

# 2021/22 ANNUAL Performance Plan



home affairs

Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA



*We Care!*

2021/22  
**ANNUAL**  
Performance Plan

DATE OF TABLING: MARCH 2021



## 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 2021/22.

**Mr Thulani Mavuso**  
Chief Information Officer

  
Signature

**Mr Gordon Hollamby**  
Chief Financial Officer

  
Signature

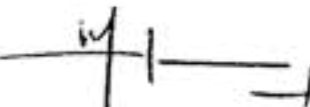
**Ms Nkidi Mohoboko**  
Human Resource Management and Development

  
Signature

**Mr Thulani Mavuso**  
Head of Planning

  
Signature

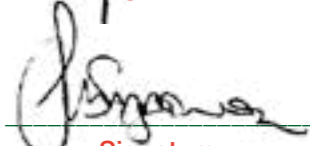
**Mr Jackson McKay**  
Immigration Services

  
Signature

**Mr Livhuwani Makhode**  
Accounting Officer

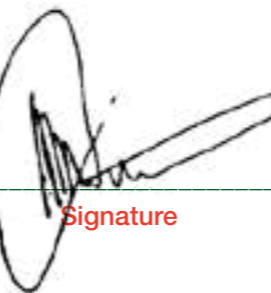
  
Signature

**Mr Thomas Sigama**  
Civic Services

  
Signature

Approved by:

**Dr P A Motsoaledi**  
Executive Authority

  
Signature

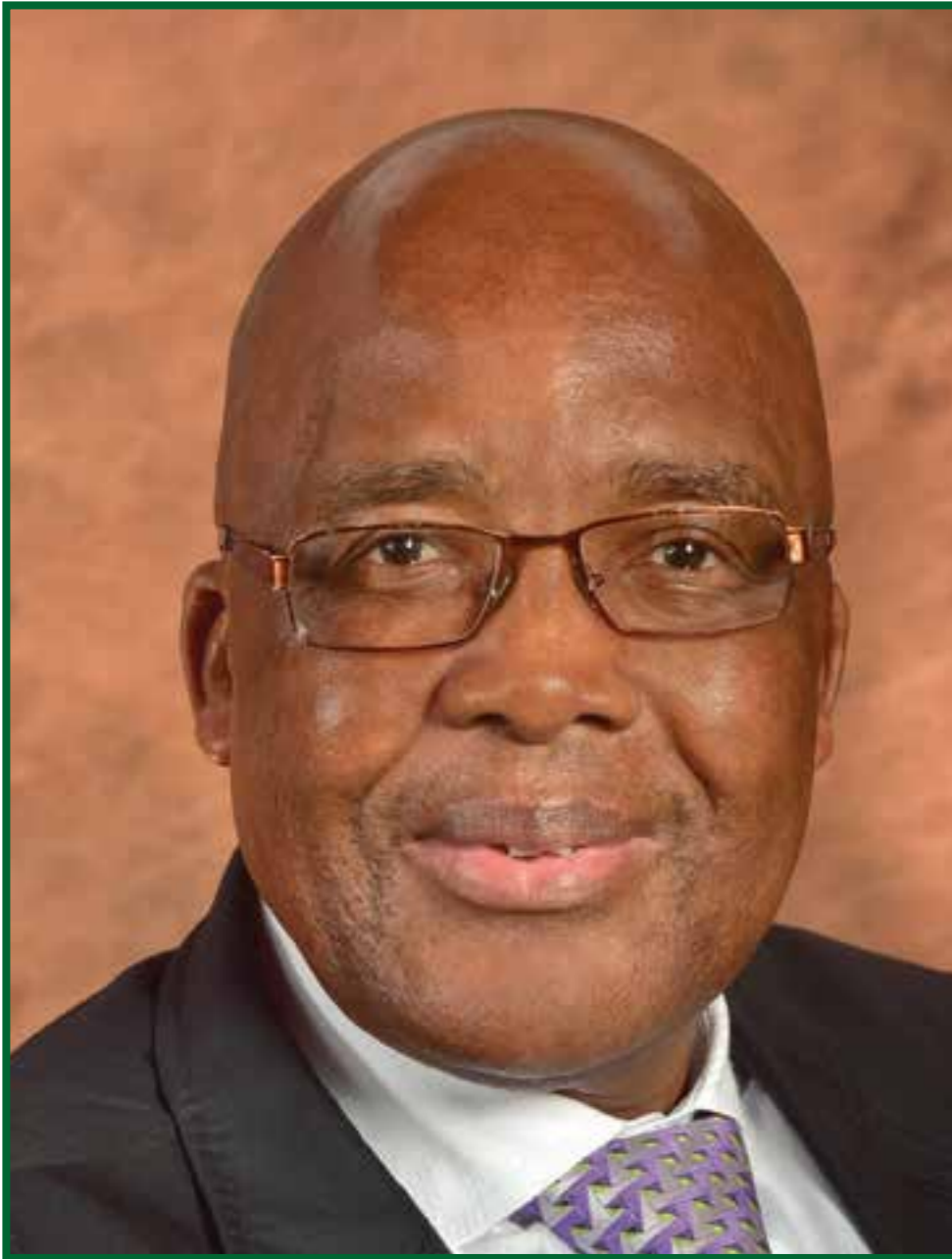
**Mr Vukani Nxasana**  
Counter Corruption and Security Services

