the National Identification and Registration Bill in Parliament for processing of Bill	National Identification and Registration Bill submitted to Cabinet for approval for public consultation	Draft Bill submitted to EXCO for approval (to recommend to Minister)	Draft National Identification and Registration Bill submitted to Minister for approval SEIAS Report submitted to DPME for approval	Draft National Identification and Registration Bill submitted to the GSCID, ESIEID and JCPS clusters for approval and recommendation to Cabinet	Draft Bill submitted to Cabinet for approval for publication for public consultation

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Tabled Marriage Bill in Parliament						

	Annual Targets						
Output Indicators	**Audited / Actual Performance**			**Estimated Performance**	**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Tabling of the Marriage Bill in Parliament for processing of Bill	NA	NA	NA	Marriage Policy submitted to Cabinet for approval	Marriage Bill submitted to Cabinet for approval for public consultation	Marriage Bill submitted to Cabinet to obtain approval for tabling in Parliament	Marriage Bill tabled in Parliament

Marriage Act

Explanation of planned performance over the Medium Term Period

The legislation that regulates marriages in South Africa has been developed without an overarching policy that is based on constitutional values (e.g. equality, non-discrimination and human dignity) and the understanding of modern societal dynamics. Instead of creating a harmonised system of marriage in South Africa, the state has sought to give recognition to different marriage rituals through passing a range of different marriage laws. Marriages in SA are regulated through the following legislation:

• The Marriage Act, 1961 (Act No. 25 of 1961) as amended, and its associated regulations (monogamous marriage for opposite sex couples);

• The Recognition of Customary Marriages, 1998 (Act No. 120 of 1998) – (polygamous marriages for opposite sex couples – polygamy); and

• The Civil Union Act, 2006 (Act No. 17 of 2006) – (monogamous partnerships for both same and opposite sex couples).

Despite all the changes that have been made in the marriage legislation post 1994, there are still serious gaps in the current legislation. For instance, the current legislation does not regulate some religious marriages such as the Hindu, Muslim and other customary marriages that are practiced in some African or royal families.

Given the diversity of the SA population it is virtually impossible to pass legislation governing every single religious or cultural marriage practice. It is against this background that the DHA is embarking on the process of developing a marriage policy that will lay a policy foundation for drafting a new single or omnibus legislation. The new Marriage Act will enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA. The development of policy will inform the legislative and parliamentary processes to be implemented over the medium term. The target for 2022/23 deals with the submission of the Bill to Cabinet for approval for public consultation.

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 policy and legislative targets in this annual performance plan will contribute significantly to address existing gaps in the policy and legislation environment. The output is in support of the DHA outcome to contribute positively to a capable and developmental state which is also an APEX priority.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Tabling of the Marriage Bill in Parliament for processing of Bill	Marriage Bill submitted to Cabinet for approval for public consultation	Draft Bill submitted to EXCO for approval (to recommend to Minister)	Draft Marriage Bill submitted to Minister for approval SEIAS Report submitted to DPME for approval	Draft Marriage Bill submitted to the GSCID, ESIEID and JCPS clusters for approval and recommendation to Cabinet	Draft Marriage Bill submitted to Cabinet for approval for publication for public consultation

Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
Output:	Tabled One-Stop-Border-Post (OSBP) Bill in Parliament						

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Tabling of the OSBP Bill in Parliament for processing of Bill	NA	NA	NA	One-Stop-Border-Post (OSBP) Policy gazetted for public comments	OSBP Bill submitted to Cabinet for approval for public consultation	OSBP Bill submitted to Cabinet to obtain approval for tabling in Parliament	OSBP Bill tabled in Parliament

One Stop Border Post (OSBP) Act

Explanation of planned performance over the Medium Term Period

The border environment, particularly ports of entry, provide an opportunity for the country to maximise its economic and trade opportunities as it offers a pathway to intra-country, regional and global markets. In addition, the border environment also offers opportunities to secure the nation's security and sovereignty by being a site where goods and persons are processed in and out of the country. In order to maximise economic and trade opportunities while minimising risks associated with international migration, the government of South Africa has resolved to strengthen the border environment by introducing the Border Management Authority and to redevelop six priority land port of entry as one-stop border posts.

The OSBP concept refers to the legal and institutional framework, facilities and associated procedures that enable goods, people and vehicles to stop once whereby they undergo necessary controls following applicable regional and national laws to exit one state and enter the adjoining state. This is contrary to a traditional two-stop border post concept whereby entry/ exit procedures are carried out on both sides of the border for persons, vehicles and goods. A one-size fit all OSBP model is unrealistic given the varying socio-economic and geographical factors. Internationally, there are at least three OSBP models that may be applicable for South Africa to consider. That is:

• "Straddle Border Post" – This type of OSBP physically straddles the borderline and the Common Control Zone is bisected by the borderline.

• "Single Country Border Post" – This type is located solely in one country. It offers the efficiency of a single facility, but requires extra-territorial jurisdiction.

• "Juxtaposed Border Post" – This type of OSBP requires a dedicated facility in each country, each serving one direction of traffic. In a juxtaposed border it is usually the case that exit formalities from country A and entry formalities for country B are done in country B and vice versa.

The OSBP policy will lay a strong policy foundation for drafting a constitutionally sound legislation and regional instruments for managing OSBPs with the neighbouring countries. The implementation of the one-stop concept requires that the border agencies of each state involved are able to apply their national laws in the territory of the adjoining state. As national laws cannot automatically be applied in other territories, specific provisions will be developed to give such agencies extra-territorial jurisdiction. The OSBP Act will, amongst other things, provide for extra-territorial authority to both SA and neighbouring countries.

OSBPs are aimed at addressing long waiting times and delays at ports of entry by facilitating faster border clearances and limiting the duplication of border agency interventions, which in turn improves trade competitiveness and efficiencies in the movement of persons, through cutting down on cost and time. OSBPs will be governed by domestic legislation, bilateral agreements between South Africa and each neighbouring state willing and able to share OSBPs with South Africa.

The development of policy will inform the legislative and parliamentary processes to be implemented over the medium term. The target for 2022/23 deals with the submission of the Bill to Cabinet for approval for public consultation. 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 policy and legislative targets in this annual performance plan will contribute significantly to address existing gaps in the policy and legislation environment. The output is in support of the DHA outcome to contribute positively to a capable and developmental state which is also an APEX priority.

	Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Tabling of the OSBP Bill in Parliament for processing of Bill	OSBP Bill submitted to Cabinet for approval for public consultation	Draft OSBP Bill submitted to EXCO for approval (to recommend to Minister)	Draft OSBP Bill submitted to Minister for approval SEIAS Report submitted to DPME for approval	Draft OSBP Bill submitted to the GSCID, ESIEID and JCPS clusters for approval and recommendation to Cabinet	Draft OSBP Bill submitted to Cabinet for approval for publication for public consultation

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**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Compliance with set number of interventions implemented in support of Communication Strategy and Action Plan	Plan fully implemented	DHA Communication Strategy and Plan implemented through: • 28 Media engagements • 3 campaigns/ Izimbizo	DHA Communication Strategy and Plan implemented through: • 53 Media engagements • 8 Outreach engagements • 4 Campaigns	DHA Communication Strategy and Plan implemented through: • 20 Media engagements • 6 Outreach engagements • 3 Campaigns	DHA Communication Strategy and Plan implemented • 20 Media engagements • 6 Outreach engagements • 3 Campaigns	DHA Communication Strategy and Plan implemented	DHA Communication Strategy and Plan implemented

DHA Communication Strategic Interventions

Explanation of planned performance over the Medium Term Period

The output aims to positively position the DHA to its clients through the provision of strategic communication interventions. The main aim is to publicise the programmes of the DHA whilst also profiling the work of the political principals in undertaking the mandate of the DHA. This will be done through the overall 5-year Communication Strategy (2019 – 2024) which will be 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 Communication APP targets are intended to strategically communicate and publicise the DHA's core functions and mandate, while also engaging with the stakeholders to solicit their support and buy-in for the work of the institution. In order to effectively and efficiently publicise the mandate of the DHA and get stakeholders' buy-in and views on its service offering, communication will undertake the following interventions:

• 20 Media engagements;

• 6 Outreach engagements; and

• 3 Campaigns.

Media engagements and campaigns have been chosen because of their strategic importance in effectively getting advocacy and publicity messages across to the DHA's target market and client base; but also because of Cabinet's directive that the executive should have an unmediated community engagement programme every financial year (outreach engagements / izimbizo). The targets directly support the achievement of the chosen outcome by publicising the work of the DHA and its executive in undertaking its core programmes and service offering in support of its mandate.

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

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Compliance with set number of interventions implemented in support of communication strategy and action plan	DHA Communication Strategy and Plan implemented: • 20 Media engagements • 6 Outreach engagements • 3 Campaigns	• 5 Media engagements • 2 Outreach engagements • 1 Campaign	• 5 Media engagements • 2 Outreach engagements • 1 Campaign	• 5 Media engagements • 1 Outreach engagement • 1 Campaign	• 5 Media engagements • 1 Outreach engagement

INSTITUTIONAL PLANNING AND SUPPORT

White Paper on the Management of Citizenship, International Migration and Refugee Protection	**Outcome:**	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations / Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Tabled Citizenship, Immigration and Refugees Bill in Cabinet						
	Output Indicators	**Annual Targets**						
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Tabling of the Citizenship, Immigration and Refugees Bill in Cabinet for approval	NA	Draft Official Identity Management Policy submitted to Cabinet to request approval for public consultation	Policy Discussion Paper on Citizenship and Civil Registration submitted to Minister for approval Policy Discussion Paper on International Migration and Refugee Protection submitted to Minister for approval	Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Minister for approval (Comments provided by Minister)	Green Paper on Citizenship, International Migration and Refugee Protection submitted to Minister for approval	Draft White Paper on Citizenship, International Migration and Refugee Protection submitted to Cabinet for approval	Citizenship, Immigration and Refugees Bill submitted to Cabinet for approval

Explanation of planned performance over the Medium Term Period

Rationale for a new Policy Framework for the Management of Citizenship, International Migration and Refugee Protection:

The legislation that is currently administered by the DHA is the product of multiple amendments of laws inherited from the apartheid era. The DHA has been addressing the issues of citizenship, international migration and refugee protection through the amending of existing legislation. The following legislation is currently being administered by the DHA in order to fulfil the citizenship, civil registration, immigration and refugees mandate:

• Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);

• Marriage Act, 1961 (Act No. 25 of 1961);

• Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);

• Civil Union Act, 2006 (Act No. 17 of 2006);

• South African Citizenship Act, 1995 (Act No. 88 of 1995);

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

• Identification Act, 1997 (Act No. 68 of 1997);

• Immigration Act, 2002 (Act No 13 of 2002; and

• Refugees Act, 1998 (Act No 130 of 1998).

A need has been identified for a new policy that will enable the consolidation of the above legislation into a single legislation that enables the fulfilment of constitutional and international obligations. The focus of the 2022/23 financial year is to submit the Draft Green Paper on Citizenship, International Migration and Refugee Protection to Minister for approval. 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 policy and legislative targets in this annual performance plan will contribute significantly to address existing gaps in the policy and legislation environment. The output is in support of the DHA outcome to contribute positively to a capable and developmental state which is also an APEX priority. The output is important as it supports the two core mandates of the DHA namely civic and immigration services. The achievement of the output will ultimately secure the management of citizenship and civil registration as well as international migration.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Tabling of the Citizenship, Immigration and Refugees Bill in Cabinet for approval	Green Paper on Citizenship, International Migration and Refugee Protection submitted to Minister for approval	Green Paper gazetted for public consultation 9 Virtual stakeholder workshops held through the DHA Stakeholder forums	"Civil Registration" chapter revised and submitted to DDG: IPS for comments	"Citizenship" chapter revised and submitted to DDG: IPS for comments "Refugee Protection" chapter revised and submitted to DDG: IPS for comments "International Migration" chapter revised and submitted to DDG: IPS for comments	Green Paper revised and submitted to DG for approval Green Paper submitted to Minster for approval

Outcome:	DHA positioned to contribute positively to a capable and developmental state						
Output:	Revised Service Delivery Model implemented in line with a repositioned DHA as per set targets						

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Phased implementation of the revised Service Delivery Model (SDM)	N/A	New PI	Concept document, including the implementation plan for the development of the Service Delivery Model, approved by DG	Revised Service Delivery Model approved by Minister	Footprint Development Strategy approved by Minister	Revised Service Delivery Model implemented (Phased approach)	Revised Service Delivery Model implemented (Phased approach)

Explanation of planned performance over the Medium Term Period

A Service Delivery Model (SDM) details the DHA's mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery and possible improved method of delivery. A SDM should be reviewed annually to assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. Developing, implementing and institutionalising a service delivery model will assist the DHA to evaluate whether it will be able to deliver on its determined strategy in support of the repositioning programme.

The Service Delivery Model consists of nine (9) dimensions, including:

• "Value" proposition which will address the goods and services the DHA delivers in line with its constitutional mandate.

• "Customer" segmentation which deals with the different types of customers the DHA's goods and services intend to serve and satisfy. This will cover the geographic, social characteristics and demographics of the customers that the DHA intends to create / enhance value for.

• "Channels" dimension that will establish the distribution channels through which the DHA will reach different types of customers and how the channels will be integrated. These channels include service points required to deliver services, mobile units required to service areas outside the reach of service points, access through the contact centre, channels developed in collaboration with public and private organisations and the use of ICT to improve service delivery. Furthermore, this dimension addresses the cost and benefits of each distribution channel to ensure optimal utilisation for effective delivery of services.

• "Customer relationships".

• "Revenue streams".

• "Key resources".

• "Partners".

• "Key activities" to be executed to deliver on the constitutional mandate of the DHA.

• "Costs structure" which addresses the cost implications for the delivery of the value proposition of the DHA.

Service Delivery Model (SDM)

The revised service delivery model will be implemented over the medium term through the following critical aspects:

• The revision of the norms and standards for all services delivered by the DHA in different types of service points as outlined in the SDM.

• The revision of the current and future departmental footprint (distribution channels) and revised model office design in line with the SDM.

• The revision of the SDM charter.

• The development of the Footprint Development Strategy.

The implementation of the revised service delivery model will take place in a phased approach commencing in the 2023/24 financial year once the revised norms and standards, the revised footprint and model office design, the revised SDM charter and the Footprint Development Strategy have been approved.

The output is of critical importance to the DHA repositioning programme as it will inform the new DHA operating and organisational model as outlined in the White Paper on Home Affairs and enable the DHA to execute its mandate fully. The achievement of the output will also have a significant impact on the quality of service delivery to clients. The output is important in order for the DHA to achieve its set outcome of contributing positively to a capable and developmental state.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Phased implementation of the revised Service Delivery Model (SDM)	Footprint Development Strategy approved by Minister	Revised service delivery norms and standards in line with the SDM approved by the Minister	Revised footprint and model office design in support of the SDM approved by the Minister	Revised Service Delivery Charter in support of the SDM approved by the Minister	Footprint Development Strategy approved by Minister

	Outcome:	DHA positioned to contribute positively to a capable and developmental state					
	Output:	DHA Access Model implemented through Footprint Optimisation Plan / User Asset Management Plan (U-AMP)					
	Output Indicators	**Annual Targets**					
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
DHA Access Model	Phased implementation of DHA Access Model through the Footprint Optimisation Plan / User Asset Management Plan (U-AMP)	N/A	Draft DHA Access Model approved by EXCO	DHA Hybrid Access Model approved by the Minister with an understanding that the model will be further refined in the 2021/22 financial year	DHA Access Model submitted to the Department of Public Works and Infrastructure (DPW&I) for submission to National Treasury (for existing infrastructure)	Approved strategic accommodation requirements for 2025/26 submitted to DPW&I as part of implementing the DHA Access Model	DHA Access Model implemented through the submission of the revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) to DPW&I for submission to National Treasury by DHA	DHA Access Model implemented through the submission of the revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) to DPW&I for submission to National Treasury by DHA

Explanation of planned performance over the Medium Term Period

The DHA Access Model is the model that the DHA will use to:

• Increase the number of service points, by identifying optimal locations where additional facilities are required;

• Reduce the number of existing service points in areas where the DHA has more service points than its access standards require; and

• Relocate existing service points where service points are not located optimally. The DHA Access Model, given the existing footprint, can adopt an expansion model, reduction model, relocation model or a combination of the three access models.

Strategic accommodation requirements will allow the DPW&I to conduct a feasibility assessment to determine the cost for new infrastructure. The outcome of the feasibility assessment is submitted to National Treasury to request for funding for new infrastructure.

The Footprint Development Strategy (Infrastructure Plan) is the strategy that will provide the targets for improving geographic access to service points and services in line with the DHA Access Model (expansion, reduction and/or relocation of service points). The plan will also consider the service delivery model of the DHA and strategies to improve capacity of service points. Furthermore, the Footprint Development Strategy will cover the plans, standards, specifications and costs for managing existing and new infrastructure. It will describe the standards to be used in the infrastructure design and service provision and inform the revision of the Footprint Optimisation Plan or User Asset Management Plan (U-AMP) which is submitted to DPW&I for acquisition of service points as well as funding of infrastructure. The Footprint Optimisation Plan or U-AMP will be the vehicle to implement the revised access model over the medium and long term. This process will commence once the strategic accommodation requirements have been approved by the DG in 2022/23. Thereafter it will be submitted to the DPW&I and once received back, the DHA will submit to the National Treasury to request funding.

The department is obligated by GIAMA to prepare and submit the U-AMP to DPW&I annually in order to ensure that the DHA's strategic accommodation requirements for the budget cycles are appropriately captured. DPW&I requires a high level need assessment for any new, additional or alternative accommodation for the DHA, including the request for upgrading and renovation of existing accommodation. DPW&I uses the U-AMP to conduct feasibility studies which will assist in the identification of the most viable procurement methodology for the procurement of new, additional or alternative accommodation. Other scenarios will include the procurement of land and improvements, consolidation of accommodation and the upgrade, refurbishment and reconfiguration of accommodation. The preferred option will be costed over the relevant MTEF Period.

The DHA can only apply to Treasury for capital budgets for funding of new construction or purchase of accommodation where the options analysis has been completed. The U-AMP includes templates which are also required for completion and DPW&I uses these templates to assist the DHA with a summary of all budgetary requirements over the relevant MTEF cycle.

The User Asset Management planning and budgeting cycle process for national user departments, as prescribed by DPW&I, is as follows:

• Quarter 1: User submits draft U-AMP to National Treasury (NT) and copy to DPW&I one financial year in advance (April/May). The user, Treasury budget analyst and DPW&I to engage on the draft UAMP (Reprioritisation and budget shortfall analysed as proposals (June)).

• Quarter 2: Final U-AMP submitted to NT as per the MTEF Technical Guideline (July); and Medium Term Expenditure Committee Meetings take place (August/ September).

• Quarter 3: Preliminary Budget allocation by NT (October / November).

• Quarter 4: Final Letters of Budget allocations issued to users (November / January).

The output is a critical component of the DHA's repositioning programme and will ensure acquisition of fit for purpose infrastructure for improved access to DHA services to all of its clients across the country. The output will also enable the DHA to contribute positively to a capable and developmental state as it will address some of the challenges brought about by the apartheid era in respect of access to government services.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Phased implementation of DHA Access Model through the Footprint Optimisation Plan / User Asset Management Plan (U-AMP)	Approved strategic accommodation requirements for 2025/26 submitted to DPW&I as part of implementing the DHA Access Model	Draft U-AMP for 2023/24 financial year submitted to National Treasury for infrastructure budget determination	Final U-AMP for 2023/24 financial year submitted to National Treasury and DPW&I for infrastructure budget determination	Strategic accommodation requirements for 2025/26 FY presented to EXCO	Strategic accommodation requirements for 2025/26 FY approved by DG Strategic accommodation requirements for 2025/26 FY submitted to DPW&I in order to conduct a feasibility assessment for the 2025/26 U-AMP

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (HRM&D)

	Outcome:	DHA positioned to contribute positively to a capable and developmental state					
	Output:	DHA Gender-based Violence and Femicide Plan implemented					
Gender-based Violence and Femicide Plan	**Output Indicators**	**Annual Targets**					
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**	
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Implementation of DHA Gender-based Violence and Femicide Plan as per approved implementation plan	NA	NA	New PI	13 Awareness sessions conducted	DHA Gender-based Violence and Femicide Plan implemented	Revised DHA Gender-based Violence and Femicide Plan implemented	Revised DHA Gender-based Violence and Femicide Plan implemented

Explanation of planned performance over the Medium Term Period

All departments are required to contribute to the National Strategic Plan (NSP) on Gender-based Violence and Femicide (NSP on GBVF): 2020 to 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 develop and implement a specific plan to address this important priority. A key component of the plan will be to raise awareness on matters addressed under the NSP on GBVF, as well gender and disability mainstreaming priorities. The plan will be integrated with the Department's Employee Wellness Programme. The implementation of the plan will be closely monitored so as to ensure that the Department plays its rightful role in the fight against GBVF. The plan will comprise of the contribution of each of the DHA Branches as well as their associated roles and responsibilities, which will be integrated into a consolidated plan, monitored and reported on by the Branch: HRM&D.

Quarterly Targets for 2022/23						
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**	
Implementation of DHA Gender-based Violence and Femicide Plan as per approved implementation plan	DHA Gender-based Violence and Femicide Plan implemented	DHA Gender-based Violence and Femicide Plan implemented as per approved implementation plan	DHA Gender-based Violence and Femicide Plan implemented as per approved implementation plan	DHA Gender-based Violence and Femicide Plan implemented as per approved implementation plan	DHA Gender-based Violence and Femicide Plan implemented as per approved implementation plan	

Misconduct Cases	Outcome:	DHA positioned to contribute positively to a capable and developmental state						
	Output:	Misconduct cases concluded within 90 working days						
	Output Indicators	Annual Targets						
		Audited / Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Percentage of misconduct cases concluded within 90 working days	NA	NA	NA	New PI	60%	80%	95%

Explanation of planned performance over the Medium Term Period

The aim of the output is to ensure the incremental improvement in the percentage of serious misconduct cases finalised within 90 working days. The output is designed to ensure the expedited finalisation of formal disciplinary cases by the DHA. The output will contribute to the programme to prevent and fight fraud and corruption in government, thus serving as a deterrent and thereby contributing to the DHA outcome and APEX priority of building a capable and developmental state.