  
Signature

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## EXECUTIVE AUTHORITY STATEMENT

As the Minister of Home Affairs, I would like to formally welcome the new Director-General of Home Affairs (DHA), Mr L T Makhode, who was appointed with effect from 01 December 2020. The Director-General joins the Department of Home Affairs during a very challenging chapter in the history of our country and the world. I want to assure the Director-General of our continued support during his tenure at the DHA.

The COVID-19 pandemic has had a significant impact on the world, the country and the DHA on numerous levels. On a human and personal level, the DHA was not spared the loss of lives of staff and their family members. Our thoughts and prayers are with everyone during this trying period. The pandemic has also taken an emotional toll on our staff who have continued to diligently serve the public despite difficult and trying circumstances. I would like to express my heartfelt appreciation to our staff for their dedication and commitment to service delivery during this unprecedented, uncertain and very difficult period. In respect of service delivery, the introduction of the national state of disaster and the risk adjusted strategy with effect from 26 March 2020 necessitated the DHA to limit and even suspend some of its services to be rendered during the various stages of the lockdown levels as prescribed by regulations in compliance with the national state of disaster. The economic impact of the pandemic has been severe on the country and will continue for the years to come. This is evident from the economic hardship brought about by the pandemic on many South Africans who have lost a significant part of their income and in many instances their entire livelihoods. In the same vein, departments and organs of the state are subjected to severe reductions in their budget baseline allocations, a situation which will prevail with us for some time to come.

The DHA will however continue to implement its broad mandate despite the uncertain and dire economic situation the country finds itself in. The DHA will have to adapt to what is referred to as the “new normal” in all aspects of life. The mandate of the DHA is rooted in the Constitution and touches the lives of every South African and visitor to the country.

The core immigration mandate is to facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa (RSA); confirm and provide enabling documents to foreign visitors legally residing within the RSA; enforce immigration legislation and effect deportations; determine the status of asylum seekers and regulate refugee affairs; and contribute towards realising a positive skills migration trend into South Africa. Immigration services is managed in accordance with a strategy that is based on three common objectives - ensuring

sovereignty and national security; advancing the national development agenda; and ensuring stability and public safety.

The civics branch is the custodian of the National Population Register (NPR), which contains the records of all citizens and permanent residents, including changes in civic status, such as marriage and death. Services to citizens include issuing enabling documents after these citizens’ status have been confirmed, such as birth, marriage and death certificates and travel documents. Verification of identity is a service that is rendered to all government institutions, banks and other private sector institutions. The Deputy Minister will, in his foreword, elaborate on the civic priorities for the medium term.

The importance of the DHA for the state and society was again realised by the onset of the COVID-19 pandemic. Millions of South Africans depend on the DHA to access other essential services such as banking, education, housing and social services. The DHA interfaces with the public on a daily basis. The rendering of civic services such as birth and death registration are fundamental to society continuing to function in an orderly manner. 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.

With regard to the APEX priorities identified as part of the Medium Term Strategic Framework (MTSF) for 2019 to 2024, the DHA will contribute directly, firstly, to economic transformation and job creation through the implementation of a revised visa regime and the issuance of permits to grow the economy; secondly to social cohesion and safe communities through the incremental establishment and operationalisation of the Border Management Authority (BMA), the rollout of biometric functionality to selected ports of entry and the implementation of the DHA Automated Biometric Identification System (ABIS); thirdly to a capable, ethical and developmental state through repositioning the DHA by means of implementing new service delivery, operating and organisational models supported by the required policy and legislative framework; and lastly to a better Africa and world through the introduction of a world-class e-Visa regime including the phased rollout of the e-Visa system. These priorities are in addition to the enabling role the DHA plays in supporting the private sector and government in the execution of their duties.

The execution of these commitments will drive the DHA strategic agenda over the medium term. The establishment and incremental operationalisation of the BMA is central to resolving the border management challenges of the country which are well-known and well documented. The BMA Act, 2020 (Act No 2 of 2020) was assented to by the President in July 2020 and the DHA is working full steam to prepare for the

rollout of the BMA. In respect of the immigration and refugee management policy, the White Paper on International Migration was approved by Cabinet on 29 March 2017. I have directed the DHA in March 2020 to review the immigration policy based on court judgements impacting on the management of international migration, asylum seeker management and citizenship in South Africa; the lack of a clear policy to manage asylum seeker management and refugees in South Africa; the effects of COVID-19 on the South African economy; and the inability of the 2017 White Paper to fully support national development. The DHA will develop a new White Paper for the Management of Citizenship, International Migration and Refugee Protection over the medium term. The DHA will also develop a new marriage policy and legislation that is based on constitutional values (for example equality, non-discrimination and human dignity) and the understanding of modern societal dynamics.

In line with the Protocol on the Facilitation of Movement of Persons, the DHA identifies countries to be exempted from visa requirements on a regular basis. Visa exemptions contribute to the attraction of tourism and supports the free trade agreement which is vital to the continent’s economic development. In order to ease the movement of travellers, the DHA will continue to implement lasting multiple entry visas to frequent travellers for tourism, business persons and academics. This promotes migration and movement within the continent and attracts global foreign business and tourism interests. South Africa experiences a mixed migration flow and we need to ensure that asylum seekers can be received in a manner that is secure, efficient and gives way to the effective management of asylum seekers and refugees. Immigration must encourage and support participation aimed at social cohesion and local integration of foreign nationals.

The DHA is reliant on systems, networks and technology for efficient and effective service delivery. This places an immediate priority on the DHA to ensure that projects such as the new Biometric Movement Control System (BMCS), e-Permitting / Visa, e-Gate and ABIS projects are implemented as a matter of urgency. Technology must support and reduce the effort required by officials to improve the execution of the immigration and civics mandate.

These priorities outlined above form a critical part of the eight priorities which I have set for the DHA. Focused attention will also be placed on issues such as early birth registration and improving operational efficiencies in frontline offices. The DHA will also make a meaningful contribution to the fight against gender-based violence and femicide. The focus of our interventions will include other groups such as the youth and persons with disabilities. The DHA will also contribute towards the implementation of the District Development Model (DDM).

The public and other stakeholders have very high expectations from the Department of Home Affairs. The DHA will need to implement this very ambitious strategic agenda in a very difficult environment and under constrained circumstances. I therefore call upon all stakeholders and role-players in government and the private sector to support the DHA in this regard.

I hereby endorse the 2021/22 Annual Performance Plan of the Department of Home Affairs.

**DR PA MOTSOLEDI, MP**  
**MINISTER OF HOME AFFAIRS**



## DEPUTY MINISTER STATEMENT

As the Deputy Minister of Home Affairs, I have assumed the responsibility for specific civic services related matters, 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 impact of the COVID-19 pandemic has an adverse effect within the civic services' environment. The majority of service delivery takes place within the civics environment and all citizens are at some stage of their life-cycle clients of the Department of Home Affairs. The DHA, as the sole provider of essential civic services, was severely impacted on by the introduction of the national state of disaster and risk adjusted strategy aimed at containing the spread of the virus. The various lockdown levels have been characterised by the provision of limited DHA services at each of the levels; a reduced staff complement and uncertainty regarding the duration (commencement and ending) thereof. An ongoing risk is the potential closure of front offices and other service delivery points due to a resurgence of increased infections.