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of misconduct cases concluded within 90 working days	60%	60%	60%	60%	60%

COUNTER CORRUPTION AND SECURITY SERVICES

<table>
<tr><td rowspan="10">Business Process Evaluation</td><td>Outcome:</td><td colspan="7">DHA positioned to contribute positively to a capable and developmental state</td></tr>
<tr><td>Output:</td><td colspan="7">Business processes evaluated as part of the implementation of the DHA Counter Corruption and Fraud Prevention Strategy</td></tr>
<tr><td rowspan="4">Output Indicators</td><td colspan="7" align="center">Annual Targets</td></tr>
<tr><td colspan="3" align="center">Audited / Actual Performance</td><td align="center">Estimated Performance</td><td colspan="3" align="center">MTEF Period</td></tr>
<tr><td align="center">2018/19</td><td align="center">2019/20</td><td align="center">2020/21</td><td align="center">2021/22</td><td align="center">2022/23</td><td align="center">2023/24</td><td align="center">2024/25</td></tr>
<tr><td>Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches</td><td align="center">NA</td><td align="center">NA</td><td align="center">2</td><td align="center">1</td><td align="center">4</td><td align="center">4</td><td align="center">4</td></tr>
<tr><td colspan="8"><u>Explanation of planned performance over the Medium Term Period</u></td></tr>
<tr><td colspan="8">Process reviews are conducted with the aim of identifying corruption vulnerabilities and gaps within DHA business processes, and recommend mitigating strategies to eliminate opportunities for officials to commit fraud and corruption. Reported and finalised cases are analysed in order to identify the modus operandi used to commit fraud and corruption and inform the re-engineering of DHA business processes. The Branch Counter Corruption and Security Services was established as a mechanism to spearhead implementation of the 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 DHA and government outcome of a capable and developmental state (programme to prevent and fight corruption in government).</td></tr>
</table>

<table>
<tr><td colspan="6" align="center">Quarterly Targets for 2022/23</td></tr>
<tr><td align="center">Output Indicators</td><td align="center">Annual Target</td><td align="center">Q1</td><td align="center">Q2</td><td align="center">Q3</td><td align="center">Q4</td></tr>
<tr><td>Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches</td><td align="center">4</td><td align="center">1 process evaluated (Late Registration of Birth (LRB))</td><td align="center">1 process evaluated (ID Application)</td><td align="center">1 process evaluated (Passport Application)</td><td align="center">1 process evaluated (Death Registration)</td></tr>
</table>

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						

Fraud and Corruption Investigations

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Percentage of reported cases on fraud and corruption finalised within 90 working days	75.4%	74.6%	70.88%	50%	66%	66%	66%

Explanation of planned performance over the Medium Term Period

The investigation of reported corruption is important in order to deal effectively with corrupt elements within and outside the DHA. This is done in support of one of the main priorities of the JCPS cluster for the MTSF 2019 to 2024. 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 Branch Counter Corruption and Security Services was established as a mechanism to spearhead implementation of the 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 DHA and government outcome of a capable and developmental state (programme to prevent and fight corruption in government).

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of reported cases on fraud and corruption finalised within 90 working days	66%	66%	66%	66%	66%

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		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	83	64	32	40	80	80	80

Explanation of planned performance over the Medium Term Period

The purpose of threat and risk assessments (TRAs) is:

• 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, eliminate security shortfalls and provide for business continuity.

The results of the assessments are conveyed to business for remedial actions to be implemented. The names of the offices will not be published for security reasons. The Branch Counter Corruption and Security Services was established as a mechanism to spearhead implementation of the 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 DHA and government outcome of a capable and developmental state (programme to prevent and fight corruption in government).

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	80	20	20	20	20

Threat and Risk Assessments (TRAs)

Outcome:	DHA positioned to contribute positively to a capable and developmental state
Output:	Vetting files referred to State Security Agency (SSA) for evaluation as part of the implementation of the DHA Counter Corruption and Fraud Prevention Strategy

Vetting

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of vetting files referred to State Security Agency (SSA) for evaluation	538	444	535	300	400	500	600

Explanation of planned performance over the Medium Term Period

It is imperative that officials are 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 focus for the 2022/23 period will be on confidential applications.

The Branch Counter Corruption and Security Services was established as a mechanism to spearhead implementation of the 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 DHA and government outcome of a capable and developmental state (programme to prevent and fight corruption in government).

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of vetting files referred to State Security Agency (SSA) for evaluation	400	100	100	100	100

PROGRAMME 2: CITIZEN AFFAIRS

Citizen Affairs covers the activities of the Civic Services' branch at national and provincial level. This involves the provision and management of identity and status services for citizens, permanent residents and persons accorded refugee status. Clients are served at various sites, including local and mobile offices, health facilities and bank branches.

PROGRAMME 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 National Population Register (NPR). These include: Maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; amendment of personal particulars on the NPR; providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship.
- Identification Services (Back Office ID Processing) oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- Service Delivery to Provinces provides for all civic, immigration and refugee affairs functions in the provinces. This entails providing a client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example temporary identity certificates) and conducting quality assurance of, for example, immigration and civic services applications.

CITIZEN AFFAIRS RESOURCE CONSIDERATIONS

CITIZEN AFFAIRS EXPENDITURE ESTIMATES OVER THE MTEF 2022-2025

Table 5: Citizen Affairs Expenditure Estimates 2022 to 2025

PROGRAMME TWO: CITIZEN AFFAIRS	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	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							
Citizen Affairs Management	34 333	55 426	37 352	26 190	35 899	34 817	36 640
Status Services	1 113 678	1 050 951	391 761	547 298	92 033	89 715	93 758
Identification Services	73 560	173 224	255 453	250 495	174 057	169 689	177 378
Service Delivery to Provinces	2 031 445	2 094 967	2 039 703	2 272 783	2 253 879	2 205 070	2 306 903
Total	**3 253 016**	**3 374 568**	**2 724 269**	**3 096 766**	**2 555 868**	**2 499 291**	**2 614 679**
ECONOMIC CLASSIFICATION							
Current payments	**3 207 722**	**3 321 607**	**2 670 447**	**2 549 558**	**2 533 690**	**2 378 211**	**2 488 732**
Compensation of employees	**2 035 002**	**2 224 755**	**2 162 887**	**2 260 320**	**2 353 750**	**2 291 743**	**2 394 661**
Salaries and wages	1 689 801	1 862 853	1 795 719	1 906 736	1 973 660	1 921 667	2 007 965
Social contributions	345 201	361 902	367 168	353 584	380 090	370 076	386 696
Goods and services	**1 172 720**	**1 096 852**	**507 560**	**833 576**	**179 940**	**184 926**	**196 945**
Transfers and subsidies	**14 193**	**16 418**	**23 056**	**2 870**	**22 178**	**22 622**	**23 073**
Payments for capital assets	**31 101**	**36 543**	**30 766**	**–**	**–**	**–**	**–**
Payments for financial assets	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total	**3 253 016**	**3 374 568**	**2 724 269**	**3 096 766**	**2 555 868**	**2 499 291**	**2 614 679**

The spending focus over the medium term period, with specific focus on the 2022/23 financial year, will be on:

- Continued rollout of the national population registration campaign with a focus on early birth registration (births registered within 30 calendar days).
- Issuance of identity documents / smart cards to eligible citizens and applicants 16 years of age and older.
- Providing civic service and immigration (inspectorate) related functions and services such as the registration of marriage and death registrations, amendments, rectifications, etc and the issuance or re-issuance of relevant certificates.
- Providing travel and citizenship documents such as passports for adults and children.
- Maintaining of the Home Affairs National Identification System (HANIS), Automated Biometric Identification System (ABIS) and updating of the National Population Register (NPR). Identifying and implementing additional revenue streams through the existing online fingerprint verification facilities.
- Digitising of records as part of the Electronic Document Management System.

PROGRAMME 2: CITIZEN AFFAIRS – OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS (ANNUAL AND QUARTERLY)

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Births registered within prescribed period of 30 calendar days						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance	**Estimated Performance**			**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Number of births registered within 30 calendar days per year	816 698	845 253	751 087	700 000	750 000	750 000	750 000

Explanation of planned performance over the Medium Term Period

The DHA has the sole mandate to determine and affirm the official identity and status of all citizens and of those foreign nationals who apply to enter the RSA or who have entered. The purpose of the Civic Services' branch 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 (NPR), 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 "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.

To secure the integrity of the NPR, it is essential that the public are encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ultimately ensure that registration at birth is the only entry point to the NPR. This means that each and every one of the approximate 1.1 million children born every year must be registered within 30 calendar days as prescribed by legislation. This will minimise the number of late registration of birth applications – a process which is susceptible to fraud and corruption – and the number of undocumented citizens.

The target was reduced from 810 000 to 750 000 births to be registered within 30 calendar for 2020/21 due to the onset of the COVID-19 pandemic. Due to the uncertainty around the pandemic, the target of 750 000 was further reduced to 700 000 for the 2021/22 financial year with an escalation in the outer years. The target for 2022/23 is increased to 750 000 using baseline performance for the past eleven years (FY2010/11 – FY2020/21) after excluding the outliers for the mentioned period. Other factors which should contribute to the increase in the birth registration rate are the deployment of additional mobile offices and the improvement of capacity in front offices as per funding received from National Treasury in response to the capacitation business case. Factors which prevent the DHA from optimal birth registration include the inability to fill vacant posts on a regular basis and cultural naming conventions. The DHA was also not allowed access to some health facilities during the pandemic coupled with lack of connectivity in health facilities and other system challenges.

The ultimate aim is to ensure that all births are registered within 30 calendar days and thereby ensuring that early birth registration is the only entry point to the national population register. The output is therefore central to achieving this aim and to enable the DHA outcome of the secure and efficient management of citizenship and civil registration. From a national security point of view it is imperative to know who your citizens are. The birth target contributes to the APEX priority dealing with social cohesion and safer communities.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of births registered within 30 calendar days per year	750 000	145 953	206 661	194 891	202 495

Birth Registration within 30 Calendar Days

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Smart ID cards issued to eligible citizens						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Number of smart ID cards issued to citizens 16 years of age and above per year	3 127 217	2 816 544	1 233 683	1 600 000	2 200 000	2 500 000	2 500 000

Smart ID Cards

Explanation of planned performance over the Medium Term Period

Eligible citizens who have attained the age of 16 years are required to apply for identity documents. With the application, the biometrics of applicants are captured on the NPR. The green-barcoded ID book is susceptible to fraud. The ultimate aim is to replace all green ID books with smart ID cards to all eligible citizens.

Some of the benefits of the rollout of the smart ID card to all citizens include the following:

• Reduction of the risk of fraud caused by dual systems.

• Enablement of e-government and e-commerce services through the digital enabled smart ID card.

• Provision of a single digital card that can be used for a variety of functions, for example verification for National Health Insurance, and so forth.

• Instant verification of identity by all service departments and agencies through a biometric enabled smart ID card.

The target for the 2022/23 financial year shows an increase from the 2021/22 financial year. The 2022/23 target is set at 2.2 million compared to the 1.6 million in 2021/22. This is premised on the deployment of additional mobile offices and the improvement of capacity in front offices in the 2022/23 financial year as per funding received from National Treasury in response to the capacitation business case. The DHA will also explore other avenues to expand its footprint through the use of banks, etc.

The target is lower than is previously published annual performance plans due to the impact of COVID-19, challenges with system instability, the inability to fill vacant posts on a regular basis and the dependency on footprint expansion, either through traditional offices equipped with live capture functionality, the establishment of partnerships with the private and/ or public sector or the use of technology.

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 allow for the accessing of 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 APEX priorities dealing with a capable, ethical and developmental state as well as social cohesion and safer communities.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of smart ID cards issued to citizens 16 years of age and above per year	2 200 000	572 000	550 000	506 000	572 000

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Adult passports issued as per set standards						

Output Indicators	Annual Targets						
	Audited / Actual Performance			Estimated Performance	MTEF Period		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Percentage (%) of machine readable adult passports (new live capture system) issued within 13 working days per year for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	91.88%	95.31%	91.79%	90%	90%	90%	90%

Explanation of planned performance over the Medium Term Period

The output is important to the clientele of the DHA to ensure that clients receive transparent services with a level of predictability in terms of the duration required to issue live capture passports. This is also critical to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on economic development of the country. The DHA needs to ensure that only eligible persons are issued with passports in order to achieve the DHA outcome of the secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. The issuance of passports to undeserving applicants could lead to reputational damage for the country. The output supports the APEX priority dealing with a capable, ethical and developmental state.

The target of 90% of machine readable adult passports to be issued within 13 working days is projected to remain the same over the medium term. This is mainly due to the inability to fill vacant posts on a regular basis and external dependencies on service providers such as GPW.

Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage (%) of machine readable adult passports (new live capture system) issued within 13 working days per year for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	90%	90%	90%	90%	90%

Outcome:	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations						
Output:	Children passports issued as per set standards						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Percentage (%) of machine readable passports for children (new live capture system) issued within 18 working days per year for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	NA	NA	NA	New PI	90%	90%	90%

Explanation of planned performance over the Medium Term Period

The issuance of children passports is a new performance indicator in the annual performance plan. The indicator was in previous departmental annual operational plans and the setting of the target was based on statistical performance from previous financial years. 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 GPW (inclusion of details of parents in passports).

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. This is also critical to show efficiency in operations. The DHA needs to ensure that only eligible persons including children are issued with passports in order to achieve the DHA outcome. The issuance of passports to undeserving applicants could lead to reputational damage for the country. The output supports the APEX priority dealing with a capable, ethical and developmental state.

The target of 90% of machine readable passports for children to be issued within 18 working days will be kept the same over the MTEF period. This is mainly due to the inability to fill vacant posts on a regular basis and external dependencies on service providers such as GPW.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage (%) of machine readable passports for children (new live capture system) issued within 18 working days per year for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	90%	90%	90%	90%	90%

Children Passports

PROGRAMME 3: IMMIGRATION AFFAIRS

Immigration Services is responsible for the implementation of immigration legislation; functions at ports of entry; the immigration inspectorate and deportations; the visa and permitting regime; the processing of asylum seekers and refugees; and the management of a holding facility (Lindela) for illegal immigrants awaiting deportation after confirmation by their countries of origin.

PROGRAMME PURPOSE:

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

SUB-PROGRAMMES:

- *Immigration Affairs Management* provides for the overall management of the branch and policy direction, sets standards, and manages back office processes.
- Admission *Services* is responsible for issuing visas, securely facilitating the entry and departure of persons to and from South Africa in line with the Immigration Act (2002); recording their movements on the movement control system; and controlling the processing of applications for permanent and temporary residence permits/ visas, including work, study and business visas.
- *Immigration Services* deals with immigration matters in foreign countries; detects, detains and deports illegal immigrants in terms of the Immigration Act (2002); conducts investigations with other law enforcement entities; and provides policy directives on immigration matters.
- *Asylum Seekers* considers and processes applications for asylum, issues enabling documents to refugees, and facilitates processes to find durable solutions to refugee problems in line with the Refugees Act (1998). The head office is responsible for providing strategic leadership, whereas refugee reception offices are responsible for operations.

IMMIGRATION AFFAIRS RESOURCE CONSIDERATIONS

IMMIGRATION AFFAIRS EXPENDITURE ESTIMATES OVER THE MTEF 2022-2025

Table 6: Immigration Affairs Expenditure Estimates 2022 to 2025

PROGRAMME THREE: IMMIGRATION AFFAIRS	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	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	42 493	69 818	29 239	32 898	30 524	30 030	31 359
Admission Services	816 413	832 185	787 728	1 047 727	1 066 734	1 057 728	1 113 621
Immigration Services	228 385	244 143	275 571	258 737	221 444	247 050	261 484
Asylum Seekers	144 251	142 559	185 939	160 074	158 980	153 182	160 271
Total	**1 231 542**	**1 288 705**	**1 278 477**	**1 499 436**	**1 477 682**	**1 487 990**	**1 566 735**
ECONOMIC CLASSIFICATION							
Current payments	**1 197 638**	**1 278 896**	**1 303 993**	**1 454 316**	**1 474 842**	**1 397 582**	**1 472 267**
Compensation of employees	**769 186**	**822 086**	**799 967**	**812 145**	**887 504**	**864 124**	**902 930**
Salaries and wages	649 027	694 070	668 495	695 737	748 074	728 367	761 078
Social contributions	120 159	128 016	131 472	116 408	139 430	135 757	141 852
Goods and services	**428 452**	**456 810**	**399 013**	**686 813**	**587 338**	**620 979**	**661 325**
Transfers and subsidies	**2 249**	**2 736**	**2 419**	**478**	**2 840**	**2 887**	**2 480**
Payments for capital assets	**31 655**	**7 073**	**77 078**	**–**	**–**	**–**	**–**
Payments for financial assets	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total	**1 231 542**	**1 288 705**	**1 278 477**	**1 499 436**	**1 477 682**	**1 487 990**	**1 566 735**

The spending focus for Immigration Affairs over the medium term period with specific focus on the 2022/23 financial year will be on:

• Issuing strategic permits such as critical skill and business and general work visas as well as permanent residence permits for selected categories in order to facilitate the importation of critical skills and tourism into South Africa according to a risk-based and strategic approach to immigration (approximately R1 million).

• Executing law enforcement inspections / operations to ensure compliance with immigration legislation (R797 000).

• Providing relevant services and products to asylum seekers and refugees at refugee reception offices (R10.6 million).

• Ensuring the smooth facilitation of traveller movements at ports of entry through the implementation of modernised e-systems such as advance passenger processing (APP) – R151 246 million – and passenger name record (PNR) – R216 million.

• Ensuring that the management of the deportation holding facility – Lindela – is maintained to the highest applicable human rights standards in line with the Constitution (1996) and the Immigration Act (R80 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 (approximately R23 million).

• Providing a departmental presence at missions abroad to execute the Department's mandate (R6.8 million).

PROGRAMME 3: DHA IMMIGRATION SERVICES

PROGRAMME 3: IMMIGRATION AFFAIRS OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS (ANNUAL AND QUARTERLY)

	Outcome:	**Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments**						
	Output:	**Law enforcement operations/ inspections conducted to ensure compliance with immigration legislation**						
Law enforcement operations / inspections	**Output Indicators**	**Annual Targets**						
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	Number of law enforcement operations/ inspections conducted for targeted areas per year to ensure compliance with immigration legislation	221	222	288	220	540	560	580

Explanation of planned performance over the Medium Term Period

The output contributes to the DHA outcome: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". The role of the immigration branch and specifically the inspectorate function must recognise and give effect to the mandate DHA fulfils within the security cluster through providing information that confirms identity and verification 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 APEX priority dealing with social cohesion and safer communities.

There are two primary components to the mandate of the immigration branch, which is to ensure the integrity of the state through a risk-based approach in the management of migration and the national interest by means of the facilitation of investment and critical skills through a visa regime that is administratively efficient. This specific output and indicator deal with the risk-based approach to immigration. The rationale for this indicator is to investigate compliance with departmental legislation. It is to further ensure that persons who are illegally in the country are effectively traced.

The purpose of the indicator is to ensure that persons 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 indictor 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 persons encountered, for example during inspections or roadblocks, are here lawfully. In short the target seeks to locate or trace illegal foreign nationals in South Africa and ensure that the resulting enforcement, be it prosecution or deportation, is undertaken.

This provides a safe environment as it ensures that everyone in South Africa is correctly documented and placed on a system with their personal information. It also provides stability in ensuring that there is enforcement that is visible and attending to matters that are of concern to members of the public. Attacks against foreign nationals have in the past been partly blamed on the prevalence of undocumented foreign nationals in the country. The target shows that the DHA actively contributes to efforts to re-assert the authority of the state in combatting crime. Due to capacity constraints within the Inspectorate unit, certain areas will be prioritised for inspections/ investigations. The target will be led and conducted by the Inspectorate.

The targeted areas are: construction, mines, hospitality industry, farms, roadblocks / operations, transport / logistics companies, manufacturers and wholesalers.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Number of law enforcement operations/ inspections conducted for targeted areas to ensure compliance with immigration legislation per year	540	135	135	135	135

	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Permanent residence permits adjudicated according to set standards						
	Output Indicators	**Annual Targets**						
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Permanent Residence Permits	Percentage (%) of permanent residence applications per year adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only))	95.1%	95.8%	43.7%	85%	85%	85%	85%

Explanation of planned performance over the Medium Term Period

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

The output deals mainly with the development aspect of immigration, i.e. critical skills, general work and business but with due consideration to national security considerations. They play a critical role in support of APEX priority dealing with economic transformation and job creation. The output is part of the National Development Plan (NDP) to adopt a more open approach to immigration in order 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 NDP 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. Through the NDP, South Africa must constantly evaluate and improve competitiveness in the global hunt for business, prospective investors, and migrants with skills and knowledge to grow the economy.

Due to the lockdown, applications for permanent residence will only be accepted as from 1 January 2022. The first quarter of the 2022/23 financial year will therefore not have a population to be processed.

	Quarterly Targets for 2022/23					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage (%) of permanent residence applications per year adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	85%	No report due to lack of population	85%	85%	85%

Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
Output:	Temporary residence visas (critical skills visas) adjudicated according to set standards						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Percentage (%) of critical skills visas per year adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)	88.5%	86.7%	91.1%	85%	95%	95%	95%

Critical Skills Visas

Explanation of planned performance over the Medium Term Period

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

The output deals mainly with the development aspect of immigration, i.e. facilitation of business, investment and critical skills into the country but with due consideration to national security considerations. They play a critical role in support of APEX priority dealing with economic transformation and job creation. The output is part of the National Development Plan (NDP) to adopt a more open approach to immigration in order 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 NDP 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. Through the NDP, South Africa must constantly evaluate and improve competitiveness in the global hunt for business, prospective investors, and migrants with skills and knowledge to grow the economy.