The civic services' operations and performance targets are centred on the processing of high volumes of clients visiting Home Affairs offices. In addition, the use of equipment to process applicants and efficient turnaround times are key to effective service delivery. The implementation of the lockdown regulations posed significant challenges on how the civics services branch manages the processing of services. For the modernised front offices, the end-to-end business processes can only be completed if biometrics are captured in the traditional manner of contact between the client and equipment. This feature is critical in securing the National Population Register as well as the attainment of annual performance plan targets. The lockdown regulations have impacted on a number of DHA business processes during the pandemic wherein the DHA has had to manage restricted movement of people, practice social distancing and conduct regular sanitising of workspaces and equipment.

Frontline and back office operations have been severely impacted on by the first and second wave of COVID-19. During the third quarter reporting period from October to December 2020, 80 of our offices had to be closed resulting in 307 lost working days. Access to health facilities was also impacted on as DHA working spaces within health facilities were converted into COVID-19 testing areas, wards did not allow DHA staff on premises and the closure of maternity wards due to COVID-19 cases being detected. A total of 14 256 live births could not be registered in the Eastern Cape, KwaZulu-Natal and Western Cape due to officials being barred from accessing the

health facilities during the third quarter of the 2020/21 financial year. For the period April to December 2020, a total of 232 066 smart ID card applications could not be processed due to lost working hours. In respect of birth registration, clients were also reluctant to visit DHA offices within one month of giving birth for fear of exposing their newly born babies to rising infections (COVID-19) and this resulted in births being registered outside the 30 day threshold.

The DHA service delivery environment continues to be constrained by human resource capacity challenges in especially frontline offices. More than 400 posts have been lost since February 2018 due to the restrictive compensation of employees' baseline that the DHA has had to adhere to. This is a key contributing factor to long queues at DHA front offices and service delivery points. Despite the adverse conditions and uncertain environment, the DHA has continued to render much needed services to citizens in order to enable them to access their rights and services. The importance of the use of technology to facilitate secure, efficient and effective service delivery must be at the forefront of the DHA's strategic agenda.

The registration of birth within 30 days remains one of the key departmental priorities as early birth registration should be the only entry point into the National Population Register. Section 28 of the Constitution of South Africa specifically refers to the right of a child to have a name and a nationality from birth. This is a very important aspect of ensuring a person's human dignity as it connects a child to his or her family, and enables participation in society. Birth registration also provides a valuable source of data for national planning purposes, for example, for education planning purposes and immunisation programmes. The DHA will continue to expand access to services at health facilities with maternity wards over the medium term. The early registration of birth will also reduce the need for late registration of birth applications. Concerted efforts will be made to encourage the public to register births and deaths at hospitals in order to release pressure on conventional DHA offices, especially during the pandemic.

The provision of identity documents to citizens and eligible groups is central to citizens being able to access rights and services. The DHA commenced with the launch and issuance of smart ID cards in 2013. The smart ID card holds a number of benefits for the country such as the reduction of risk of fraud caused by dual systems in offices, the enablement of e-Government and e-Commerce through digital technology and instant verification of identity. The smart ID card is also a key contributor to nation building and social cohesion. Despite the uncertain times and conditions we find ourselves in, the issuance of smart ID cards to learners will remain a key focal point for the DHA in the 2021/22 financial year by making use of campaigns and outreaches. The ultimate aim is to replace the green barcoded ID book with smart ID cards and expedite the issuance of smart ID cards to all eligible groups. The DHA is in the process

of putting key enablers in place to make this possible through, for example, the use of technology, partnerships with stakeholders and improving other modes of access to services. The public will be reminded on a regular basis to collect their identity documents once ready for collection.