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, research and development in order to grow the economy.

The Visa Adjudication System (VAS) enables capability to submit visa applications online and adjudicate electronically, from front office applications to issuing of outcomes. This brings efficiency and supports facilitating the movement of business persons, migrant workers with skills and prospective investors to South Africa. 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. The impact is achieved through streamlining of priority applications and shortened turnaround times.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage (%) of critical skills visas per year adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)	95%	95%	95%	95%	95%

Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
Output:	Temporary residence visas (business and general work) adjudicated according to set standards						
Output Indicators	**Annual Targets**						
	Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Percentage (%) of business and general work visas per year adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)	97.9%	98.2%	83.3%	90%	90%	90%	90%

Business and General Work Visas

Explanation of planned performance over the Medium Term Period

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

The output deals mainly with the development aspect of immigration, i.e. facilitation of business, investment and critical skills into the country but with due consideration to national security considerations. They play a critical role in support of APEX priority dealing with economic transformation and job creation. The output is part of the National Development Plan (NDP) to adopt a more open approach to immigration in order 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 NDP 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. Through the NDP, South Africa must constantly evaluate and improve competitiveness in the global hunt for business, prospective investors, and migrants with skills and knowledge to grow the economy. 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, research and development in order to grow the economy.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Percentage (%) of business and general work visas per year adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)	90%	90%	90%	90%	90%

PROGRAMME 4: INSTITUTIONAL SUPPORT AND TRANSFERS

PROGRAMME 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 Border Management Authority 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

INSTITUTIONAL SUPPORT AND TRANSFERS EXPENDITURE ESTIMATES OVER THE MTEF 2022-2025

PROGRAMME 4: INSTITUTIONAL SUPPORT AND TRANSFERS

Table 7: Institutional Support and Transfers Expenditure Estimates 2022 to 2025

PROGRAMME FOUR: INSTITUTIONAL SUPPORT AND TRANSFERS	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	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	6 012	4 725	19 581	46 642	196 717	71 213	75 711
Electoral Commission	1 965 004	2 012 749	2 100 534	2 250 255	2 223 790	2 232 334	2 332 587
Represented Political Parties' Fund	149 394	157 760	162 723	166 812	342 077	350 345	366 078
Total	**2 120 410**	**2 175 234**	**2 282 838**	**2 463 709**	**2 762 584**	**2 653 892**	**2 774 376**
ECONOMIC CLASSIFICATION							
Current payments	**6 012**	**4 687**	**19 581**	**40 000**	**196 717**	**67 335**	**71 651**
Compensation of employees	**–**	**3 145**	**–**	**6 642**	**6 757**	**6 807**	**7 120**
Salaries and wages	–	3 145	–	6 642	6 757	6 807	7 120
Social contributions	–	–	–	–	–	–	–
Goods and services	6 012	1 542	19 581	40 000	189 960	64 406	68 591
Transfers and subsidies	**2 114 398**	**2 170 509**	**2 263 257**	**2 417 067**	**2 565 867**	**2 582 679**	**2 698 665**
Payments for capital assets	**–**	**38**	**–**	**–**	**–**	**–**	**–**
Payments for financial assets	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total	**2 120 410**	**2 175 234**	**2 282 838**	**2 463 709**	**2 762 584**	**2 653 892**	**2 774 376**

The spending focus over the medium term will focus on:

- Costs associated with the start-up and establishment of the Border Management Authority in respect of compensation of employees and goods and services.
- Rollout of the BMA at identified ports of entry, land border law enforcement area segments and community crossing points.
- Costs associated with the establishment of a PPP for the redevelopment of 6 priority land ports of entry.

The Border Management Authority has been allocated R67.2 million for 2022/23; R67.3 million for 2023/24 and R71.7 million in 2024/25. In addition to these amounts, the DHA has reprioritised R300 million from its baseline over the medium term for the establishment and rollout of the BMA for the 2021/22 to 2023/24 period.

PROGRAMME 4: INSTITUTIONAL SUPPORT AND TRANSFERS OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS (ANNUAL AND QUARTERLY)

BORDER MANAGEMENT AUTHORITY (BMA)

<table>
<tr><td rowspan="20">Establishment of the Border Management Authority (BMA)</td><td>Outcome:</td><td colspan="7">Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments</td></tr>
<tr><td>Output:</td><td colspan="7">Border Management Authority (BMA) established as a Schedule 3A National Public Entity</td></tr>
<tr><td rowspan="3">Output Indicators</td><td colspan="7">Annual Targets</td></tr>
<tr><td colspan="3">Audited / Actual Performance</td><td>Estimated Performance</td><td colspan="3">MTEF Period</td></tr>
<tr><td>2018/19</td><td>2019/20</td><td>2020/21</td><td>2021/22</td><td>2022/23</td><td>2023/24</td><td>2024/25</td></tr>
<tr><td>BMA fully established by 2023/24</td><td>Draft Section 97 Presidential Proclamation prepared</td><td>BMA legislation enacted</td><td>BMA Act, 2020 assented to by the President</td><td>BMA Commissioner and Deputy Commissioners appointed

BMA incubated as a Branch within DHA

Implementation protocol between BMA and SARS signed

Implementation Protocol between BMA and Defence signed</td><td>BMA incrementally established through the submission of pre-listing documents to National Treasury</td><td>BMA fully established</td><td>N/A</td></tr>
<tr><td colspan="8">

Explanation of planned performance over the Medium Term Period

Over the MTSF period, the BMA PMO will be contributing to the MTSF priority area focusing on, inter alia, border security and illegal immigration in line with the Department's mandate. The outputs in this regard deal with the establishment and operationalisation of the Border Management Authority (BMA) and the redevelopment of six priority land ports of entry as One-Stop Border Posts (OSBPs). These outputs will give effect to the outcome in the following ways:

• The BMA will be responsible for the execution of border law enforcement functions, except customs functions, in the border environment in an integrated manner under a command and control structure. This is intended to improve the processing of people and goods; and circumventing illegal activities in the border environment as the BMA will be intelligence-led and a risk-based approach to border management will be adopted.

• The redevelopment of six land ports of entry as OSBPs is an infrastructure intervention intended to enable the efficient processing of people, goods and conveyances; and will in the long term serve as an enabler to the BMA's operations.

For the 2022/23 financial year, the BMA PMO intends to manage the transitional phase for the BMA's establishment and fulfil key requirements for the listing as a public entity in the PFMA. The output shows direct support to the DHA outcome of the secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. The target and output form part of the MTSF APEX priority of social cohesion and safer communities. It was also included in the National Annual Strategic Plan (NASP) for 2022/23. Public service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.

</td></tr>
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		Quarterly Targets for 2022/23			
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
BMA fully established by 2023/24	BMA incrementally established through the submission of pre-listing documents to National Treasury	Filling of key management positions in the Corporate Services and Operations environments: • Chief Director: Border Control • Chief Director: National Targeting Centre • Chief Director: Corporate Support Transfer of functions from Departments of Agriculture, Land Reform and Rural Development; Health and SAPS to BMA according to Section 97 of the Constitution finalised and submitted to affected ministers (i.e. identification and ring-fencing of functions, personnel, budgets, funds, assets and liabilities)	BMA budget structure submitted to Treasury	Establishment of governance committees: • Audit and Risk Management • Remuneration and Human Resources	Pre-listing documents including BMA policies and procedures submitted to National Treasury

	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	BMA rolled out at selected ports of entry, designated segments of the land border law enforcement area and community crossing points						
	Output Indicators	**Annual Targets**						
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Rollout of the Border Management Authority (BMA)	Number of ports of entry with BMA rollout per year	Draft Section 97 Presidential Proclamation prepared	BMA legislation enacted	BMA Act, 2020 assented to by the President	BMA rolled out in phases along 5 segments of the land border law enforcement area: (RSA/ Zimbabwe; eManguzi; Skukuza; KZN/ eSwatini; and Mpumalanga/ eSwatini) BMA rolled out to 1 community crossing point (Tshidilamolomo)	BMA rolled out at 46 ports of entry by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA	BMA rolled out to additional 13 ports of entry by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA	BMA rolled out to additional 13 ports of entry by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA
	Number of land border law enforcement area segments with Border Guard per year					BMA rolled out in phases along 3 segments of the land border law enforcement area (Border Guard)	BMA rolled out in phases along additional 2 segments of the land border law enforcement area (Border Guard)	NA
	Number of community crossing points with BMA rollout per year					NA	BMA rolled out to one (1) additional community crossing point by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA	NA
	Responsibility for facilities management at land ports of entry transferred to BMA					BMA assumes responsibility for facilities management at 31 identified land ports of entry	All facilities at the ports of entry transferred from DPW&I to the BMA	NA

Explanation of planned performance over the Medium Term Period

Over the MTSF period, the BMA PMO will be contributing to the MTSF priority area focusing on, inter alia, border security and illegal immigration in line with the Department's mandate. The outputs in this regard deal with the establishment and operationalisation of the Border Management Authority (BMA) and the redevelopment of six priority land ports of entry as One-Stop Border Posts (OSBPs). These outputs will give effect to the outcome in the following ways:

• The BMA will be responsible for the execution of border law enforcement functions, except customs functions, in the border environment in an integrated manner under a command and control structure. This is intended to improve the processing of people and goods; and circumventing illegal activities in the border environment as the BMA will be intelligence-led and a risk-based approach to border management will be adopted.

• The redevelopment of six land ports of entry as OSBPs is an infrastructure intervention intended to enable the efficient processing of people, goods and conveyances; and will in the long term serve as an enabler to the BMA's operations.

For the 2022/23 financial year, the BMA PMO intends to rollout the BMA to 46 ports of entry and along 3 segments of the border law enforcement area. The output shows direct support to the DHA outcome of the secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. The target and output form part of the MTSF APEX priority of social cohesion and safer communities. It was also included in the National Annual Strategic Plan (NASP) for 2022/23. Public service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.

Quarterly Targets for 2022/23						
Output Indicators	Annual Target	Q1	Q2	Q3	Q4	
Number of ports of entry with BMA rollout per year	BMA rolled out at 46 ports of entry by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA	Port of Entry rollout plans approved by BMA Commissioner Risk Mitigation plans approved by BMA Commissioner	BMA rolled out at: • Beit Bridge • Lebombo • Oshoek • Maseru Bridge • Kopfontein • Mahamba • Mananga • Van Rooyens Gate • Qachas Nek • Nakop • Grobler Bridge • Alexander Bay • Giriyondo • Telle Bridge • Ongeluksnek • Onverwacht • Bothashoop	BMA rolled out at: • Vioolsdrift • Ficksburg • Jeppe's Reef • Ramatlabama • Skilpadshek • Caledonspoort • Golela • Kosi Bay • Nerston. • Derdepoort • Zanzibar • Stockpoort • Platjan • Pontdrift	BMA rolled out at: • OR Tambo International Airport • Cape Town International Airport • King Shaka International Airport • Durban Harbour • Lanseria International Airport • Ngqura Harbour • Richards Bay Harbour • Bram Fischer International Airport • East London Harbour • Mossel Bay Harbour • Polokwane International Airport	

					• Port Elizabeth Harbour • Chief Dawid Stuurman International Aiport • Saldanha Bay • Kruger Mpumalanga International Airport
Number of land border law enforcement area segments with Border Guard per year	BMA rolled out in phases along 3 segments of the land border law enforcement area (Border Guard)	BMA rolled out to Free State / Lesotho segment of the land border law enforcement area (1)	BMA rolled out to the Eastern Cape / Lesotho segment of the land border law enforcement area (1)	BMA rolled out to the KZN / Lesotho segment of the land border law enforcement area (1)	NA
Responsibility for facilities management at land ports of entry transferred to BMA	BMA assumes responsibility for facilities management at 31 identified land ports of entry	Process for BMA to assume responsibility for facilities management concluded with DPW&I in accordance with the State Asset Disposal Act	Available facilities at the 31 identified ports of entry audited	RAMP contractors at the 31 identified ports of entry appointed	Facility Management Matrix (strategy, policies, budgets) approved by BMA Commissioner

	Outcome:	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments						
	Output:	Six priority land ports of entry redeveloped as part of a public-private partnership (PPP)						
Redevelopment of Six Priority Land Ports of Entry as One-Stop-Border-Posts	**Output Indicators**	**Annual Targets**						
		Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
		2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	Status of construction for the redevelopment of the six (6) land ports of entry	Pre-qualified bidders selected	Transaction Advisor appointed	Multiple preferred bidders appointed for the redevelopment of six priority land ports of entry	Request for Proposal (RfP) for the six land ports of entry issued to the market	Financial and contractual closure reached with bidders in respect of land development of 6 priority land ports of entry	Land availability and acquisition processes finalised	Construction commences at the six land ports of entry

Explanation of planned performance over the Medium Term Period

The output is an infrastructure intervention aimed at improving efficiencies and security at ports of entry in respect of goods and people movement; and promoting economic development through the establishment of OSBPs. It will form an important part of the risk-based approach to immigration and the DHA outcome dealing with the secure management of international migration. The output contributes to the DHA outcome of the secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments as well as the Economic Reconstruction and Recovery Plan of Government in support of aggressive infrastructure investment. The output also contributes to the APEX priority of a better Africa and world by contributing to improved coordination and integration of the region.

The main priorities for 2022/23 are the appointment of multiple private parties to redevelop the six land ports of entry and concluding the financial and contractual closures with the appointed private parties. This target is essential to the future redevelopment and operations of the six ports. BBEEE targets will inform the work and people employed by the private parties during the construction and concession phases of the project.

Quarterly Targets for 2022/23					
Output Indicators	**Annual Target**	**Q1**	**Q2**	**Q3**	**Q4**
Status of construction for the redevelopment of the six (6) land ports of entry	Financial and contractual closure reached with bidders in respect of land development of 6 priority land ports of entry	N/A	Bids received evaluated	Contracts negotiated with successful bidders	Financial and contractual closure reached with bidders in respect of land development of 6 priority land ports of entry

6. PROGRAMME RESOURCE CONSIDERATIONS

BUDGET ALLOCATION FOR DHA PROGRAMMES AND SUB-PROGRAMMES AS PER ESTIMATES OF NATIONAL EXPENDITURE

Table 8: Department of Home Affairs Expenditure Estimates over the MTEF 2022-2025

Rand thousand	2018/19 Audited outcome	2019/20 Audited outcome	2020/21 Audited outcome	2021/22 Appropriation	2022/23 Medium Term Expenditure Framework	2023/24	2024/2025
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
PROGRAMMES							
Administration	2 442 271	2 689 010	2 184 675	2 371 525	2 609 824	2 691 394	2 795 890
Citizen Affairs	3 253 016	3 374 568	2 724 269	3 096 766	2 555 868	2 499 291	2 614 679
Immigration Affairs	1 231 542	1 288 705	1 278 477	1 499 436	1 477 682	1 487 990	1 566 735
Institutional Support and Transfers	2 120 410	2 175 234	2 282 838	2 463 709	2 762 584	2 653 892	2 774 376
Total	**9 047 239**	**9 527 517**	**8 470 259**	**9 431 436**	**9 405 958**	**9 332 567**	**9 751 680**
ECONOMIC CLASSIFICATION							
Current payments	**6 574 582**	**6 863 666**	**5 846 946**	**6 994 316**	**6 798 053**	**6 706 675**	**7 009 032**
Compensation of employees	**3 323 144**	**3 593 896**	**3 511 357**	**3 607 819**	**3 883 855**	**3 781 770**	**3 951 607**
Salaries and wages	2 789 809	3 030 692	2 937 455	3 067 176	3 284 575	3 198 277	3 341 913
Social contributions	533 335	563 204	573 902	540 643	599 280	583 493	609 694
Goods and services	**3 251 438**	**3 269 770**	**2 335 589**	**3 386 497**	**2 914 198**	**2 924 905**	**3 057 425**
Transfers and subsidies	**2 135 356**	**2 196 909**	**2 291 353**	**2 423 393**	**2 593 641**	**2 610 999**	**2 727 086**
Payments for capital assets	**332 314**	**461 900**	**321 721**	**13 727**	**14 264**	**14 893**	**15 562**
Payments for financial assets	**4 987**	**5 042**	**10 239**		**–**	**–**	**–**
Total	**9 047 239**	**9 527 517**	**8 470 259**	**9 431 436**	**9 405 958**	**9 332 567**	**9 751 680**

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS ACHIEVEMENT OF OUTPUTS

REPRIORITISATION/ REALIGNMENT WITHIN THE EXISTING BASELINE OVER THE 2022 MTEF

The COVID-19 pandemic continues to impact economic recovery and the budget pressures and constraints are mounting with no scope for additional funding over the Medium Term Expenditure Framework (MTEF) as indicated in the MTEF guidelines. All unfunded mandates will need to be provided for through reductions in other departmental programmes or through reprioritisation within the existing DHA baseline.

A reprioritisation exercise was performed between programmes and economic classification on the 2022 MTEC workbook taking into account the cuts effected on the DHA's baseline over the MTEF. Furthermore, the DHA has historically struggled for a number of financial years with the alignment of its current budget versus the budget allocated in the ENE. Therefore, on a yearly basis a substantial virement needs to be done at the beginning of each financial year to cater for this misalignment. This is a considerable exercise in itself whilst attempting to finalise and ensure the budget is captured on BAS for all business units by end of March. In addition, by realigning the budget, it will allow for the minimising of constant shifting and virements to address shortfalls and inadequate budget in certain programmes. To this end the DHA has prepared a budget input reprioritising funds which is more in line with its current budget as opposed to the ENE for the 2022/23 to 2024/2025 financial years. This input was prepared without exceeding the Departments' baseline and in-line with the indicative earmarked funds.

EXPENDITURE ANALYSIS OVER THE MTEF

The DHA's budget allocation over the medium term is R9.4 billion in 2022/23, R9.3 billion in 2023/24 and R9.8 billion in 2024/25 respectively. Expenditure increases at an average annual rate of 1.1 per cent, from R 9.4 billion in 2021/22 to R 9.8 billion in 2024/25. Programme One: Administration expenditure increases at an average annual rate of 5.6 per cent, from R2.4 billion in 2021/22 to R2.8 billion in 2024/25. Programme Two: Citizen Affairs' expenditure slightly decreases from R3.1 billion from 2021/22 to 2.6 billion in 2024/25. Programme Three: Immigration Affairs' expenditure slightly increases from R1.5 billion from 2021/22 to R1.6 billion in 2024/25. Programme Four: Institutional Support and Transfers' expenditure increases at an average annual rate of 4 per cent, from R2.5 billion in 2021/22 to R2.8 billion in 2024/25.

Spending on compensation of employees (CoE) accounts for 40.1 per cent (R11.6 billion) of total expenditure over the MTEF period. Goods and Services is the DHA's second largest spending area, accounting for 32.4 per cent (R8.9 billion) of total spending over the period. Transfers and Subsidies accounts for 27.3 per cent (R7.9 billion) of total spending over the period.

COMPENSATION OF EMPLOYEES (COE)

The DHA acknowledges its role as the 2022 MTEF process aims to change the composition of spending towards spending that stimulates economic growth and any additional compensation of employees' budget pressures would have to be funded from within the DHA's compensation budget baseline. The DHA will attempt to remain and operate within the personnel budget limit or ceiling over the MTEF period as approved by Cabinet, however the impact of the salary increase as outlined in the PSCBC resolution is bound to cause overspending on the DHA CoE ceiling for 2021/22 financial year. Human resources in consultation with DPSA circulars will engage in implementing stringent compensation containment measures such as the active management of performance bonuses, as well as the active management of overtime and progression payments where possible.

During the 2021 Adjusted Estimates of Expenditure an amount of R138.8 million was granted by National Treasury for the defrayment of expenditure relating to the implementation of the non-pensionable cash gratuity for levels 1-12. Due to the prevailing tight fiscal constraints, all other costs such as the expenditure for the once-off 1.5 per cent pensionable salary (levels 1-12), the adjustment granting of the Senior Management Service cost of living adjustment implementation of the non-pensionable cash allowance as well as the once-off 1.5 per cent pensionable salary adjustment effective 1 April 2021 were not approved. National Treasury advised the Department to fund the required expenditure through the reprioritisation of funds within the existing departmental budget baseline.

Due to the salary adjustment costs in CoE, projected expenditure such as overtime requests for voter registration and festive period at ports of entry cannot be funded from the current baseline. All natural attrition posts could not be filled to assist the DHA to fit within the CoE baseline for 2021/22 financial year.

The final 2022 MTEF allocations for the Department of Home Affairs have been modified to include the additional funding, as follows over the medium: R837.137 million (R266.953 million in 2022/23, R278.832 million in 2023/24 and R291.352 million in 2024/25), for the capacitation of the department. Therefore, the revised CoE ceiling over the MTEF for the 2022/23 financial year (R3 883 billion), for the 2023/24 financial year (R3 781 billion) and for the 2024/25 financial year (R3 951 billion).

The uptake of the Early Retirement Incentive was insignificant. Critical areas are under-capacitated such as legal services, policy, Standing Committee on Refugee Affairs, Refugees Appeals Authority of South Africa, risk management and inspectorate. Insufficient staff levels and management also prevail at frontline offices. In order not

to compromise segregation of duties, the life capture system requires a minimum of five officials to operate. Service delivery demands on the provinces have increased in the midst of reduced capacity.

Insufficient capacity at provincial level results in long queues, extended waiting time to access services at offices and reputational damage to the DHA. All major ports of entry are operational 24/7 – the DHA does not have sufficient staff to provide for shifts, sick leave and demands of peak times. The DHA uses overtime to augment for staff shortages in some areas and peak times. The additional funding provided by National Treasury over the MTEF will aid in filling of some of these critical posts.

Despite additional funding being provided over the 2022 MTEF for capacitation there will be no funding for projected costs such as:

• Salary increases (if any);
• Overtime requests; and
• Pay Progression, etc.

GOODS AND SERVICES

The 2022 MTEF Guidelines clearly stipulate that no additional funding will be granted for allocation over the MTEF period. The DHA has been encouraged to reprioritise within the programmes where programmes will be scaled down or closed to cater for funding pressures experienced as well as to effect cost containment measures.

The DHA is facing immense budget pressures and the budget was reprioritised over the MTEF to cater for funding pressures experienced as follows:

• Additional R300 million for the BMA Border Guard;
• Funds for COVID-19 related expenditure – R36 million
• Gender-based Violence and Femicide (GBVF) –R3 million

The following initiatives which require additional funding could not be catered for:

• Digitisation of records;
• Hospital connectivity;
• Mobile units
• Deportations';
• IT – move away from SITA;
• IT – ending of SARS support;
• Buildings and facilities; and
• Case management system (Legal, Labour Relations, Loss Control)

SELF-FINANCING AND REVENUE COLLECTION

Due to the impact of COVID-19, revenue projections over the MTEF was reduced by 50%. Self-financing expenditure is limited to revenue collected which in turn impacts on the meeting of targets associated therein.

IMPACT OF BUDGET CUTS – GOODS AND SERVICES

The DHA has already reprioritised internally to ensure that the ministerial priorities and APP targets are funded. A further reduction of the goods and services budget places the achievement of these targets at serious risk. Contractual commitments, especially on contracts with a forex component, are at risk of not being honored. This could lead to service disruptions and litigation.

Other negative impacts are:
• Payment of suppliers within 30 days becomes difficult towards financial year end in particular.
• Maintenance and support are compromised. Vehicles are not repaired as the budget for fleet hardly covers the running costs of fuel.
• Technology refreshes are delayed. This contributes to downtime and system instability and ultimately customer frustration.
• Security services are underfunded. This has already led to the withdrawal of certain shifts and compromise the asset base of the DHA and the safety of its officials and clients.
• Office accommodation – private lease rentals – the DHA is not in a position to move to alternative accommodation or open new offices.

The DHA looked into alternative areas where funding can be acquired to assist with existing funding pressures through a combination of initiatives:
• Cost cutting measures.
• Delay implementation of all new initiatives such as passenger name record, hospital connectivity, new DHA head office complex, and staggering of BMA implementation.
• Renegotiate existing contracts.
• Explore donor funding options (CARA) for expenditure in respect of:
  o Case management system: procuring of hand-held devices for Inspectorate.
  o Biometric systems at ports of entry.
  o Equipment for refugee reception centres.
• Engaging GPW in respect of tariff cuts and increase revenue (self-financing).

In keeping with financial best practice, the DHA executive is of the view that the most efficient and effective way for the DHA to be more prudent and frugal with its limited resources, is that we should and must adopt a zero-based costing approach in allocating resources for planned activities. This approach was further emphasised in the 2022 MTEF guidelines published by National Treasury. The guidelines have further illustrated that budget constraints have escalated over the past decade, prompting government to introduce another strategic budget reform that will assist the fiscus in moving towards a recovery path. It is against this framework, that spending reviews and zero-based budgeting have been identified as critical tools that government will start to utilise. This methodology will also determine the efficiency and cost effectiveness of government expenditure which in turn enable government to make better decisions about resource allocation.

To develop zero based budgeting for the DHA, the following aspects were taken into account:
• Determine goals and objectives of the unit (as per APP/Operational Plan).
• Identify activities.
• Identify cost drivers of activities.
• Estimation of budget to fund activities.
• Data from the Basic Accounting System (BAS) can be used as a source to determine historical costs of the above activities and cost drivers.

The primary purpose of this exercise was to encourage the re-examination of expenditure baselines to improve efficiency and effectiveness in allocating funds in the DHA. With the negative impact of COVID-19 the focus will be on economic recovery and as much as pressures and constraints around the budget is increasing there is no scope of additional funding over the MTEF. Whilst we acknowledge budgetary constraints, Programme/Sub-programme and Responsibility managers need to alleviate any funding pressures, through areas on which explicit efficiency savings and expenditure reduction initiatives could be concentrated on such as unnecessary travel and subsistence costs, entertainment, catering, venues and facilities, etc. Additional funds are not available for distribution, therefore activities and targets need to be reconsidered/reprioritised to fit within the existing baseline. All previously unfunded activities will need to be provided for through reprioritisation.

HUMAN RESOURCES

In order to ensure that the DHA remains within its CoE budget ceiling, the DHA intends to retain a number of CoE monitoring and containment measures already introduced. These include, monthly reconciliation of the DHA's headcount for budgeting purposes, reprioritisation of funded vacancies to ensure that available funds are channelled to departmental priorities, rationalisation of the post establishment as / when required in line with departmental operational needs, as well as ensuring the full and optimal utilisation of available human resources.

In order to augment existing skills shortages, the DHA will continue to explore other means of capacitation which may not necessarily affect the CoE budget. These initiatives include increasing the DHA's human resource supply by hosting various youth development initiatives at no / limited cost to the DHA, secondments of skilled individuals who can ensure skills transfer, ongoing automation of departmental services and the re-skilling and reutilisation of staff who become available as a result of automation.

Furthermore, CoE cost containment measures introduced by the Department of Public Service and Administration (such as the National Early Retirement Strategy), will continue to be implemented. This DHA Performance Management Policy is also under review at present. The aim of this policy review, amongst other outcomes, is to improve the accuracy through which employee performance and productivity is measured, and rewarded.

In the 2021/22 financial year, the Branch: Human Resource Management and Development took a strategic decision to apply the 6 B's of building human resource competences in the DHA as the methodology to deal with capacity issues.

THE SIX B'S ARE:

"ORGANIZATIONAL DESIGN"

"BUY" means acquisition or recruitment.

"BOUNCE" means taking from inside based on departmental operational needs and reskill.

"Balance" means when the organisation is stabilised and operating on the 80%/20% principles on staff capacity.

"BUILD" means training/ reskilling and building own timber.

"BIND" means retention strategy as embedded in the DHA Employee Value Proposition

"BORROW" means secondment and transfers either internally or in other state departments.

Due to budget constraints the DHA has adopted the "bounce", "build", and "borrow" strategy to enhance service delivery and capacitate certain critical areas especially where re-skilling can be implemented and don't require a formal tertiary qualification to execute that function. The DHA embarked on the following projects in order to capacitate personnel:

• Optimal utilisation of staff to determine if there are staff that are not being optimally utilised in order for them to be "bounced" and reskilled in line with departmental operational needs.

• Integrated Human Resource Plan to determine the oversupply and undersupply of staff.

• Rectification of personnel movement to ensure that officials are placed and performing the function they are being appointed to execute.

• Conversion of secretaries mostly from support services to business services in line with departmental operational needs.

The total number of posts for the DHA post establishment as at 31 March 2021 per programme is as follows:

Table 9: Department of Home Affairs Post Establishment per Programme as at 31 March 2021

DHA Internship Programme	684
Programme 1 Administration	5278
Programme 2 Citizen Affairs	8994
Programme 3 and 4 Immigration Affairs and Institutional Support and Transfers to Agencies	5474
Total	**20 430**

Table 10: Department of Home Affairs Post Establishment per Salary Level as at 31 March 2021

Salary Level	Post Establishment						Salary Level / Total Ave (%)
	Filled	Funded	Total	Critical Unfunded Posts	Unfunded posts	Total DHA establishment	
2 – 6	6056	39	6086	0	6352	12 438	48,93%
7 – 8	1632	16	1648	0	4211	5 859	28,12%
9 – 12	718	19	737	0	1130	1 867	39,47%
13 – 16	135	11	146	0	120	266	54,88%
Total	**8541**	**85**	**8617**	**0**	**11813**	**20 430**	**42,17%**

Table 10 shows that more than 77% of the filled posts are on salary levels 2 to 8. The DHA is an information rich organisation and the White Paper on Home Affairs makes a compelling argument as to why this situation should change with an improvement in especially middle and senior management.

The DHA will strive to build a professional, security conscious, people-oriented and ethical cadre to be fit-for-purpose for a modernised and repositioned Home Affairs.

7. UPDATED KEY RISKS

Table 11: Department of Home Affairs Key Risks

No	Outcome	Key Risk	Risk Mitigation
1.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. Efficient asylum seeker and refugee system in compliance with domestic and international obligations. Secure population register to empower citizens, enable inclusivity, economic development and national security. DHA positioned to contribute positively to a capable and developmental state.	Cyber-attacks on critical systems	• Procure /build Integrated Threat, Event and Vulnerability Management Solution. • Establish Security Operations Centre (SOC). • IS security specialist to be appointed. The post is on the prioritised list for DHA. • The procurement of Windows 10 compliant desktops/ laptops will be in phases. • Upgrade the Service Manager System to Windows 10.

No	Outcome	Key Risk	Risk Mitigation
2.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. 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	• Review the Counter Corruption and Fraud Prevention Strategy. • Workshop the reviewed Fraud Prevention Plan draft for management's input. • Align the Fraud Prevention Plan to the strategy and submit the draft to the DG for approval. • Finalise the MOU on vetting between the SSA and DHA. • Ongoing engagements with SSA on the selected posts for vetting (an agreement on the prioritised posts that were concluded by DHA). • Engage provincial management to ensure security is a standing item in their meetings. This will assist to highlight challenges and also promote buy-in on the remedies proposed as well as outline roles and responsibilities of management. • Participate in the planning sessions of business units to improve the alignment between the Branch Counter Corruption and Security Services' operational plan and provincial plans. This will ensure that priorities are synchronised. • Engage with HRM&D to ensure that performance agreements of office managers factor in security responsibilities. • Controls will be strengthened to enforce compliance from the service providers of security contracts. • Register a project with IS for the development of the case management system for piloting at head office. • Register a project with IS for the acquisition of an analysis tool. • Revive the law enforcement forum. • Improve cooperation between investigators and labour relations officers. • Conduct process evaluation to identify standard operating procedures (SOP) that need to be reviewed and the processes that do not have SOPs. • Enter into an agreement with the Organisational Development unit to ensure active participation of the Branch: CCSS in the development and/or review of the SOPs. • Monitor the implementation of the recommendations on the evaluated processes.

No	Outcome	Key Risk	Risk Mitigation
3.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. Efficient asylum seeker and refugee system in compliance with domestic and international obligations. Secure population register to empower citizens, enable inclusivity, economic development and national security. DHA positioned to contribute positively to a capable and developmental state.	IT System unavailability	• Conduct awareness on the virtual private network (remote access), E-mail; and conduct 1 workshop per quarter through MS Teams. • Develop an anti-virus rollout plan. • Conduct 2 awareness workshops per year on the Information Security Policy. • Develop 1 awareness workshop on the Patch Management Policy and Process within the IS Branch. • Review of IS budget to prioritise the filling of posts. • Use of service providers such as SITA. • Review service level agreement (SLA) with SITA to move from bronze to platinum. • Monthly monitoring of the new option on the SLA and implement penalty clauses where necessary. • DHA to implement the recommendation of the network capacity management plan. • Establishment of an Enterprise Operation Centre (EOC) inclusive of the Network Operation Centre (NOC) and the Security Operation Centre (SOC). • The Resource Contract with Gijima is under review. It will be used to acquire additional resources for the maintenance of the data centre for offices and ports of entry. The work order is renewable on a yearly basis. The contract will lapse in 2024. • Additional engine licences will be procured. • Investigate the possibility of the introduction of shift work within the IS Branch. This will strengthen the support to the ports of entry and civic services front line offices. • Investigate the introduction of remote system fixing by Branch: IS.
4.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. Efficient asylum seeker and refugee system in compliance with domestic and international obligations. Secure population register to empower citizens, enable inclusivity, economic development and national security. DHA positioned to contribute positively to a capable and developmental state.	Delays with the integration of systems i.e., NIIS, EDMS, HANIS, NPR, systems at ports and at permitting	• Request an exemption to contract a service provider through SITA that will support DHA to modernise the systems.

No	Outcome	Key Risk	Risk Mitigation
5.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. Efficient asylum seeker and refugee system in compliance with domestic and international obligations. Secure population register to empower citizens, enable inclusivity, economic development and national security. DHA positioned to contribute positively to a capable and developmental state.	Failure of corporate governance	• Two directors will be assigned duties on corporate governance responsibilities. • Capacity assessment of the two directors will be conducted to ensure that proper training is conducted. • Develop an action plan with roles, responsibilities and due dates on the recommendations of IA findings. • Quarterly reporting on implementation progress to the Institutional Planning and Support Management Meeting. • Assign the responsibility of compliance to dedicated resource. • Establish a task team that will assist with the establishment of the Compliance Unit. The task team to develop the terms of reference. • Quarterly update of policies. • Communication of policies circulated on a quarterly basis especially on new policies. • Monthly sessions for the presentation of any new policy. • Outdated policies to be identified and revised. • To utilise different recruitment mechanisms e.g. head hunting for the filing of management posts. • Implementation of retention strategies. • Adherence to due dates for planning activities will be monitored. • List of business units that are not complying with planning activities and adherence to due dates will be presented at EXCO. • The identified items will be handed to CD: Communication Services. CD: Communication Services to distribute all those items through the departmental communication platform. • Establish the governance and compliance committee. Their responsibility will include promoting healthy development and functioning of all the governance functions within the DHA. • Develop the Business Continuity Management (BCM) Framework for approval. • Develop the BCM process rollout plan.

No	Outcome	Key Risk	Risk Mitigation
6.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure population register to empower citizens, enable inclusivity, economic development and national security. DHA positioned to contribute positively to a capable and developmental state.	Population register contamination and vulnerabilities resulting in compromised national security and negative economic development	• Identify dedicated resources / team to draw exception reports for blocked and unblocked IDs and identify the breaches and distribute to management. This is for management to validate if the users were allocated the functions, the outcome of the report and possible escalation for further investigation. • Review the SOP to ensure that the supervisory controls (quality checks) are built into the SOP. • Provide on-line verification scanners to health facilities to verify the details of mothers after giving birth. This will be projectised and the budget will be ring-fenced. • Develop a partnership with the Health Professions Council of South Africa to share illicit practices applied by Medical Doctors in relation to the registration of births and deaths. • A change request will be implemented by IS to strengthen internal controls where possible. • The approved 2015 SOP should be updated with controls to prevent duplication of ID numbers and reduce fraudulent birth certificates. • Request IS to prioritise the automation of all categories of birth registration and not only early birth registration as is current practice. • Digitisation of records.

No	Outcome	Key Risk	Risk Mitigation
7.	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Porous border line	• The SANDF has initiated a project to reconstruct and secure the land borderline, i.e. installing fences and surveillance technology.
			• The BMA Project Manager is a member of the Project Steering Committee.
			• A BMA Implementation Plan was adopted by Minister's Management Meeting on 1 July 2021.
			• Appointment of Commissioners and Deputy Commissioners.
			• Establishment of Inter-Ministerial Coordinating Committee (IMCC) and Border Technical Committee (BTC) by the 15th of July 2021.
			• Transfer of functions by 30 August 2021.
			• Conclusion of implementation protocols with SARS, SANDF and SAPS.
			• BMA Regulations to be finalised by the 30th of Sept 2021.
			• Convene consultations with organised labour by 30 July.
			• Negotiating with the PSCBC on an ongoing basis and reaching a collective agreement by 30 March 2022.
			• Delegation of frontline Immigration functions at ports by Minister to the BMA by 15 August 2021 and the transfer of functions from other organs of state to Minister by 30 August 2021.
			• Processes to incubate the BMA as a branch within DHA by the 15th of August 2021. Appointment of core management by the 30 Jan 2022 and secondment of DHA personnel to BMA by the 30th March 2022.
			• Fulfilling the requirements of the PFMA checklist by 30th May 2022.
			• Ring-fence staff, assets, systems and resources from relevant organs of state to the BMA by 30 April 2022.
			• Listing of the BMA and application to National Treasury on transfer of functions, budget shifts and budget structure by 30 June 2022.
			• Transfer of personnel by 30 October 2022.
			• The gazetting of a BMA Proclamation bringing into effect sections 24 and 25 of the BMA Act, 2020 which establish the IMCC and the BTC. Participation in these inter-departmental committees by relevant principals will be mandatory as the committees will be established in line with legislation.
			• Approvals and targeted assistance in relation to BMA establishment and roll-out matters are requested from high-level structures such as the NATJOINTS, JCPS and Inter Ministerial Committee on Migration, and the Presidency.
			• Establishment of the interim national targeting centre.

No	Outcome	Key Risk	Risk Mitigation
8.	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. Efficient asylum seeker and refugee system in compliance with domestic and international obligations. Secure population register to empower citizens, enable inclusivity, economic development and national security. DHA positioned to contribute positively to a capable and developmental state.	Insufficient capacitation of DHA to optimally deliver on its mandate	• A Business case to request additional CoE submitted to DG for approval.
9.	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. Efficient asylum seeker and refugee system in compliance with domestic and international obligations.	Abuse of refugee and asylum seeker system	Head Office SCRA • Five appointed members will be allocated the following roles: – To attend to adjudication of certification applications and withdrawal of refugee statuses. – To attend to litigation, to ensure compliance. – To attend to reviews of asylum seekers, i.e. sec 24(3)(b) – Supervisory role and attend to complicated cases. Backlog at the refugee reception offices (RRO) • Two SCRA members appointed for backlog project at the Desmond Tutu Refugee Reception Office and operational. • One SCRA member appointed at Cape Town Office and operational. • One SCRA member still to be appointed for Durban RRO. Appointment of 4 administration support staff by 01 October 2021. • Training of newly appointed members to ensure quality decisions. • The launch of the refugee appeals authority backlog project which primarily will increase the capacity of members (decision makers) and support staff. • Case management enhancement to capture biometric for speedy identification of visas / permit transgressors.

No	Outcome	Key Risk	Risk Mitigation
10.	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.	Policy incoherence within government	• To review the White Paper on International Migration, i.e. The Green Paper on Citizenship, International Migration and Refugee Protection. • A steering committee will be established that will consist of members from Civic and Immigration Services. • Non-permanent members from other government departments will also be invited to ensure coherence. • An inter-departmental workshop will be held.

8. PUBLIC ENTITIES

Table 12: Public Entities Reporting to the DHA

Name of Public Entity	Mandate	Outputs	Annual Budget for 2022/23
Border Management Authority (subject to the BMA coming into operation as a Schedule 3A Public Entity)	The functions of the Authority are to – (a) facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry; (b) facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry; and (c) co-operate and co-ordinate its border law enforcement functions with other organs of state, border communities or any other persons.	Integrated border law enforcement within the border law enforcement area and ports of entry Co-operation and coordination of border management matters in general.	R167.2 million

• The Government Printing Works is a government component and generate its own funding. No transfer of funds are made to the GPW.

• The Electoral Commission is a Chapter 9 institution and funds are transferred by the DHA to the Electoral Commission.

9. INFRASTRUCTURE PROJECTS

Table 13: DHA Infrastructure Projects over the Medium Term

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2020/21		2021/22	2022/23	2023/24	2024/25
								Indicative baseline	Expenditure up to 31 March 2021	Planning baseline	Long term planning		
			Rand Thousand				R'000	R'000	R'000	R'000	R'000	R'000	R'000
1	Taung (NW)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	29 724	6 752	6 752	5 743	5 743	5 743	5 743
2	Stanger (KZN)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	45 128	0	0	11 282	11 282	11 282	11 282
3	Lusikisiki (EC)	Building	Demolition of old prison and construction of new office building	Non-residential buildings	See Footnote	See Footnote	64 583	54 130	54 130	9 453	1 000	0	0
4	Randfontein (GP)	Building	Demolition of old commando and construction of new office building	Non-residential buildings	See Footnote	See Footnote	115 552	1 368	1 368	28 546	28 546	28 546	28 546
5	Onverwacht (LP)	Building	Renovations, repairs and maintenance of office buildings to make them habitable	Non-residential buildings	See Footnote	See Footnote	450	0	0	150	300	0	0
6	Refurbishment and re-habitation (9 Provinces)	Upgrade of Home Affairs offices	Renovations, repairs and refurbish to make them habitable	Non-residential buildings	See Footnote	See Footnote	582 269	122 269	122 269	70 000	130 000	130 000	130 000

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2020/21		2021/22	2022/23	2023/24	2024/25
								Indicative baseline	Expenditure up to 31 March 2021	Planning baseline	Long term planning		
	Rand Thousand						R'000	R'000	R'000	R'000	R'000	R'000	R'000
7	Feasibility study: Redevelop-ment of the 6 ports of entry (Beit Bridge (LP), Lebombo, (MP) Maseru (FS), Kopfon-tein (NW), Oshoek (MP) and Ficksburg (FS)	Major upgrade of Home Affairs offices	Redevelopment	Non-residential buildings	See Footnote	See Footnote	36 001	0	0	1 000	11 667	11 667	11 667
8	Bushbuckridge (MP)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	6 150	150	150	2 000	2 000	2 000	0
9	Bochum (LP)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	260	39	39	79	86	28	28
10	Mokopane (NW)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	39 940	9 000	9 000	7 735	7 735	7 735	7 735
11	Supply and delivery: Park Homes (Port Control Offices in the 9 Provinces)	Building	Construction of residential accommodation for officials	Residential buildings	See Footnote	See Footnote	1 474	0	0	0	737	737	0
12	Ministry (GP)	Building	Rezoning of office building	Commercial buildings (zoning)	See Footnote	See Footnote	200	0	0	200	0	0	0

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2020/21		2021/22	2022/23	2023/24	2024/25
								Indicative baseline	Expenditure up to 31 March 2021	Planning baseline	Long term planning		
	Rand Thousand						R'000	R'000	R'000	R'000	R'000	R'000	R'000
13	Sea port of entry: New offices (Durban (KZN) /Mossel Bay (WC) / Ngqura (EC) / Richards Bay) (KZN)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	7 000	0	0	1 000	2 000	2 000	2 000
14	Maintenance	Servicing of Gensets, Air-conditioners and UPS	Servicing of generators, earth wires and related services	Non-residential buildings	See Footnote	See Footnote	147 886	27 886	27 886	30 000	30 000	30 000	30 000
15	New Corporation Building (GP)	Replace-ment of lifts	Construction of elevators	Non-residential buildings	See Footnote	See Footnote	5 015	20	20	3 000	1 995	0	0
16	Look and Feel	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	17 600	3 200	3 200	3 500	3 800	4 200	4 200
17	Itsoseng (NW)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	8 000	0	0	2 000	2 000	2 000	2 000
18	Christiana (NW)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	6 072	0	0	1 000	5 072	0	0

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2020/21		2021/22	2022/23	2023/24	2024/25
								Indicative baseline	Expenditure up to 31 March 2021	Planning baseline	Long term planning		
			Rand Thousand				R'000	R'000	R'000	R'000	R'000	R'000	R'000
19	Thohoyandou (LP)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	42 680	8 000	8 000	8 670	8 670	8 670	8 670
20	Phalaborwa and Mhala (LP)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	10 588	454	454	2 909	6 052	673	673
21	Atamelang, Molopo and Mankwe (NW)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	523	0	0	523	0	0	0
22	Harding (KZN)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	34 500	0	0	500	1 836	15 407	16 757
23	Ingwavuma (KZN)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	898	0	0	148	250	250	250
24	Cowrie Place: Refurbishment (WC)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	8 100	0	0	100	2 000	6 000	0

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2020/21		2021/22	2022/23	2023/24	2024/25
								Indicative baseline	Expenditure up to 31 March 2021	Planning baseline	Long term planning		
			Rand Thousand				R'000	R'000	R'000	R'000	R'000	R'000	R'000
25	Ministry: Refurbishment for Border Management Authority (GP)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	400	0	0	200	200	0	0
26	Phalaborwa (LP)	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	5 500	0	0	1 500	2 000	2 000	0
							1 216 493	233 268	233 268	191 238	264 971	268 938	259 551

Footnote: Project start and end dates are subject to project plans from the Department of Public Works and Infrastructure.