The beneficial role of technology has really come to the forefront during the COVID-19 pandemic. The modernisation programme will therefore focus on improving connectivity to offices and service points in order to provide a stable and reliable service. The digitisation of records is a key enabler for the DHA to improve service delivery and especially turnaround times for services such as unabridged birth, marriage and death certificates as well as the amendment and rectification of personal particulars. The DHA will collaborate with relevant institutions to achieve this goal.

I want to make use of this opportunity to convey my appreciation to the staff and management of the DHA for their dedication and resolve to continue with service delivery despite the adverse impact of the COVID-19 pandemic.

**MR N NZUZA, MP**  
**DEPUTY MINISTER OF HOME AFFAIRS**



## ACCOUNTING OFFICER STATEMENT

It is indeed an honour and privilege for me to serve my country in the capacity of Director-General of the Department of Home Affairs. I assumed duty on 01 December 2020 and now realise what it means to "hit the ground running". I am fully aware of the magnitude of the task at hand but can assure you of my utmost dedication and commitment to make a difference in the lives of all South Africans and visitors to the country. The Minister and Deputy Minister have outlined the strategic agenda of the DHA, specifically for immigration and civic services. It will be the responsibility of my management team and myself to implement these priorities under very difficult circumstances.

Since assuming duty, I have once again realised the centrality and importance of the DHA to government's strategic and service delivery agenda and the huge impact the mandate of the DHA has on the lives of especially South Africans. The COVID-19 pandemic and the declaration of a national state of disaster have brought to the fore the huge role the DHA has in government despite the difficult circumstances and conditions that prevail. There are civic services without which society cannot function and the closure of the country's borders have demonstrated the detrimental impact thereof on the economy and outcomes of government.

The DHA has a critical role to play in the establishment of a developmental and capable state and to confront the triple challenge of poverty, inequality and unemployment as encapsulated in the National Development Plan (NDP) 2030. 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. The DHA must continue to drive integrated and coordinated border management to ensure that our borders are effectively protected, secured and well-managed. The DHA is central to harnessing the 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 which will attract more investment into the country. Some significant progress has been made in a number of these areas but the speed of implementation will need to be intensified over the medium to long term.

The development of the Strategic Plan for 2020 to 2025 and subsequent Annual Performance Plans in support of the Strategic Plan are based on the Medium Term Strategic Framework (MTSF) priorities of government for 2019 to 2024. Emphasis will be placed on the further implementation of a risk-based approach to immigration through the incremental establishment and operationalisation of the Border Management

Authority (BMA); the redevelopment of the six priority land ports of entry as one-stop border posts; the rollout of biometric functionality to identified ports of entry and the introduction and rollout of the e-Visa system. The management of immigration must be risk-based and intelligence led – integrated across international borders and domestic environments. The purpose of adhering to a risk methodology is to ensure that persons travelling to the country can be profiled well in advance; testing the credibility of travel documentation, personal identity and running background checks on the possible listings against national and international stop-lists.

Developing the DHA as a modern, optimally functioning department that embraces technology to fulfil its mandate; making the DHA secure; cooperating to promote national security; and positioning the DHA at the centre of a capable state by ensuring we have a workforce with the required skills, and using the Learning Academy where skills are lacking, will be significant over the medium term. Information technology is critical to our modernisation agenda. The DHA needs to accelerate the implementation of key initiatives such as the National Identity System (NIS), Automated Biometric Identification System (ABIS), Biometric Movement Control System (BMCS) and electronic visa application system. The fight against corruption will continue. This is a cause to which we should all contribute by reporting suspected wrongdoing and questionable actions to the relevant structures.

The DHA is at a very exciting phase of its development as an organisation but will need to implement its very ambitious strategic agenda in an ever-changing and constrained economic and fiscal environment, not only in the 2021/22 financial year but also in the years to come. The onset of the COVID-19 pandemic in 2020 has exacerbated an already bleak economic outlook for the country. Departments must implement existing and new priorities with allocated baselines which have been dramatically reduced. The compensation of employees (CoE) and non-CoE budget of the DHA has been reduced by R2.4 billion for CoE and R856 million for non-CoE over the 2021/22 to 2023/24 Medium Term Expenditure Framework (MTEF) period in addition to the baseline cuts of R779 million in 2020/21. Despite these baseline reductions, the client expectations from the DHA in terms of service delivery remain high.