10. PUBLIC-PRIVATE PARTNERSHIPS

Table 14: Proposed Public-Private Partnerships

PPP	Purpose	Outputs	Current Value of Agreement	End date of Agreement
Redevelopment of six priority land ports of entry	This PPP project aims to redevelop six priority land ports. This will improve the effectiveness, security and efficiency at ports of entry and promote economic development through the establishment of one-stop border posts (OSBPs). 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 six priority land ports of entry as one-stop border posts.	R7 Billion (Projected cost to redevelop and maintain the six ports of entry which includes the three year construction period and the twenty year concession period)	2045
Permanent head office	The DHA is currently operating in 5 different buildings – this project is to consolidate all head office buildings into one head office for DHA.	Single head office for DHA.	Estimated project cost – R1.36 Billion	2025/26
Appointment of a service provider to operate frontline visa facilitation centre 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	Current contract ends 31 December 2022. New contract will be for a two year period
Banking sector	The DHA intends working with the banking fraternity to offer DHA services within their premises. The banks will provide staff, equipment and office space. DHA is currently piloting this in 26 bank branches.	Expansion of footprint and reduction of queues at DHA offices through efficient and effective receipt of applications online.	No cost to DHA	Contract will run for a period of five years once entered into with the banks

Technical Indicator Description

PART D: TECHNICAL INDICATOR DESCRIPTION

Early Birth Registration (births 0 – 30 days)	
Indicator title	Number of births registered within 30 calendar days per year.
Target title	750 000
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 National Population Register (NPR), it is essential that the public are encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ultimately ensure that registration at birth is the only entry point to the National Population Register (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.
Method of calculation / assessment	To calculate the recorded achievement, the actual births registered within 30 calendar days of birth per quarter are compared against the planned target as aligned to the different lockdown levels and allowed capacity for the relevant quarter, in order to determine compliance. At the end of each financial year, the total births registered within 30 calendar days is compared against the calculated annual target to determine the level of compliance / achievement.
	To calculate the births, data is imported into an analytics software programme for calculation. The source data is text files extracted from the National Population Register (NPR) with the transaction information of births registered within 30 days.
	The transactions extracted from the NPR are imported into analytics software programme for calculation and isolation of any transactions above the age of 30 calendar days. The number count of births registered within 30 days will constitute the performance.
	As far as live capture births is concerned, data representing this category will be extracted from the National Population Register (NPR).
Means of verification	To verify the number of births registered, there are two recommended approaches. The first is extracting original application forms from the archives to verify transaction information and compliance. The second approach is the re-extraction of annual data on births registered and comparing this re-extraction with the monthly extracts provided as part of the portfolio of evidence.
Assumptions	Regulations, legal framework, directives and system stability that allows for registration of births.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	NA.
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.
Availability of total population	Actual births registered on the NPR – age group 0 to 30 calendar days for period under review (list of all births within 30 calendar days).
Reporting cycle	Monthly, quarterly and annual reporting.
Desired performance	To register the targeted number of births registered within 30 calendar days of the birth event.

Early Birth Registration (births 0 – 30 days)	
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Births, Marriages and Deaths
	• Who extracts data and frequency? Senior Specialist: Application Management (Information Services)
	• Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation
	• Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation
	• Who checks the calculation? Director: Operational Support
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

Smart ID Cards	
Indicator title	Number of smart ID cards issued per year to citizens 16 years of age and above per year.
Target title	2 200 000
Definition	Following on the successful launch of the smart ID card during the 2013/14 financial year, the DHA is committed to expand the number of citizens in possession thereof. The focus is to replace the old ID documents with smart cards. "Issued" refers to the smart card being ready for collection at office of application. "Issued" means all smart ID cards that have been systematically reconciled as received in the office of application. First and re-issues are included under this target.
Purpose / importance	The indicator aims at measuring the number of smart ID cards issued to citizens 16 years and older, noting that implementation of the smart ID card will progressively phase out the green barcoded identity documents. The smart ID card has very important historical connotations as it seeks to restore the dignity of citizens, especially those previously disadvantaged and to enhance nation building and social cohesion.
Source of data	A list of unique reference numbers for persons who were issued with smart ID cards extracted from live capture system. Each reference number is supported by branch office complete date and finalised date to confirm date of issue. "Issuance defined as received at branch and therefore ready for collection"
Method of calculation / assessment	The number of smart ID cards issued (ready for collection) to customers per month, quarter and during the year is used for calculation. Actual performance is compared against the target. However, this number will be aligned to available resources as prescribed by legal frameworks and legislation e.g. COVID-19 pandemic and functions allowed to be performed during different lockdown levels with social distancing as a determining factor.
Means of verification	Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.
Assumptions	Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of smart ID cards.
	Front offices efficiently functional with percentage of staff component as per target options.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	NA.
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.
Availability of total population	The population refers to the number of persons issued with smart ID cards during the review period, as per data extracted from the live capture sub-systems.
Reporting cycle	Monthly, quarterly and annual reporting
Desired performance	To issue the targeted number of smart ID cards as identified per lockdown level in the "Target Title" column

Smart ID Cards	
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Application Processing
	• Who extracts data and frequency? Services Providers extract monthly and quarterly.
	• Who checks data extraction? Deputy Director: Planning, Monitoring & Evaluation
	• Who does the calculation? Deputy Director: Planning, Monitoring & Evaluation
	• Who checks the calculation? Director: Operational Support
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

Passports – Adults	
Indicator title	Percentage (%) of machine readable adult passports (new live capture process) issued within 13 working days for applications collected and processed within the RSA per year (from date of receipt of application at office until passport is scanned at office of application).
Target title	90%
Definition	To issue 90% of adult passports (new live capture process) within 13 working days. This applies to the new live capture process.
Purpose / importance	The department's service standards in terms of the issuance of passports is critical to ensure that our clients receive transparent services with a level of predictability in terms of the duration required to finalise / issue live capture passports. This is also critical to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on the economic development for the country.
Source of data	The live capture system.
Method of calculation / assessment	The total number of all adult passports issued (all passport issued whether within or outside the stipulated timeframes) to customers per month, quarter and during the year is used for calculation. The Numerator is the total number of passports issued (finalised) within the specified timeframe and the denominator is the total number of passport issued/finalised during the stipulated timeframes. "Issued is defined as received at branch and therefore ready for collection"
	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: =networking days (start date, end date, public holidays). Once calculated, a summary is created depicting the total number of applications finalized 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) in order to deduce a percentage. (Net working days = working days). Once calculated, the excel document is imported into analytics software for calculation of the results.
Means of verification	Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.
Assumptions	Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of adult passports.
	Front offices efficiently functional with 100% of staff complement.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.

Passports – Adults	
Availability of total population	The population refers to all adult passports issued and received by the office of application.
Reporting cycle	Quarterly and annual reporting.
Desired performance	To issue 90% of adult passports (new live capture process) within 13 working days. This applies to the new live capture process.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Citizenship and Travel Documents
	• Who extracts data and frequency? Service providers extract data monthly and quarterly. (company)
	• Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation
	• Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation
	• Who checks the calculation? Director: Operational Support
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

Passports – Children	
Indicator title	Percentage (%) of machine readable passports for children (new live capture process) issued within 18 working days for applications collected and processed within the RSA per year (from date of receipt of application at office until passport is scanned at office of application).
Target title	90%
Definition	To issue 90% of passports for children (new live capture process) within 18 working days. This applies to the new live capture process.
Purpose / importance	The department's service standards in terms of the issuance of passports is critical to ensure that our clients receive transparent services with a level of predictability in terms of the duration required to finalise / issue live capture passports. This is also critical to show efficiency in operations.
Source of data	The live capture system.
Method of calculation / assessment	The total number of all children passports issued (all passport issued whether within or outside the stipulated timeframes) to customers per month, quarter and during the year is used for calculation. The Numerator is the total number of passports issued (finalised) within the specified timeframe and the denominator is the total number of passport issued/finalised during the stipulated timeframes. "Issued is defined as received at branch and therefore ready for collection"
	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: =networking days (start date, end date, public holidays). Once calculated, a summary is created depicting the total number of applications finalized 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) in order to deduce a percentage. (Net working days = working days). Once calculated, the excel document is imported into analytics software for calculation of the results.
Means of verification	Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.
Assumptions	Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of passports for children.
	Front offices efficiently functional with 100% of staff complement.

Passports – Children	
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.
Availability of total population	The population refers to all passports for children issued and received by the office of application.
Reporting cycle	Quarterly and annual reporting.
Desired performance	To issue 90% of passports for children (new live capture process) within 18 working days. This applies to the new live capture process.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Citizenship and Travel Documents
	• Who extracts data and frequency? Service providers extract data monthly and quarterly. (company)
	• Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation
	• Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation
	• Who checks the calculation? Director: Operational Support
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

Green Paper on Citizenship, International Migration and Refugee Protection	
Indicator title	Tabling of the Citizenship, Immigration and Refugees Bill in Cabinet for approval.
Target title	Green Paper on Citizenship, International Migration and Refugee Protection submitted to Minister for approval
Definition	Pursuant to the Cabinet approval of the White Paper on International Migration in 2017 and Home Affairs White Paper (repositioning) in 2018, a need has been identified for a new mandate policy paper that will inform the drafting of new legislation. For this reason, the Minister has directed the DHA to develop a new policy on Nationality (Citizenship), Immigration and Refugee Protection. The directive also emanates from a legal opinion on Section 4(3) of the Citizenship Act, Refugees Act (amendments) and Refugees Regulations.

Green Paper on Citizenship, International Migration and Refugee Protection	
Purpose / importance	The Green Paper on Citizenship, International Migration and Refugee Protection made policy and strategic recommendations in the following areas:
	• Birth, marriage and death registrations for citizens and non-citizens.
	• Citizenship policy paradigm (restrictive, liberal or hybrid approach).
	• Legacy citizenship issues.
	• Routes to citizenship.
	• Dual or multiple citizenship.
	• Management of admissions and departures.
	• Management of residency and naturalisation.
	• Management of international migrants with skills and capital.
	• Management of ties with SA expatriates.
	• Management of international migration within the African context.
	• Management of the integration process for international migrants.
	• Management of enforcement.
	• Management of residency and naturalisation for asylum seekers and refugees.
	• Constitutional and international obligations on asylum seekers and refugees.
	• Establishment of a multi-sectoral governance or institutional mechanism for managing refugee protection in SA.
	The white paper will provide a constitutionally sound policy framework for the drafting of legislation for managing citizenship, international migration and refugee protection in South Africa.

Green Paper on Citizenship, International Migration and Refugee Protection	
Source of data	South African constitution, relevant international law and agreements as well as research reports.
	Birth, marriage and death legislation:
	• Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);
	• Marriage Act, 1961 (Act No. 25 of 1961);
	• Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998); and
	• Civil Union Act, 2006 (Act No. 17 of 2006).
	Citizenship legislation:
	• South African Citizenship Act, 1995 (Act No. 88 of 1995).
	Travel documents and passports legislation:
	• South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994).
	Identity documents and identification legislation:
	• Identification Act, 1997 (Act No. 68 of 1997); and
	• Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003).
	International Migration and Refugee Protection:
	• South African constitution; relevant international law and agreements;
	• 2017 White Paper on International Migration;
	• Immigration Act, 2002 (Act No 13 of 2002) and Immigration Bill (2019);
	• Draft National Labour Migration Policy;
	• Labour market policies and legislation and research papers;
	• Refugees Act, 1998 (Act No 130 of 1998);
	• United Nations Convention on Refugees and Protocols; and
	• United Nation Resolutions on Refugees; and Universal Declaration of Human Rights.
Method of calculation / assessment	Submission of the Green Paper on Citizenship, International Migration and Refugee Protection to Minister for approval. Also refer to the heading "Means of verification".
Means of verification	• Revised chapter on Civil Registration
	• Revised chapter on Citizenship
	• Revised chapter on International Migration
	• Revised chapter on Refugee Protection
	• Submission of Green Paper to Minister

Green Paper on Citizenship, International Migration and Refugee Protection	
Assumptions	Relevant stakeholders will be available for consultation.
Disaggregation of beneficiaries (where applicable)	Citizenship and Civil Registration Policy Framework The Policy for the Management of Citizenship and Civil Registration will lay a policy foundation that will enable the country to manage citizenship and civil registration in a manner that protects the rights of the people of South Africa and its sovereignty. It will also ensure that the naturalisation of foreign nationals is done in a manner that promotes nation building, development and security. The naturalisation approach will be based on demand as opposed to the current approach that does not take into consideration the socio-economic and population dynamics. State resources that would have been spent on the new naturalised citizens would be channelled to programmes that are aimed at protecting the poor, women and children. The civil registration policy interventions will be geared towards the documentation of vital events for all people who live in the country irrespective of the residential or socio-economic status. International Migration and Refugee Protection Policy Framework The Policy for the Management of International Migration and Refugee Protection will lay a policy foundation that will enable the country to manage international migration and refugee protection in a manner that protects the rights of the people of South Africa and its sovereignty while attracting and protecting all migrants who live in SA. The policy will benefit citizens economically since the visa and permitting requirements will be eased to allow skilled migrants and investors to reside in SA. At the same time visa and permitting requirements will be tightened for low skilled and economic migrants in general. The policy will also improve the plight of vulnerable groups; including asylum seekers and refugees, women and children. Issuing of business and critical skills visas will be family-based and the enforcement of the Immigration Act will also focus on smuggled and trafficked women and children. The policy framework will enable the country to manage refugee protection to fulfil constitutional and international obligations in a humane and secure manner. In that way genuine asylum seekers and refugees will be issued with enabling documents while those who abuse the system will be identified and removed from the system. The adjudication and granting of a refugee status will consider the whole family unit, thereby addressing the plight of women and children.
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Availability of total population	All research and policy documents as per quarterly and annual targets.
Reporting cycle	Quarterly and Annually.
Desired performance	Submission of the Green Paper on Citizenship, International Migration and Refugee Protection to Minister for approval.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IPS, supported by IMS and CS
	• Who extracts data and frequency? Deputy Director: Policy Development
	• Who checks data extraction? Director: Policy Development (IPS)
	• Who does the calculation? Deputy Director: Policy Development
	• Who checks the calculation? Director: Policy Development (IPS)

Law Enforcement Inspections / Operations Conducted to Ensure Compliance with Immigration Legislation	
Indicator title	Number of law enforcement operations/ inspections conducted for targeted areas per year to ensure compliance with immigration legislation.
Target title	540
Definition	The indictor 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 weekly Okae Molao Operations will be attended to which will serve as a source for possible arrests and then time spent processing for court and deportations. The target is based on available staff capacity.
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 controls.
Source of data	Referred cases and complaints, tip-offs, inspections and other reports.
Method of calculation / assessment	The indicator will be measured by notices that are signed by employers or responsible staff at each inspection. The following will be issued: Deportation notices for those to be deported and for those being charged a CAS reference; a completed set of fingerprints for each detained person and in terms of SAPS – an investigation diary and statement from the official on each arrest.
	In all cases whether there are arrests or not, a statement by the team leader indicating such an inspection was conducted and a summary of findings which is signed off by CD: Inspectorate.
	The target will be measured against the actual vs the planned investigations / inspections. The targeted areas are: construction, mines, hospitality industry, farms, roadblocks / operations, transport / logistics companies, manufacturers and wholesalers. Implementation will be guided by a detailed plan.
	The list is subject to change due to changes in national and operational priorities as well as conditions in the country.
Means of verification	The indicator will be measured by:
	• Notices that are signed by employers or responsible staff at each inspection.
	• Attendance registers at each inspection and operation.
	• Deportation notices for those to be deported and for those being charged a CAS reference.
	• A completed set of fingerprints for each detained person.
	• An investigation diary and statement from the official on each arrest.
	• In all cases whether there are arrests or not, a statement by the team leader indicating such an inspection was conducted and a summary of findings which is signed off by CD: Inspectorate / provincial manager or delegate.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Refer to "Source Data".
Reporting cycle	Quarterly and annually.
Desired performance	540

Law Enforcement Inspections / Operations Conducted to Ensure Compliance with Immigration Legislation	
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Inspectorate / Provincial Manager
	• Who extracts data and frequency? Deputy Director: Joint Operations / Provincial Inspectorate
	• Who checks data extraction? Director and CD: Inspectorate / Provincial Manager
	• Who does the calculation? DD: Joint Operations / Provincial Inspectorate
	• Who checks the calculation? Director: SIJO and Chief Director: Inspectorate / Provincial Manager
	• Who resolves internal disputes on performance reports / matters? DDG:IMS

Permanent Residence	
Indicator title	Percentage (%) of permanent residence applications per year adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is In scan at VFS centre – office of application).
	(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)
Target title	85%
Definition	Measuring performance against set service delivery standards in terms of the duration to deliver the service applied for.
	The process starts when the application is received and captured at the Visa Facilitation Service Centre (VFS) and / or Gauteng Growth and Development Agency (GGDA) with supporting documents and biometrics, dispatched to head office ON-LINE, received at head office by Information Services, forwarded to the adjudication hub for adjudication purposes (applications that require investigations are referred to Inspectorate), recommendations are forwarded to the authorisation stage (CD, DDG) whereby a decision is made by DDG, by either approving or rejecting the application.
	Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant document is issued (permit) or (2) the application is rejected and the relevant document is issued (rejection letter). The outcome (permit or rejection letter) is dispatched to VFS for further transmission to the applicant.
	The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA) Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS centres.
	For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target.
	For approved applications, a permit is issued. Applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only.
	Due to the lockdown, applications for permanent residence were closed and no permanent residence permit service will be provided to the public. VFS will only start accepting applications as from 1 January 2022.
Source of data	Application forms (files) and VFS system reports.

Permanent Residence	
Method of calculation / assessment	1. Group all applications received between 16 August 2021 and 17 August 2022. Quarter 1 = 16 Aug 2021 to 9 Nov 2021, quarter 2 = 10 Nov 2021 to 10 Feb 2022, quarter 3 = 11 Feb 2022 to 17 May 2022 and quarter 4 = 18 May 2022 to 17 Aug 2022.
	2. Calculate how long it took to finalise each application from the date of receipt to outcome received at office of application (the result is in number of days, excluding weekends and public holidays).
	3. Calculate how many months it has taken 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 8 months must be divided by the total number of applications received between 16 August 2021 and 17 August 2022, equals to percentage of applications finalised within 8 months in the period under review. 5. An application will only be considered finalised if its process stage is at "In scan at VFS Centre, including VFS GGDA Centre".
Means of verification	Population list of applications processed and adjudicated.
Assumptions	VFS offices to remain open to collect and distribute applications to ensure availability of population
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Refer to method of calculation.
Reporting cycle	Quarterly and annual progress reporting.
Desired performance	• 85%
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Permits
	• Who extracts data and frequency? ASD: Central Adjudication
	• Who checks data extraction? D: Central Adjudication
	• Who does the calculation? ASD: Central Adjudication
	• Who checks the calculation? D: Central Adjudication
	• Who resolves internal disputes on performance reports / matters? DDG: IMS

Business and General Work Visas	
Indicator title	Percentage (%) of business and general work visas per year adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is In scan at VFS centre – office of application).
Target title	90%.

Business and General Work Visas	
Definition	Measuring performance against set service delivery standards in terms of the duration to deliver the service applied for.
	The process starts when the application is received and captured at the Visa Facilitation Service Centre (VFS) and / or GGDA with supporting documents and biometrics, dispatched to head office ON-LINE, received at head office on-line by Information Services (IS), forwarded from IS to Adjudication Hub, assigned to adjudicators for adjudication purposes, decision is made by either approving or rejecting the application, print the outcome, dispatch the outcome to VFS Ops Centre and the outcome is received at the VFS application centre. A week is equal to 5 working days. Eight weeks are therefore 40 working days.
	The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA) Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS.
	For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. For approved applications, an appropriate visa is issued.
Source of data	Application forms (files) and VFS system reports.
Method of calculation / assessment	1. Group all business and general work visas applications received between 04 February 2022 and 03 February 2023. Quarter 1 = 4 Feb 2022 to 5 May 2022, quarter 2 = 6 May 2022 to 5 Aug 2022, quarter 3 = 8 Aug 2022 to 3 Nov 2022 and quarter 4 = 4 Nov 2022 to 3 Feb 2023.
	2. Calculate how long it took to finalise each application from the date of receipt (the result is in number of days, excluding weekends and public holidays).
	3. Calculate how many months it has taken to finalise each application (Number of days divided by 20 working days, the result is in number of months).
	4. Calculate how many weeks it has taken to finalise each application (Number of days divided by 5 working days, the result is in number of weeks).
	5. Formula: The number of applications finalised within 8 weeks must be divided by the total number of applications received between 04 February 2022 to 03 February 2023, equals to percentage of applications finalised within 8 weeks in period under review.
	6. An application will only be considered finalised if its process stage is at "Outcome received at VFS Centre of application, including VFS GGDA Centre".
Means of verification	Population list of applications processed and adjudicated.
Assumptions	VFS offices to remain open to collect and distribute applications to ensure availability of population.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Refer to method of calculation.
Reporting cycle	Quarterly and annual progress.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Permits
	• Who extracts data and frequency? ASD: Temporary Residence Visas

Business and General Work Visas	
	• Who checks data extraction? Director: Temporary Residence Visas
	• Who does the calculation? ASD: Temporary Residence Visas
	• Who checks the calculation? Director: Temporary Residence Visas
	• Who resolves internal disputes on performance reports / matters? DDG: IMS

Critical Skills Visas	
Indicator title	Percentage (%) of critical skills visas per year adjudicated within 4 weeks for applications adjudicated within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).
Target title	95%.
Definition	Measuring performance against set service delivery standards in terms of the duration to deliver the service applied for.
	The process starts when the application is received and captured at the Visa Facilitation Services Centre (VFS) and / or GGDA with supporting documents and biometrics, dispatched to head office ON-LINE, received at head office on-line by Information Services, forwarded from IS to Adjudication Hub, assigned to adjudicators for adjudication purposes, decision is made by either approving or rejecting the application, print the outcome, dispatch the outcome to VFS Centre and the outcome is received at the VFS centre. A week is equal to 5 working days. Four weeks are therefore 20 working days.
	The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS.
	For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. For approved applications, an appropriate visa is issued.
Source of data	Application forms (files) and VFS system reports.
Method of calculation / assessment	1. Group all critical skills work visas applications received between 04 March 2022 and 03 March 2023. Quarter 1 = 4 Mar 2022 to 2 June 2022, quarter 2 = 3 June 2022 to 5 Sep 2022, quarter 3 = 6 Sep 2022 to 1 Dec 2022 and quarter 4 = 2 Dec 2022 to 3 Mar 2023.
	2. Calculate how long it took to finalise each application from the date of receipt (the result is in number of days, excluding weekends and public holidays).
	3. Calculate how many months it has taken to finalise each application (Number of days divide by 20 working days, the result is in number of months).
	4. Calculate how many weeks it has taken to finalise each application (Number of days divide by 5 working days, the result is in number of weeks).
	5. Formula: The number of applications finalised within 4 weeks must be divided by the total number of applications received between 04 March 2022 and 03 March 2023, equals to percentage of applications finalised within 4 weeks in the period under review.
	6. An application will only be considered finalised if its process stage is "Outcome received at VFS Centre of application, including VFS GGDA Centre".

Critical Skills Visas	
Means of verification	Population list for applications processed and adjudicated.
Assumptions	VFS offices to remain open to collect and distribute applications to ensure availability of a population.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-to-date).
Availability of total population	Refer to method of calculation.
Reporting cycle	Quarterly and annual progress.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Permits
	• Who is responsible for managing or reporting on the indicator? CD: Permits
	• Who checks data extraction? Director: Director: Corporate Accounts
	• Who does the calculation? ASD: DD: Corporate Accounts
	• Who checks the calculation? Director: Corporate Accounts
	• Who resolves internal disputes on performance reports / matters? DDG: IMS

Border Management Authority (BMA) Established	
Indicator title	BMA fully established by 2023/24.
Target title	BMA incrementally established through the submission of pre-listing documents to National Treasury.
Definition	The Department is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions (excluding the customs function) at ports of entry and within the country's land border law enforcement area.
	The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement at all ports of entry; and at the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre.
	The BMA legislation was assented to by the President in July 2020. The Act will be operationalised in phases through Commencement Proclamations. To this end, the following Proclamations have been gazetted:
	a) On 20 December 2020, the President issued a Presidential Proclamation which brought into effect the commencement of Chapter 3 of the Act, i.e. Sections 7, 8, 9, 10, 11 and 12. This Proclamation allows the President to appoint a Commissioner and two (2) Deputy Commissioners; and provides for their terms of office, removal from office, their conditions of service and remuneration, and the Commissioner's powers of delegation. The Proclamation came into effect on 01 January 2021 and the BMA Commissioner and Deputy Commissioners: Operations were appointed in November and December 2021; and
	b) On 6 July 2021, the President issued a Presidential Proclamation authorising the Minister of Home Affairs to establish the Inter-Ministerial Consultative Committee (IMCC) in terms of section 24 of the Act, and the Border Technical Committee (BTC) of Directors-General in terms of section 25 of the Act. This Proclamation came into effect on 15 July 2021 and an inaugural BTC meeting was held on 25 August 2021.
	For the 2022/23 financial year, the BMA seeks to fulfill the requirements of the PFMA for purposes of listing the BMA as a Schedule 3A National Public Entity. With regard to the establishment of the BMA, the following key activities will be undertaken:
	a) The capacitation of the Authority through the filling of key management posts in the corporate services and operations environments;
	b) The establishment of governance committees for the BMA;
	c) The preparation of BMA policies and procedures;
	d) The preparation and submission of the BMA's budget structure to National Treasury;
	e) The identification and ring-fencing of functions, personnel, budgets, funds, assets and liabilities to be transferred to the BMA; and
	f) The submission of pre-listing documents for the BMA to National Treasury.
	Whilst processes to formally establish and list the BMA as a Schedule 3A Public Entity are underway, the BMA will be incubated as a branch within the DHA in order to enable the rollout of the BMA. The rollout of the BMA will entail the physical presence of the BMA Border Guards at identified ports of entry and segments of the land borderline. The following activities will be undertaken in this regard:
	a) Transfer of border law enforcement functions to the BMA;
	b) The deployment of seconded border law enforcement personnel (from relevant departments) to ports of entry; and
	c) Appointment and deployment of BMA Border Guards along the land border law enforcement area.
Purpose / importance	The BMA Act was assented to by the President on 16 July 2020. This is a critical step in the establishment of the BMA. The indicator shows direct support to the MTSF outcome of improving border security and international migration and the DHA outcome of secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. The BMA forms part of Apex priority: social cohesion and safer communities.
Source of data	BMA Act, 2020 (Act No 2 of 2020); BMA Road Map (2017- 2032); BMA Blue Print (2032); and BMA Implementation Plan.

Border Management Authority (BMA) Established	
Method of calculation / assessment	Submission of pre-listing documents to the National Treasury for the establishment of a new public entity, e.g. proclamations and PFMA Checklist for the establishment of a new entity.
Means of verification	• Appointment of BMA management. • Correspondence to affected Ministers pertaining to the identification and ring-fencing of functions, personnel, budgets, funds, assets and liabilities to be transferred to the BMA. • BMA budget structure to National Treasury. • Terms of reference for corporate governance committees. • Pre-listing documents.
Assumptions	• The relevant proclamations affecting the BMA would have been gazetted. • Top management will be appointed. • Corporate governance committees will be established. • The BMA budget structure will be finalised. • Functions and resources to be transferred to the BMA would have been identified and ring-fenced.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	NA.
Calculation type	Non-cumulative (Year-to-date).
Availability of total population	BMA Act, relevant proclamations, appointment letters for BMA management, terms of reference, BMA budget structure documents, documents on the identification and ring-fencing of functions and resources to be transferred to the BMA.
Reporting cycle	Quarterly and annual basis.
Desired performance	BMA incrementally established through the submission of pre-listing documents to National Treasury.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Commissioner: BMA
	• Who extracts data and frequency? Deputy Commissioner: Corporate Services
	• Who checks data extraction? Commissioner: BMA
	• Who does the calculation? Deputy Commissioner: Corporate Services.
	• Who checks the calculation? Commissioner: BMA
	• Who resolves internal disputes on performance reports / matters? Minister of Home Affairs

BMA Rollout	
Indicator title	Number of ports of entry with BMA rollout per year.
Target title	BMA rolled out at 46 ports of entry by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA.
Definition	The Department is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions (excluding the customs function) at ports of entry and within the country's land border law enforcement area.
	The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement at all ports of entry; and at the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre.
	During the rollout phase, it is planned to have the BMA rolled out at 46 ports of entry where immigration, port health, environmental and agriculture functions are performed.
	The ports of entry are as follows: Beit Bridge, Lebombo, Oshoek, Maseru Bridge, Kopfontein, Mahamba, Mananga, Van Rooyens Gate, Qachas Nek, Nakop, Grobler Bridge, Alexander Bay, Giriyondo, Telle Bridge, Ongeluksnek, Onverwacht, Bothashoop, Vioolsdrift, Ficksburg, Jeppe's Reef, Ramatlabama, Skilpadshek, Caledonspoort, Golela, Kosi Bay, Nerston, Derdepoort, Zanzibar, Stockpoort, Platjan, Pontdrift, OR Tambo International Airport, Cape Town International Airport, King Shaka International Airport, Durban Harbour, Lanseria International Airport, Ngqura Harbour, Richards Bay Harbour, Bram Fischer International Airport, East London Harbour, Mossel Bay Harbour, Polokwane International Airport, Port Elizabeth Harbour, Chief Dawid Stuurman International Aiport, Saldanha Bay and Kruger Mpumalanga International Airport.
	The DHA has the prerogative to effect changes to the ports of entry earmarked for rollout should there be a change in priorities, resource and funding availability and / or events or circumstances necessitating changes. The BMA will be incubated as a branch within the DHA to enable the rollout of the BMA (as part of transitional phase of establishment).
	The rollout of the BMA will entail the physical presence of BMA Border Guards in the border environment. The following activities will be undertaken in this regard:
	a) Transfer of border law enforcement functions to the BMA; and
	b) Appointment and deployment of BMA Border Guards along the land border law enforcement area.
Purpose / importance	The indicator demonstrates the tangible rollout of the BMA at ports of entry.The indicator shows direct support to the MTSF outcome of improving border security and international migration and the DHA outcome of secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. The BMA forms part of Apex priority: safer communities and social cohesion.
Source of data	BMA Act, 2020 (Act No 2 of 2020), BMA Road Map (2017- 2032) and BMA Blue Print (2032), and BMA Implementation Plan.
Method of calculation / assessment	The quantitative performance will be measured by expanding the physical footprint of the BMA at 46 ports of entry.

BMA Rollout	
Means of verification	• Approved Port of Entry rollout plans.
	• Approved Risk Mitigation plans.
	• Integration of functions (Immigration; agriculture, environmental and port health) at the 46 identified ports of entry through a Section 97 Proclamation. Operations are to be performed from a single integrated BMA platform.
Assumptions	• The relevant proclamations affecting the BMA would have been gazetted.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	NA.
Calculation type	Cumulative (Year-to-date).
Availability of total population	List of 46 ports with BMA presence.
Reporting cycle	Quarterly and annual basis.
Desired performance	BMA rolled out at 46 ports of entry or more by incorporating frontline Immigration, Port Health, Agriculture and Environmental functions into the BMA.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Commissioner: BMA
	• Who extracts data and frequency? Deputy Commissioner: Operations
	• Who checks data extraction? Commissioner: BMA
	• Who does the calculation? Deputy Commissioner: Operations
	• Who checks the calculation? Commissioner: BMA
	• Who resolves internal disputes on performance reports / matters? Minister of Home Affairs

BMA Rollout	
Indicator title	Number of land border law enforcement area segments with Border Guard per year.
Target title	BMA rolled out in phases along 3 segments of the land border law enforcement area (Border Guard).
Definition	The Department is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions (excluding the customs function) at ports of entry and within the country's land border law enforcement area.
	The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement at all ports of entry; and at the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre.
	During the rollout phase, it is planned to have the BMA rolled out at 3 land border law enforcement area segments.
	The border law enforcement areas are as follows: KZN/ Lesotho; Eastern Cape/Lesotho; Free State/Lesotho.
	The DHA has the prerogative to effect changes to the land segments of the border law enforcement area earmarked for rollout should there be a change in priorities, resource and funding availability and / or events or circumstances necessitating changes.
	The BMA will be incubated as a branch within the DHA to enable the rollout of the BMA (as part of transitional phase of establishment).
	The rollout of the BMA will entail the physical presence of BMA Border Guards in the order environment. Each segment to have a minimum of 30 members which is equivalent to a platoon. The following activities will be undertaken in this regard:
	a) Transfer of border law enforcement functions to the BMA; and
	b) Appointment and deployment of BMA Border Guards along the land border law enforcement area.
Purpose / importance	The indicator demonstrates the tangible rollout of the BMA along the land border law enforcement segments. The indicator shows direct support to the MTSF outcome of improving border security and international migration and the DHA outcome of secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. The BMA forms part of Apex priority: safer communities and social cohesion
Source of data	BMA Act, 2020 (Act No 2 of 2020), BMA Road Map (2017- 2032) and BMA Blue Print (2032), and BMA Implementation Plan.
Method of calculation / assessment	The quantitative performance will be measured through the deployment of border guard officials at 3 segments of the land border law enforcement.
Means of verification	• Appointment letters for BMA Border Guard who will be deployed along 3 segments of the land border law enforcement area. Each segment to have a minimum of 30 members which is equivalent to a platoon.
	• BMA ports are branded and the corporate identity is visible through the dress code of all officials wearing the same uniform, understanding the doctrine and reporting lines are the same (single command structure).
Assumptions	• The relevant proclamations affecting the BMA would have been gazetted.
	• BMA Border Guards would have been appointed to the BMA branch.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	NA.
Calculation type	Cumulative (Year-to-date).
Availability of total population	BMA appointees at 3 segments of the land border law enforcement area.

BMA Rollout	
Reporting cycle	Quarterly and annual basis.
Desired performance	BMA rolled out in phases along 3 segments of the land border law enforcement area.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Commissioner: BMA
	• Who extracts data and frequency? Deputy Commissioner: Operations
	• Who checks data extraction? Commissioner: BMA
	• Who does the calculation? Deputy Commissioner: Operations
	• Who checks the calculation? Commissioner: BMA
	• Who resolves internal disputes on performance reports / matters? Minister of Home Affairs

BMA Rollout	
Indicator title	Responsibility for facilities management at land ports of entry transferred to BMA.
Target title	BMA assumes responsibility for facilities management at land ports of entry.
Definition	The Department is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions (excluding the customs function) at ports of entry and within the country's land border law enforcement area.
	The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement at all ports of entry; and at the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre.
	During the rollout phase, it is planned to have the BMA assume responsibility for facility management at land ports of entry.
	The land ports are: Beit Bridge, Lebombo, Oshoek, Maseru Bridge, Kopfontein, Mahamba, Mananga, Van Rooyens Gate, Qachas Nek, Nakop, Grobler Bridge, Alexander Bay, Giriyondo, Telle Bridge, Ongeluksnek, Onverwacht, Bothashoop, Viooolsdrift, Ficksburg, Jeppe's Reef, Ramatlabama, Skilpadshek, Caledonspoort, Golela, Kosi Bay, Nerston, Derdepoort, Zanzibar, Stockpoort, Platjan and Pontdrift.
	The process for rollout will entail:
	• The BMA will assume responsibility for border facilities management in accordance with the State Asset Disposal Act:
	• BMA to conduct an audit of available facilities at the identified ports of entry;
	• RAMP contractors will be appointed under the BMA Branch; and
	• BMA Facility Management Matrix, i.e. Strategy, Policies and Budgets), is developed and approved by the BMA Commissioner.
Purpose / importance	The indicator demonstrates the BMA's assumption of responsibility over border facility management functions.The indicator shows indirect support to the MTSF outcome of improving border security and international migration and the DHA outcome of secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. The BMA forms part of Apex priority: safer communities and social cohesion.

BMA Rollout	
Source of data	BMA Act, 2020 (Act No 2 of 2020), BMA Road Map (2017- 2032) and BMA Blue Print (2032), and BMA Implementation Plan.
Method of calculation / assessment	The quantitative performance will be measured at land ports of entry where responsibility for border facility management is assumed by BMA.
Means of verification	• The BMA will assume responsibility for border facilities management in accordance with the State Asset Disposal Act; • BMA to conduct an audit of available facilities at the identified ports of entry; • RAMP contractors will be appointed under the BMA Branch; and • BMA Facility Management Matrix, i.e. Strategy, Policies and Budgets), is developed and approved by the BMA Commissioner.
Assumptions	• The relevant proclamations affecting the BMA would have been gazetted. • The BMA would have assumed responsibility for port of entry infrastructure and maintenance.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	NA.
Calculation type	Cumulative (Year-to-date).
Availability of total population	All land ports of entry (where the BMA will be responsible for border facility management).
Reporting cycle	Quarterly and annual basis.
Desired performance	• BMA assumes responsibility for facilities management at land ports of entry.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Commissioner: BMA
	• Who extracts data and frequency? Deputy Commissioner: Corporate Services
	• Who checks data extraction? Commissioner: BMA
	• Who does the calculation? Deputy Commissioner: Corporate Services
	• Who checks the calculation? Commissioner: BMA
	• Who resolves internal disputes on performance reports / matters? Minister of Home Affairs

Redevelopment of Six (6) Priority Land Ports of Entry as One-Stop Border Posts	
Indicator title	Status of construction for the redevelopment of the six (6) land ports of entry.
Target title	Financial and contractual closure reached with appointed preferred bidders in respect of the redevelopment of six (6) land ports of entry as one-stop border posts.
Definition	In 2015 the DHA registered a Public-Private Partnership (PPP) project to redevelop 6 land ports of entry (Beitbridge, Lebombo, Maseru Bridge, Ficksburg, Kopfontein and Oshoek) as one-stop border posts (OSBPs). The primary objective of an OSBP is to ensure that all travelers, traders and conveyancers are processed once jointly by the border law enforcement entities of the two affected countries.
	The project has passed the inception and feasibility stages and is currently in the procurement stage. The construction of the ports of entry as modern and efficient OSBPs will commence once multiple preferred bidders have been selected and appointed for the PPP project and the contractual as well as commercial closure process is concluded with the appointed private parties.
Purpose / importance	The target is a ministerial priority for the DHA. This project is a Public-Private Partnership (PPP) initiative that aims to redevelop 6 priority land ports. This will improve the effectiveness, security and efficiency at ports of entry and promote economic development through the establishment of one-stop border posts (OSBPs). The indicator forms part of the Economic Reconstruction and Recovery Plan of government.
	In December 2018 Cabinet approved the National One-Stop Border Posts (OSBPs) Framework. This Framework will guide the redevelopment of the 6 land ports of entry as OSBPs. The redevelopment of the 6 land ports of entry as a PPP project is regulated by Section 16 of the Treasury Regulations and requires National Treasury approval for the various PPP stages.
Source of data	Request for Proposal (RfP) Evaluation Outcome, National Treasury approval of the preferred Private Parties; and PPP Agreement.
Method of calculation / assessment	Project performance will be measured against feedback from National Treasury in respect of PPP agreements negotiated with the appointed Private Parties. This approval is part of a larger set of performance requirements outlined in the National Treasury PPP Manual.
Means of verification	RfP (Request for Proposal) Evaluation Outcome, National Treasury approval of the preferred bidders / private parties; and PPP agreement.
Assumptions	• National Treasury approvals will be granted.
	• The Transaction Advisor effects delivery against critical timeframes.
	• South Africa makes significant progress towards the finalisation of the bilateral agreements with the five affected neighbouring countries (Lesotho, Mozambique, eSwatini, Zimbabwe and Botswana).
Disaggregation of beneficiaries (where applicable)	BBBEE targets will inform the work and people employed by the private party during the construction and concession phases of the project.
Spatial transformation (where applicable)	In the medium to long term, the redevelopment of six land ports of entry is envisaged to have a positive socio-economic impact on surrounding local communities, e.g. employment during the construction phase.
Calculation type	Non-cumulative (Year-to-date).
Availability of total population	Appointed preferred bidders / Private Parties
Reporting cycle	Reporting will be on quarterly and annual basis.
Desired performance	Financial and commercial closure reached, through signed PPP agreements, with multiple private parties.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Project Manager: BMA / Acting Commissioner / Commissioner
	• Who extracts data and frequency? Assistant Officer Manager: BMA

Redevelopment of Six (6) Priority Land Ports of Entry as One-Stop Border Posts	
	• Who checks data extraction? Project Manager: BMA
	• Who does the calculation? Assistant Office Manager: BMA
	• Who checks the calculation? Project Manager: BMA
	• Who resolves internal disputes on performance reports / matters? DG: DHA

Threat And Risk Assessments (TRA)	
Indicator title	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information – (MISS) and / or Physical Security Standards (MPSS).
Target title	80
Definition	The target is aimed at conducting the set number of threat and risk assessments (TRAs) in accordance with the Minimum Information Security Standards (MISS) and/ or Minimum Physical Security Standards (MPSS) through: • Assessment of security mechanisms in place, both physical and information; observance of security process and procedures and inspection of information and face value documentation storage, resulting in TRAs generated. • Conducting of security threat and risk assessments in the DHA in accordance with the applicable prescripts. • The criteria used is informed by the MISS and MPSS.
Purpose	The purpose of the indicator is to mitigate security threats and risks which may adversely affect DHA operations.
Source of data	Information is gathered from relevant and/or identified offices.
Method of calculation / assessment	The extent to which the planned TRAs in identified offices has been completed (planned vs actual).
Means of verification	Signed off TRAs.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end).
Availability of total population	List of TRAs conducted.
Reporting cycle	Quarterly and annual.
Desired performance	80 TRAs conducted.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Security Services
	• Who resolves internal disputes on performance reports / matters? DDG: CCSS

Vetting	
Indicator title	Number of vetting files referred to State Security Agency (SSA) for evaluation.
Target title	400 vetting files referred to State Security Agency (SSA) for evaluation.
Definition	The target is aimed at conducting vetting on the set number of DHA officials and referring the vetting files to the State Security Agency (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 number of vetting files to be referred to SSA are 400. Preference will be given to "Confidential" applications for security clearances. These applications offer an opportunity for documentary enquiries and telephonic contact with the subjects and their respective references (to limit the impact of COVID-19).
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.
Method of calculation / assessment	Actual number of vetting files completed and referred to and acknowledged by SSA vs planned.
Means of verification	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 all staff vetted.
Reporting cycle	Quarterly and annual.
Desired performance	Equal or higher than targeted performance is desirable.
Indicator responsibility	• Specialist: Vetting
	• 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? CD: Security Services

Investigations – Fraud and Corruption	
Indicator title	Percentage of reported cases on fraud and corruption finalised within 90 working days.
Target title	66%
Definition	The target is aimed at finalising the set percentage of cases on fraud and corruption within 90 working days.
	The responsibility of CCSS is to conduct and conclude investigations dealing with cases on fraud and corruption.
	• "Finalised" includes cases unfounded, or referred to Employee Engagement, or referred for criminal process, or referred to line function for recommendations.
	• "Nature of cases" refers to fraud and corruption related matters.
Purpose	The purpose of the indicator is to combat fraud and corruption in the DHA in an efficient manner.
Source of data	Cases are reported through National Anti-Corruption Hotline (NACH): 0800 701 701, Email: report.corruption@dha.gov.za, DHA reporting line: 012 406 2900, written complaints to CC&SS: whistle-blowers and referrals by management.
Method of calculation / assessment	The clock starts when a case is reported.
	1. Group all cases reported between 24 Nov 2021 and 23 Nov 2022.
	2. Calculate how long it took to finalise a case from the date the case is reported until outcome of the report compiled is approved by the DDG: CCSS (the result is in number of days, excluding weekends and holidays).
	3. Calculate how many months it has taken for a case to be finalised (Number of days divide by 20 working days, the result is in number of months).
	4.Formula: The number of cases finalised (these are cases with substance and no substance) within 90 working days divided by the total number of cases reported from 24 Nov 2021 and 23 Nov 2022, equals to percentage of cases finalised within 90 working days.
	5. A case will only be considered finalised if approved / referred by the DDG: CCSS. If a case is not approved by the Head of the Branch, these cases will not be considered as finalised.
Means of verification	Copies of reported (database administered by Analysis) and finalsed cases (stored in a central place).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative.
Availability of total population	List of reported cases finalised.
Reporting cycle	Quarterly and annual.
Desired performance	66% of reported cases on fraud and corruption finalised within 90 working days.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Investigations
	• Who extracts data and frequency? D: Investigations/Internal Hotline
	• Who checks data extraction? CD: Investigations
	• Who does the calculation? D: Investigations/Internal Hotline
	• Who checks the calculation?: CD: Investigations
	• Who resolves internal disputes on performance reports / matters? DDG: CCSS

Detection Reviews	
Indicator title	Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.
Target title	4.
Definition	The target seeks to evaluate selected business processes to identify possible vulnerabilities to fraud, corruption and security breaches.
	Four DHA process have been identified for review namely: Late Registration of Birth (LRB), ID Applications, Passport Applications and Death Registrations to ensure that systems are secured.
	Responsibility for implementation of recommendations rests with the affected branch / business unit.
Purpose	The purpose is to mitigate fraud and corruption risks in DHA processes as well as to enhance DHA systems.
Source of data	Signed off business process reviews.
Method of calculation / assessment	Number of processes reviewed vs planned.
Means of verification	Report submitted to DDG: CCSS for consideration and recommendation.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-Cumulative (Year-to-date).
Availability of total population	List of processes evaluated.
Reporting cycle	Quarterly and annual.
Desired performance	Four business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? D: Prevention
	• Who resolves internal disputes on performance reports / matters? DDG:CCSS

Biometric Movement Control System (BMCS)	
Indicator title	Number of selected ports of entry with biometric movement control system (BMCS) implemented
Target title	34.
Definition	A complete BMCS system which enables the capturing of fingerprint and facial biometric data of all travellers who enter or exit South Africa will be built onto the live capture platform and be rolled out at 34 ports of entry. The identified ports of entry are subject to change should service delivery conditions necessitate a change.
	The 34 ports are: OR Tambo International Airport, Cape Town International Airport, King Shaka International Airport, Lanseria International Airport, Beit Bridge, Lebombo (including KM 7 and 4), Maseru Bridge, Ficksburg, Oshoek, Kopfontein, Caledonspoort, Ramatlabama, Grobler Bridge, Jeppes Reef, Golela, Mahamba, Skilpadshek, Van Rooyens Gate, Mananga, Kosi Bay, Viooolsdrift, Emahlathini, Telle Bridge, Durban Harbour, Cape Town Harbour, Qachas's Nek, Nakop, Swartkopfontein Gate, Nerston, Stockpoort, Monantsa Pass, Sani Pass, Giriyondo and Richard's Bay Harbour.
Purpose / importance	To align the BMCS according to Immigration Regulations (2014), section 27, to improve immigration management at ports of entry. The fingerprint and facial biometric will be used to trace the movement of travellers to and from the country to improve the security and identification of both citizens and foreigners.

Biometric Movement Control System (BMCS)	
Source of data	IMS business requirements, technical specifications and user acceptance testing.
Method of calculation / assessment	Actual number of BMCS implemented at the targeted ports of entry vs planned.
Means of verification	• Stabilisation reports for airports and land ports (Q1 and 2). • Network upgrades for 34 ports (Q2 and 3). • Test results and transaction data (Q3 and 4).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year to date).
Availability of total population	List of 34 ports.
Reporting cycle	Quarterly and annual.
Desired performance	Rollout of BMCS to 34 ports of entry or more ports.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IS
	• Who resolves internal disputes on performance reports / matters? DG

e-Visa Enhancement	
Indicator title	Enhancement of e-Visa system as per approved change request.
Target title	Enhanced e-Visa system released in production.
Definition	Improve the performance and functionalities of the e-Visa system to meet business requirements (identified through a change request). Gaps identified on the system are to be addressed.
Purpose / importance	The indicator is a key contributor to the implementation of a visa regime in support of economic growth and job creation and the economic reconstruction and recovery plan of the country in respect of tourism promotion, facilitation of investment and business (ease of doing business). An efficient and secure system will improve service delivery, security and turnaround times for issuance of permits to deserving clients.
Source of data	Change request approved by IMS.
Method of calculation / assessment	The system is enhanced based on the change request to improve security and efficiency. The enhanced system is released in a production environment.
Means of verification	Approved change request (Q1) Vulnerability assessment (Q2). Test results of deficiencies (Q3). User acceptance testing sign-off and transaction data (Q4).
Assumptions	NA

e-Visa Enhancement	
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative (Year-End).
Availability of total population	Change requests, test results and transaction data.
Reporting cycle	Quarterly and annual.
Desired performance	Enhanced e-Visa system as per change request.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IS
	• Who resolves internal disputes on performance reports / matters? DG

Asylum Seeker and Refugee System	
Indicator title	Implementation of Asylum Seeker and Refugee System by 2023/24.
Target title	Asylum Seeker and Refugee System developed onto live capture.
Definition	The automation of asylum seeker management processes refers to the automated registration and verification of the asylum seeker management processes. The process relating to asylum seeker management will be paperless, applications will be completed online by the client and supporting documents scanned into the system.
Purpose / importance	The system is to administer the asylum process from registration to deportation or asylum recognition, including processes at statutory bodies (Standing Committee for Refugee Affairs and Refugee Appeals Authority of South Africa) in a predominantly paperless environment. The system will also be in line with the DHA biometric access control management (BACM) and will need to cater for all statistical and auditing purposes. The system will register demographics and biometrics of asylum seekers, adjudicate their cases with the option of referral to other bodies, if denied.
Source of data	User requirements, technical specifications and functional design specifications.
Method of calculation / assessment	Asylum seeker and refugee system functional in a quality assurance environment.
Means of verification	• Functional design specification approved.
	• Progress report on development of pilot.
	• Signed off results by DDG: IS or delegated manager.
	• Prototype.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative (Year-end).
Availability of total population	NA

Asylum Seeker and Refugee System	
Reporting cycle	Quarterly and annual.
Desired performance	Functional asylum seeker and refugee system in a quality assurance environment.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports / matters? DG

Automated Biometric Identification System (ABIS)	
Indicator title	ABIS in operation by 2022/23 (Functional iris, infant footprint and palm-print backend recognition capability).
Target title	Iris, infant footprint and palm-print backend recognition capability functional (identification, verification and latent search).
Definition	ABIS system will include other biometric modalities such as iris, palm-print and infant footprint that will be used for enrollment, identification, verification and latent searches.
Purpose / importance	To enable phased implementation of ABIS as a strategic module to NIS and to replace HANIS.
Source of data	ABIS specifications.
Method of calculation / assessment	Additional biometric modalities functional (iris, palm-print and infant footprint).
Means of verification	• Draft front-end and back-end business requirements gathering and specification document approved by DDG: IS. • Final front-end and back-end requirements gathering and interface architecture document approved by DDG: IMS & CS. • Verification report for modules. • User acceptance testing.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative (Year-end).
Availability of total population	NA
Reporting cycle	Quarterly and annual.
Desired performance	Iris, infant footprint and palm-print backend recognition capability functional (identification, verification and latent search).
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: IS
	Who resolves internal disputes on performance reports / matters? DG

DHA Gender-based Violence and Femicide Plan implemented	
Indicator title	Implementation of DHA Gender-based Violence and Femicide Plan as per approved implementation plan.
Target title	DHA Gender-based Violence and Femicide Plan implemented.
Definition	The indicator / target deals with the DHA's holistic contribution to supporting the implementation of the National Strategic Plan (NSP) on Gender-based Violence and Femicide (GBVF). The NSP on GBVF was approved by Cabinet for implementation by all departments. The indicator/target will also raise awareness on matters addressed under the NSP on GBVF, as well as youth, gender and disability mainstreaming priorities, and will be integrated with the Department's Employee Wellness Programme, amongst others. The Plan will comprise of the various DHA branch contributions in support of the priority as well as outlining roles and responsibilities; which will be consolidated, monitored and reported on by the Branch: HRM&D.
Purpose / importance	The President convened a GBVF summit, which resolved to create a NSP on GBVF. The NSP on GBVF was approved by Cabinet, and all departments are required to set out targets that must be implemented; and periodic reports must be sent through to the Department of Women, Youth and Persons with Disabilities (DWYPD) for consolidation and forwarding to Cabinet and Parliament. The National Gender Policy Framework requires the DHA to implement Gender Equality and Women Empowerment (GEWE), and the Department is required to implement the Public Service and DHA Disability Policy Frameworks.
Source of data	• NSP on GBVF • DHA Plan on GBVF • Progress reports
Method of calculation / assessment	Achievement of actual target versus planned (execution of planned deliverables in the implementation plan).
Means of verification	Implementation plan, progress reports and evidence of interventions.
Assumptions	All units responsible for targets / activities which contribute towards the implementation of the DHA GBVF Plan, will deliver on these.
Disaggregation of beneficiaries (where applicable)	The plan is aimed at all DHA staff, including the targeted groups of women, youth and persons with disability.
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Availability of total population	DHA GBVF Plan
Reporting cycle	Quarterly and annual reporting
Desired performance	Implementation of DHA GBVF Plan as per deliverables
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: HRM&D
	• Who extracts data and frequency? Assistant Director: Gender and Disability Mainstreaming
	• Who checks data extraction? Acting Director: Transformation and Gender
	• Who does the calculation? Assistant Director: Gender and Disability Mainstreaming
	• Who checks the calculation? Acting Director: Transformation and Gender
	• Who resolves internal disputes on performance reports / matters? Chief Director: Employee Engagement

Misconduct	
Indicator title	Percentage of misconduct cases concluded within 90 working days.
Target title	60%
Definition	Misconduct is an act/behavior in conflict with the employer's code of conduct, known set of rules or the common law. It is an act for which the employee must be held accountable, through the initiation of a disciplinary process, classified as serious misconduct.
	Discipline generally must be applied in a gradual / progressive manner, with informal enquiries for less serious forms of misconduct being dealt with by line managers directly, in accordance with PSCBC Resolution 1 of 2003 (Disciplinary Code and Procedures for the Public Service); which may result in any of the following sanctions: corrective counseling; verbal warning; written warning; final written warning.
	Serious forms of misconduct in terms of PSCBC Resolution 1 of 2003 (Disciplinary Code and Procedures for the Public Service), may result in any of the following sanctions: Suspension without pay (to a maximum of 3 months); Demotion; a combination of the afore-mentioned; and, Dismissal (which is the most severe sanction); and are preceded by a disciplinary hearing.
	This target deals only with serious forms of misconduct, which, based upon prima facie evidence, warrants and enables formal disciplinary action to be initiated by way of the issuing of a notice of a disciplinary hearing and charge sheet to an employee: Defined as a valid misconduct case.
	The disciplinary hearing must be concluded by way of receipt of the verdict from the presiding officer, within 90 working days from the date on which the notice of a disciplinary hearing and charge sheet has been issued to an employee.
	The measurement of this target therefore starts on the date on which a notice and charge sheet is issued to an employee, and ends on the date on which a verdict is received from the presiding officer. Appeals are excluded from the target.
Purpose / importance	To ensure that the undesirable conduct of employees is managed promptly, to serve as a deterrent and encourage good behavior.
	• Discipline is a management function.
	• Discipline must be prompt, fair consistent and applied in a progressive manner.
	• Discipline is a corrective measure and not a punitive one.
	• Ensure that employees have a prompt and fair hearing in a formal setting.
Source of data	Misconduct files; database of Misconduct Cases. Only valid and serious misconduct cases (as defined above), will be recorded on the Department's Misconduct Database.
Method of calculation / assessment	The disciplinary hearing must be concluded by way of receipt of the verdict from the presiding officer, within 90 working days from the date on which the notice of a disciplinary hearing and charge sheet has been issued to an employee.
	The measurement of this target therefore starts on the date on which a notice and charge sheet are issued to an employee, and ends on the date on which a verdict is received from the presiding officer.
	The number of notices of disciplinary hearings and charge sheets which have been issued to employees, versus the number of cases in respect of which the verdict has been received from the presiding officer within 90 working days.
	(Number of cases finalized to the point that a verdict has been received from the presiding officer within 90 working days, multiplied by 100, and divided by the total number of notices of disciplinary hearings and charge sheets which have been issued to employees. The total number of cases completed in 90 working days, equals the percentage) X 100 / Total notices and charges issued = %
Means of verification	Misconduct cases; database of misconduct cases.
Assumptions	All cases presented, meet the criteria of a valid misconduct case.

Misconduct	
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Availability of total population	Database of valid misconduct cases
Reporting cycle	Monthly, quarterly and annual reporting.
Desired performance	60% of misconduct cases finalised within 90 working days
Indicator responsibility	Who is responsible for managing or reporting on the indicator? DDG: HRM&D.
	Who extracts data and frequency? Assistant Director: Labour Relations – Monthly
	Who checks data extraction? Deputy Director: Labour Relations
	Who does the calculation? ASD: Labour Relations.
	Who checks the calculation? Deputy Director: Labour Relations and Director: Labour Relations
	Who resolves internal disputes on performance reports/matters? Chief Director: Employee Engagements.

Service Delivery Model	
Indicator title	Phased implementation of the revised Service Delivery Model (SDM).
Target title	Footprint Development Strategy approved by Minister.
Definition	A Service Delivery Model (SDM) provides a vision on how the DHA will create/ enhance value through the delivery of products or services to its customers. The DHA has embarked on a Repositioning Programme in order to fully deliver on its constitutional mandate. The revised SDM will provide the DHA with the instrument required to fully deliver on its mandate and this its implementation requires an implementation framework that will ensure its effective implementation.
	The SDM will outline how the service delivery norms and standards will be used to support the SDM, how distribution channels will be effectively utilised to make the SDM work, how facility standards will ensure the effective and efficient acquisition and utilisation of facilities to support the SDM and the revision of the SDM which will detail how departmental services outlined in the SDM will be delivered to beneficiaries. The focus will be on:
	• Revised norms and standards for services.
	• The norms and standards will assist the DHA to plan for the provision of services which includes the geographic access, service standards, internal capacity standards and facility standards.
	• Revised footprint and model office design in support of the SDM.
	• Revised SDM charter.
	• Footprint Development Strategy.
	The SDM will further inform the new operating model and the revision of the organisational structure of the department in line with repositioning of the department.

Service Delivery Model	
Purpose / importance	The DHA has an obligation to develop and implement a SDM that describes how services will be delivered. A SDM or Business Model as it is known in the private sector is a document that describes how the DHA will deliver on the services and products that were identified during the strategic planning process.
	A SDM details the DHA's mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery and possible improved method of delivery. A SDM should be reviewed annually to assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. Developing, implementing and institutionalising a SDM will assist the DHA to evaluate whether it will be able to deliver on its determined strategy in support of the repositioning programme.
Source of data	The SDM generic toolkit and guideline documents will be used as the basis to design the DHA's SDM. A service provider will be appointed to develop the model and will collect information through desktop research on the information currently available within the DHA and collect primary data through observations of the services rendered at DHA service points.
Method of calculation / assessment	The approval status of the Service Delivery Model Implementation Framework by the Minister.
Means of verification	• Approved SDM norms and standards (Minister).
	• Approved revised footprint and model office design (Minister).
	• Approved SDM charter (Minister).
	• Footprint Development Strategy approved by Minister (Submission).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-cumulative.
Availability of total population	Implementation framework and supporting documents.
Reporting cycle	Quarterly and annual.
Desired performance	Approval of the Footprint Development Strategy by the Minister.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IPS (Directorate: Footprint Development and Hospitals).
	• Who extracts data and frequency? Deputy Director / Service Provider
	• Who checks data extraction? Director
	• Who does the calculation? Deputy Director / Service Provider
	• Who checks the calculation? Director
	• Who resolves internal disputes on performance reports / matters? DG

DHA Access Model	
Indicator title	Phased implementation of DHA Access Model through the Footprint Optimisation Plan / User Asset Management Plan (U-AMP).
Target title	Approved strategic accommodation requirements for 2025/26 submitted to DPW&I as part of implementing the DHA Access Model.
Definition	The DHA Access Model is the model that the DHA will use to increase the number of service points, by identifying optimal locations where additional facilities are required; to reduce the number of existing service points in areas where the department has more service points than its access standards require and to optimise the location of existing service points where service points are not located optimally. The DHA Access Model, given the existing footprint, can adopt an expansion model, reduction model, relocation model or the combination of the three access models.
	A Footprint Optimisation Plan is the plan that will provide the targets for improving geographic access to service points and services in line with the DHA Access Model (expansion, reduction and/or relation of service points). The plan will also consider the service delivery model of the DHA and strategies to improve capacity of service points. Furthermore, the Optimisation Plan will cover the infrastructure plan of the DHA that will inform the revision of the User Asset Management Plan (U-AMP), which is submitted to DPW for the acquisition of service points as well as funding of infrastructure.
Purpose / importance	The Access Model will ensure that optimal access to DHA service delivery is ensured through its footprint. This will assist the DHA to deliver on its constitutional mandate.
Source of data	DHA Hybrid Access Model was approved by Minister in 2020/21.
	The DHA Access Model was generated by incorporating the spatial information into the accessibility modelling software using Flowmap software which has the widest range of accessibility models that can simultaneously take into consideration the greatest number of factors for optimising the location of service points. The DHA access model comprises of existing offices for relocation; the reduction or retainment of offices; new offices and mobile visiting points.
	Spatial information has been collected from all service points, including IMS service points and road network data will be sourced from the CSIR, however, the links to small roads and paths used by communities to access DHA service points will be created through connectivity analysis by creating Feedlinks and Delaunay networks.
Method of calculation / assessment	• Approval status of strategic accommodation requirements for 2025/26 by the DG.
	• Submission status of strategic accommodation requirements for 2025/26 to DPW&I.
Means of verification	• Submission of u-AMP for 2023/24 (draft and final) to National Treasury.
	• Agenda of EXCO and presentation for strategic accommodation requirements for 2025/26.
	• Approval of strategic accommodation requirements for 2025/26 by the DG.
	• Submission of strategic accommodation requirements for 2025/26 to DPW&I.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	Refer to headings "Definition" and "Source Data".
Calculation type	Non-cumulative (Year-to-date).
Availability of total population	All supporting documents in support of quarterly targets and annual target.
Reporting cycle	Quarterly and annual.
Desired performance	Approved Strategic Accommodation Requirements submitted to DPW&I.

DHA Access Model	
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IPS (The Directorate: Footprint Development and Hospitals).
	• Who extracts data and frequency? Deputy Director
	• Who checks data extraction? Director
	• Who does the calculation? Deputy Director
	• Who checks the calculation? Director

Communication Strategy and Plan	
Indicator title	Compliance with set number of interventions implemented in support of communication strategy.
Target title	DHA Communication Strategy implemented through: 20 media engagements, 6 outreach engagements and 3 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.
Purpose / importance	• To support the programmes of the ministry and DHA.
	• To establish and maintain partnerships with relevant stakeholders to assist the DHA to promote and expand its service delivery initiatives in communities. The main vehicle to achieve this objective will be the implementation of the DHA communication strategy with a specific focus on corporate communication services, media relation interventions and public awareness and engagement activities over the medium term.
	Outreach engagements are an alternative name for Izimbizo, meaning they are the same concept and the evidence remains the same.
Source of data	Media briefings/ statements, ministerial dialogues and interventions, such as outreach programmes and campaigns, etc.
Method of calculation / assessment	Number of initiatives performed vs planned.
Means of verification	Progress reports, DHA website / intranet, images and video recordings.
Assumptions	NA.
Disaggregation of beneficiaries (where applicable)	NA.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	List of all the initiatives as referred in the communication plan (20 media engagements, 6 outreach engagements and 3 campaigns.
Reporting cycle	Quarterly and annual.
Desired performance	Completeness of identified number of initiatives or more.
Indicator responsibility	DG

Marriage Act	
Indicator title	Tabling of the Marriage Bill in Parliament for processing of Bill.
Target title	Marriage Bill submitted to Cabinet for approval for public consultation.
Definition	The legislation that regulates marriages in South Africa was developed without an overarching policy that is based on constitutional values (e.g. equality, non-discrimination and human dignity) and the understanding of modern societal dynamics. Instead of creating a harmonised system of marriage in South Africa, the state has sought to give recognition to different marriage rituals through passing a range of different marriage laws. Marriages in SA are regulated through the following legislation: • The Marriage Act, 1961 (Act No. 25 of 1961), and its associated regulations (monogamous marriage for opposite sex couples); • The Recognition of Customary Marriages, 1998 (Act No. 120 of 1998) – (polygamous marriages for opposite sex couples – polygamy); and • The Civil Union Act, 2006 (Act No. 17 of 2006) – (monogamous partnerships for both same and opposite sex couples). Despite all the changes that have been made in the marriage legislation post 1994, serious gaps remain in the current legislation. The legislative drafting process will be performed over the MTEF period.
Purpose / importance	The new Marriage Act will enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA.
Source of data	Marriage Bill.
Method of calculation / assessment	Bill submitted to Cabinet.
Means of verification	Q1: Agenda of EXCO and presentation Q2: Signed submission by Minister; approved SEIAS report Q3: Agenda of clusters and presentation Q4: Signed submission by minister; Bill submitted to Cabinet.
Assumptions	Relevant stakeholders will be available for consultation and approval.
Disaggregation of beneficiaries (where applicable)	The constitutional recognition of marriage is an important starting point for developing a marriage policy that will lay the foundation for drafting a new legislation. The Marriage Bill will enable South Africans and non-citizens of varying sexual orientation, religious and cultural persuasions to conclude marriages that will accord with the principles of equality and non-discrimination as encapsulated in the Constitution. The Bill will be embedded in the constitutional values of equality, non-discrimination and human dignity. The Bill is also premised on the protection of the rights of women, children and non-binary persons.
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative.
Availability of total population	Marriage Bill.
Reporting cycle	Quarterly and Annually.
Desired performance	Marriage Bill submitted to Cabinet for approval for public consultation.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services
	• Who resolves internal disputes on performance reports / matters? DG

One-Stop-Border Post Act	
Indicator title	Tabling of the OSBP Bill in Parliament for processing of Bill.
Target title	OSBP Bill submitted to Cabinet for approval for public consultation.
Definition	The border environment, particularly ports of entry, provide an opportunity for the country to maximise its economic and trade opportunities as it offers a pathway to intra-country, regional and global markets. In addition, the border environment also offers opportunities to secure the nation's security and sovereignty by being a site where goods, persons and conveyancers are processed in and out of the country. In order to maximise economic and trade opportunities while minimizing risks associated with international migration, the government of South Africa has resolved to strengthen the border environment by introducing the Border Management Authority and to redevelop six priority land port of entry as one-stop border posts. The OSBP policy will lay a strong policy foundation for drafting a constitutionally sound legislation and regional instruments for managing OSBPs with the neighbouring countries. The implementation of the one-stop concept requires that the border agencies of each state involved are able to apply their national laws in the territory of the adjoining state. As national laws cannot automatically be applied in other territories, specific provisions will be developed to give such agencies extra-territorial jurisdiction. The OSBP Act will, amongst other things, provide for extra-territorial authority to both SA and neighbouring countries.
Purpose / importance	The OSBPs will enable the safe and efficient passage of people, conveyances and goods to be facilitated seamlessly across South African land ports of entry without compromising the sovereignty, development, national security or international obligations of SA. The OSBP policy seeks to achieve the following outcomes: • Increased economic integration with neighbouring countries across SADC and the continent. • Faster and more efficient and economic facilitation of movement for legitimate goods, conveyances and persons through land ports of entry. • Better enabling conditions for trade facilitation, inclusive of economic growth and job creation. • A flexible corridor system that is managed strategically using digital technology. • Collective responsibility for national and regional security enhanced, including management of threats to territorial integrity, biosecurity, public health and the environment. • Honouring of human rights and humanitarian obligations in line with the constitution and international agreements.
Source of data	• OSBP Policy and OSBP Bill.
Method of calculation / assessment	To calculate the recorded achievement, the actual performance per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the Bill submitted to cabinet for approval for public consultation will be compared against the annual target to determine the level of achievement.
Means of verification	Q1: Agenda of EXCO and presentation Q2: Signed submission by Minister; approved SEIAS report Q3: Agenda of clusters and presentation Q4: Signed submission by Minister; OSBP Bill submitted to Cabinet for approval for public consultation.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A

One-Stop-Border Post Act	
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Availability of total population	OSBP Bill
Reporting cycle	Quarterly and annually.
Desired performance	OSBP Bill submitted to Cabinet for approval for public consultation.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services
	Who resolves internal disputes on performance reports / matters? DG

National Identification and Registration Act	
Indicator title	Tabling of the National Identification and Registration Bill in Parliament for processing.
Target title	National Identification and Registration Bill submitted to Cabinet for approval for public consultation.
Definition	An identity management framework (policy and legislation) is needed to address how the DHA will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information. It will also be necessary for the DHA to articulate how the digital administrative datasets under its control will be used to enable inclusivity, economic development and national security. The emerging macro policy framework on the management of personal information enjoins organs of state that handle personal information to establish a specific identity management framework (policy and legislation) to ensure compliance with the POPI Act. It also requires that where a system is classified as critical information infrastructure, a framework must be set in place to ensure compliance with the provisions of the Cyber Security Bill. The Official Identity Management Policy will be incorporated into the Policy Framework for the Management of Citizenship and Civil Registration. The legislation to be developed in support of the policy is the National Identification and Registration Bill.
Purpose / importance	The Official Identity Management Policy (OIDM) lays a policy foundation for repositioning the DHA as the provider of official identity and status services for citizens and residents. The Policy will strengthen the efforts of the department that are aimed at improving the quality and security of the personal information that is hosted by the department on its immigration and civics systems such as the National Population Register (NPR), Movement Control System (MCS), etc.
Source of data	Official Identity Management Policy and National Identification and Registration Bill.
Method of calculation / assessment	To calculate the recorded achievement, the actual performance per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the Bill submitted to cabinet for approval will be compared against the annual target to determine the level of achievement.
Means of verification	Q1: Agenda of EXCO and presentation Q2: Signed submission by Minister; approved SEIAS report Q3: Agenda of clusters and presentation Q4: Signed submission by Minister; Bill submitted to Cabinet
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A

National Identification and Registration Act	
Calculation type	Non-cumulative.
Availability of total population	OIDM policy and Identification and Registration Bill.
Reporting cycle	Quarterly and annually.
Desired performance	National Identification and Registration Bill submitted to Cabinet for approval for public consultation.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services.
	Who resolves internal disputes on performance reports / matters? DG.

DHA Act	
Indicator title	Tabling of DHA Bill in Parliament for processing of the Bill.
Target title	DHA Bill tabled in Parliament.
Definition	Anchor legislation is needed 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 DHA Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the department to be repositioned as a secure, modern department that is located within the security system.
	A secure and modern department is a department that delivers its services through digital platforms and is able to protect its services from cyber-crimes such as phishing, identity theft/fraud, hacking of the system, etc. DHA services enable national sovereignty, safety, peace and stability of the country. If the DHA is not secure, the security of all other institutions and every person in South Africa is at risk. For this reason, in March 2017 Cabinet approved 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, access to their systems and buildings (national key points), etc.
Purpose / importance	The new legislation will provide a constitutionally sound legal framework for repositioning the DHA as a modern and secure department with the following critical elements:
	• The DHA Act frames the mandate of DHA and empowers the Minister to declare certain functions of the department as essential services after consultation with relevant structures.
	• Provisions for a 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 department for vetting employees and accrediting all individuals who access the system and the 3rd party service providers. This will also entail undertaking threat and risk assessments to the system, by staff, citizens and non-citizens (on national security).
Source of data	The White Paper on Home Affairs, DHA current legislation, Public Service Act, Basic Conditions of Employment Act, DHA Draft Bill and research studies will be used as basis for drafting the DHA Act.
Method of calculation / assessment	To calculate the recorded achievement, the actual performance per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the actual achievement will be compared against the annual target to determine the level of achievement.

DHA Act	
Means of verification	Q1: Gazette for DHA Bill.
	Q2: Agenda of the clusters and presentation
	Q3: Signed submission by Minister
	Q4: Proof on DHA Bill tabled in Parliament.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative (Year-end).
Availability of total population	Draft of the DHA Bill.
Reporting cycle	Quarterly and annual reporting.
Desired performance	DHA Bill tabled in Parliament.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services
	• Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services.
	• Who resolves internal disputes on performance reports / matters? DG.

ACRONYMS

Acronym	Definition
ABIS	Automated Biometric Identification System
ACL	Audit Command Language
AFIS	Automated Fingerprint Identification System
AG	Auditor-General
APP	Advance Passenger Processing System (IMS)
	Annual Performance Plan (Planning)
AU	African Union
BACM	Biometric Access Control Management
BBBEE	Broad Based Black Economic Empowerment
BMA	Border Management Authority
BMCS	Biometric Movement Control System
BMD	Birth, Marriage and Death
CARA	Criminal Assets Recovery Account
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
COE	Compensation of Employees
COVID-19	Coronavirus Disease of 2019
DDG: CS	Deputy Director-General: Civic Services
DDG:HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DHET	Department of Higher Education and Training
DMA	Disaster Management Act

Acronym	Definition
DPME	Department of Performance Monitoring and Evaluation
DPW&I	Department of Public Works and Infrastructure
DPSA	Department of Public Service and Administration
EC	Electoral Commission
EDMS	Electronic Document Management System
EMCS	Enhanced Movement Control System
EOC	Enterprise Operational Centre
ERRP	Economic Reconstruction and Recovery Plan
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development Cluster
GEWE	Gender Equality and Women Empowerment
GGDA	Gauteng Growth and Development Agency
GPW	Government Printing Works
GWEA	Government Wide Enterprise Architecture
GSCID	Governance, State Capacity and Institutional Development Cluster
HANIS	Home Affairs National Identification System
HRM&D	Human Resource Management and Development
IA	Internal Audit
ICAO	International Civil Aviation Organisation
ICT	Information Communication Technology
ICTS	International Cooperation, Trade and Security Cluster
ID	Identity Document
IJS	Integrated Justice System
IMS	Immigration Services
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security (Cluster)
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex and Asexual or Allied
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation

Acronym	Definition
MINCOMBUD	Minister's Committee on Budget
MISS	Minimum Information Security Standards
MoU	Memorandum of Understanding
MPSA	Minister of Public Service and Administration
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NASP	National Annual Strategic Plan
NBMCC	National Border Management Coordinating Committee
NBRMTC	National Border Risk Management Targeting Centre
NDP	National Development Plan
NGO	Non-governmental Organisations
NIS	National Identity System
NIIS	National Immigration Information System
NPR	National Population Register
NSP	National Strategic Plan
NT	National Treasury
ORTIA	Oliver Tambo International Airport
OSBP	One-stop Border Post
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PFMA	Public Finance Management Act
PMO	Project Management Office
PNR	Passenger Name Record
PoE	Port of Entry
POPI	Protection of Personal Information
PPP	Public-Private Partnership
PR	Permanent Residence
RAASA	Refugee Appeal Authority of South Africa
RPPF	Represented Political Parties Fund

Acronym	Definition
RSA / SA	Republic of South Africa
SA	South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SARS-COV-2	Severe Acute Respiratory Syndrome Coronavirus 2
SCRA	Standing Committee on Refugee Affairs
SDG	Sustainable Developmental Goals
SDM	Service Delivery Model
SEIAS	Social Economic Impact Assessment System
SIPO	Strategic Indicative Plan of the Organ on Defence, Politics and Security
SOC	Security Operations Centre
SONA	State of the Nation Address
SPCHD	Social Protection, Community and Human Development Cluster
SSA	State Security Agency
SWOT	Strength, Weakness, Opportunity, Threat
TIC	Temporary Identity Certificate
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
U-AMP	User Asset Management Plan
UAT	User Acceptance Testing
UNHCR	United Nations High Commissioner for Refugee Affairs
VAS	Visa Adjudication System
VFS	Visa Facilitation Centre
WAIO	Who Am I Online
WPIM	White Paper on International Migration
4th IR	Fourth Industrial Revolution

Annexures to the Annual Performance Plan

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO STRATEGIC PLAN

STRATEGIC PLAN 2020/25 TARGETS

Outcome	Outcome Indicator / Measure	Baseline (2019)	Five year target (As per Strategic Plan tabled in March 2020)	Five year target (Reviewed)	Reason for Change
MTSF Priority: Social Cohesion and Safer Communities					
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Improved border protection and security	BMA legislation enacted BMCS piloted at two (2) additional ports of entry Draft Immigration Bill (including amendments to the Refugees Act) submitted to Minister for approval 160 law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation Pilot of e-Visa (Phase 1 – temporary residence visa for tourist module) in six (6) missions	BMA rolled out to: c 36 ports of entry c 10 segments of the land borderline and c Two (2) community crossing points Risk-based and strategic approach to immigration implemented in respect of: c Legislation implemented to support the White Paper on International Migration and Refugee Protection; and Secure entry, documented stay and departure of persons through the rollout of biometric functionality and law enforcement operations E-Visa rolled out to all selected countries (106) by 2025	BMA operational at 52 ports of entry, 10 land border law enforcement area segments with Border Guard and 2 community crossing points Admission and departure processes for travellers secured through technological advancements	Improved formulation of outcome indicator and target The original 5-year targets dealing with legislation, biometric functionality, law enforcement operations and e-Visa rollout were consolidated into the reviewed 5- year target dealing with "Admission and departure processes for travellers secured through technological advancements"
		Transaction Advisor appointed for the redevelopment of six (6) priority land ports of entry as one-stop border posts	Construction and redevelopment of six (6) priority land ports of entry as one-stop border posts completed by 2025	Six priority land ports of entry functional as one-stop-border-posts	Improved formulation of outcome indicator and target

Outcome	Outcome Indicator / Measure	Baseline (2019)	Five year target (As per Strategic Plan tabled in March 2020)	Five year target (Reviewed)	Reason for Change
MTSF Priority: Economic Transformation and Job Creation, A better Africa and World					
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Improved efficiency in adjudication of strategic visas as per set standard	88.5% (critical skills)	100% compliance with set service standards for risk-based and strategic issuance of visas and permits to grow the economy by 2024/25 as outlined in the annual performance plans for: • Permanent residence permits. • Business and general work visas. • Critical skill visas.	95% of critical skill visas adjudicated by 2024/25.	Improved formulation of outcome indicator
MTSF Priority: Social Cohesion and Safe Communities					
Efficient asylum seeker and refugee system in compliance with domestic and international obligations	Asylum seeker and refugee system fit for purpose (providing holistic view of asylum seekers and refugees)	New PI	Asylum Seeker and Refugee System implemented	Single view of asylum seekers and refugees	Improved formulation of outcome indicator and target
MTSF Priority: Capable, Ethical and Developmental State, Economic Transformation and Job Creation					
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Number of enabling documents issued to citizens and holders of permanent residence permits by 2024/25	3 810 000 (Smart ID cards = 3 million; Births within 30 days = 810 000)	Enabling documents issued to 100% of citizens and holders of permanent residence permits (A minimum of 14 930 000 enabling documents issued (Smart ID cards – 11 million, Births registered within 30 days – 3 930 000)	Minimum of 13 408 754 enabling documents issued	Improved formulation of outcome indicator and target
MTSF Priority: Capable, Ethical and Developmental State, Economic Transformation and Job Creation					
Secure population register to empower citizens, enable inclusivity, economic development and national security	Integrated identity system operational	Specifications for NIS approved by DG	NIS operational by 2025	Single view of citizens and foreigners	Improved formulation of outcome indicator and target

Outcome	Outcome Indicator / Measure	Baseline (2019)	Five year target (As per Strategic Plan tabled in March 2020)	Five year target (Reviewed)	Reason for Change
MTSF Priority: Capable, Ethical and Developmental State					
DHA positioned to contribute positively to a capable and developmental state	Regulatory framework in support of repositioned DHA reviewed DHA operating model fit for purpose	White Paper on Home Affairs submitted to Cabinet for approval Final draft of DHA Bill submitted to Cabinet for approval for public consultation	DHA Act implemented to effect repositioning of the department as a secure and modern department	DHA policies aligned to a repositioned DHA	Improved formulation of outcome indicator and target Reviewed target consolidates all relevant legislation such as the new Marriage Act, Citizenship, Immigration and Refugees Bill and DHA Act
		New PI	Service Delivery Model revised and implemented in line with repositioned DHA	Operating model aligned to the repositioned DHA as outlined in the White Paper on Home Affairs	Improved formulation of outcome indicator and target
		DHA Access model approved by MMM	DHA Access Model implemented in support of repositioning of the DHA		
		Communication Strategy implemented as per the communication plan	Communication Strategy implemented as per the communication plan		
		Counter corruption strategy implemented as per set targets	Counter Corruption Strategy for DHA implemented in terms of initiatives outlined in Annual Performance Plans		

ANNEXURE B: CONDITIONAL GRANTS

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
Not applicable				

ANNEXURE C: DHA ORGANOGRAM

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

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

The DHA has a need to review its organisational structure in order to reposition/ transform itself into an organisation that is responsive to the client needs. The road map since 2004 reflects that the organisational structure was reviewed in 2006, 2008, 2010 and 2012 respectively.

ORGANISATIONAL STRUCTURE

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                              MINISTER

SPECIAL ADVISOR                              SPECIAL ADVISOR

CHIEF OF STAFF                               CHAIRPERSON REFUGEES
                                             APPEALS AUTHORITY

CHAIRPERSON STANDING
COMMITTEE ON REFUGEE
AFFAIRS
                            DIRECTOR-GENERAL
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BRANCH CIVIC SERVICES	BRANCH IMMIGRATION SERVICES	BRANCH FINANCE & SUPPLY CHAIN MANAGEMENT	BRANCH INFORMATION SERVICES	BRANCH HUMAN RESOURCES MANAGEMENT & DEVELOPMENT	BRANCH COUNTER CORRUPTION & SECURITY SERVICES	BRANCH INSTITUTIONAL PLANNING & SUPPORT	PROJECT OFFICE BORDER MANAGEMENT AUTHORITY
CHIEF DIRECTORATE BACK OFFICE ID PROCESSING	CHIEF DIRECTORATE PORT CONTROL	CHIEF DIRECTORATE PROPERTY, EXPENDITURE & FINANCIAL ACCOUNTING	CHIEF DIRECTORATE INFORMATION SERVICES GOVERNANCE	CHIEF DIRECTORATE HR STRATEGY & PLANNING	CHIEF DIRECTORATE SECURITY SERVICES	CHIEF DIRECTORATE STRATEGY & INSTITUTIONAL PERFORMANCE	
CHIEF DIRECTORATE BACK OFFICE STATUS SERVICES	CHIEF DIRECTORATE ASYLUM SEEKERS AND REFUGEES MANAGEMENT	CHIEF DIRECTORATE SUPPLY CHAIN & ASSET MANAGEMENT	CHIEF DIRECTORATE APPLICATION MANAGEMENT	CHIEF DIRECTORATE PEOPLE MANAGEMENT	CHIEF DIRECTORATE INVESTIGATIONS	CHIEF DIRECTORATE LEGAL SERVICES	
CHIEF DIRECTORATE CIVIC SERVICES SUPPORT	CHIEF DIRECTORATE INSPECTORATE		CHIEF DIRECTORATE IN FRASTRUCTURE MANAGEMENT	CHIEF DIRECTORATE EMPLOYEE ENGAGEMENT	CHIEF DIRECTORATE PREVENTION & ANALYSIS	CHIEF AUDIT EXECUTIVE	
9 X PROVINCIAL MANAGERS	CHIEF DIRECTORATE PERMITS		CHIEF DIRECTORATE IT SERVICE MANAGEMENT	CHIEF DIRECTORATE LEARNING & DEVELOPMENT		CHIEF DIRECTORATE INTERSECTORAL COLLABORATION AND INTERNATIONAL SERVICES	
	CHIEF DIRECTORATE IMMIGRATION SERVICES SUPPORT		CHIEF DIRECTORATE SPECIAL INITIATIVES			CHIEF STATISTICAL OFFICER	

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Areas of Intervention	Medium Term (3 Years MTEF)					
	Project Description	District Municipality	Location: GPS Coordinates	Project Leader	Social Partners	Estimated Budgets
Infrastructure improvements	a) Whittlesea b) Alice c) Matatiele d) Nkomazi	a) Enoch Municipality b) Raymond Mhlaba Local Municipality c) Alfred Nzo Municipality d) Nkomazi Local Municipality	c 32.1760 S 26.7909 E c 32.788523 S 26.837115 E c 30.5483 S 28.8597 E c 25.7097 S 31.7195 E	Messrs V Nxasana/ C Swart	Municipalities Provincial Government DPW&I	a) R10 188 213 b) R13 099 242 c) R8 557 597 d) R8 000 000
Infrastructure improvements	Redevelopment of six land ports of entry	a) Beit Bridge: Vhembe District b) Ficksburg: Thabo Mofutsanyana District c) Kopfontein: Ngaka Modiri Malema District d) Lebombo: Ehlanzeni e) Maseru Bridge: Thabo Mofutsanyana District f) Oshoek: Gert Sibande District)	a) 22,228516 S 29,984812 E b) 28,876841 S, 27,879080 E c) 24,706391 S 26,093870 E d) 26,257651 S, 32,084058 E e) 29,314843 S, 27,477679 E f) 26,212681 S, 30,988281 E	BMA Commissioner	None	PPP process: R7 Billion (Projected cost to redevelop and maintain the six ports of entry which includes the three year construction period and the twenty year concession period)
Modernisation of offices	Automation of front office end processes	Offices in the process of being identified	In process of being determined	Ms G Sekhu	Service providers, IMS and CS	Dependent on offices to be identified
Connectivity of high volume health facilities	Connectivity of high volume health facilities to issue birth and death certificates on the spot	Health facilities in process of being identified	In process of being determined	Ms R Senona	Department of Health	Dependent on health facilities to be identified
Mobile units / offices	Deployment of mobile units to expand footprint coverage	All 9 provinces – as per provincial deployment plan	As per provincial deployment plans (work-in-process)	Mr M Modiba	Department of Basic Education District Municipalities	R2.7 million

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