The DHA is a labour intensive organisation and the restrictive compensation of employees' baseline will place further strain on an already depleted DHA workforce. The DHA is currently functioning at around 42% of its approved capacity. This situation is untenable in the long term. The inability of the DHA to fill specialist posts, critical management and functional posts in the frontline will impact negatively on national security, departmental performance and the execution of the DHA strategic agenda. The reduction in the goods and services' baseline has already necessitated the postponement of critical projects such as the passenger name record.

The DHA will need to find innovative ways of dealing with the dire financial situation it finds itself in. In respect of human resource capital, a number of initiatives have already been implemented or are in the process of being implemented to improve the optimal utilisation of human resources and the development of skills. Other avenues to be explored include partnerships with stakeholders such as the banking fraternity, donor funding and the increase in tariffs and fees for DHA services.

We must embrace the challenge of providing excellent service delivery. The COVID-19 pandemic has emphasised the need for innovation in respect of service delivery as well as back office functions. Technology must be used to create an enabling environment to facilitate secure, safe, effective and efficient service delivery. The DHA modernisation programme is therefore central to this aspect. The DHA will rely heavily on its implementation partners in the public and private sector to achieve this goal.

The Annual Performance Plan for 2021/22 contains the strategic priorities of the DHA. Besides the strategic priorities there are also a number of operational priorities that will receive dedicated attention to ensure that an enabling environment is created to facilitate secure, safe, efficient and effective service delivery. A key aspect is to ensure a stable and reliable network environment and ICT infrastructure.

The value system of the DHA together with the Batho Pele principles must inform the DHA service delivery ethos. Values such as being people-centred and caring; professionalism; being ethical and having integrity; efficiency, effectiveness and innovation must become part of the DHA service delivery fabric. The DHA needs to ensure that its strategy and values are cascaded down to the lowest level in the organisation and that all managers and staff are aware of their role in improving the lives of citizens and advancing the strategic agenda of the government and the DHA. Renewed emphasis will be placed on the importance of organisational and individual performance management and making performance visible to staff.

The priorities and commitments in the DHA Annual Performance Plan for 2021/22 were crafted with due consideration of the fluid, uncertain and unpredictable environment we have to operate in. We need to remain vigilant and not let our guard down as we continue to serve our people. Service delivery activism and the fight against COVID-19 mean that we all need to go the extra mile to ensure that citizens spend as little as possible time in our offices. The pandemic demands of us to do things differently. Let us pull together to ensure that our people are served in compliance with the government's COVID-19 guidelines, and that each person who comes to our offices is assisted on their first visit or soon afterwards. I will rely on the DHA management, staff and stakeholders to assist the DHA with the implementation of this annual performance plan.

I would like to thank the Minister, Deputy Minister, stakeholders and staff for their continued support and commitment to the cause.

**MR L T 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:

- 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

## VALUE STATEMENT

The Department of Home Affairs is committed to being:

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

## DHA 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

## DHA OUTCOMES

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

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

## KEY STRATEGY COMPONENTS FOR 2021/22

|   |   |   |   |  |   |
|---|---|---|---|--|---|
| <p><b>Home Affairs Contribution to Government APEX Priorities</b></p> <ul style="list-style-type: none"> <li>• Economic Transformation &amp; Job Creation</li> <li>• Social Cohesion &amp; Safe Communities</li> <li>• A Capable, Ethical &amp; Developmental State</li> <li>• A better Africa &amp; World</li> </ul> | <p><b>Vision</b></p> <p>A South Africa where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security</p>   |   |   |  |   |
|   | <p><b>Mission</b></p> <p>The DHA carries out its mission in line with its commitment to citizen empowerment and inclusivity, economic development and national security, by:</p> <ul style="list-style-type: none"> <li>• Being an efficient and secure custodian of citizenship and civil registration</li> <li>• Securely and strategically managing international migration</li> <li>• Efficiently managing asylum seekers and refugees</li> <li>• Efficiently determining and safeguarding the official identity and status of persons</li> </ul>   | <p><b>Values</b></p> <ul style="list-style-type: none"> <li>• People-centred and caring</li> <li>• Patriotic</li> <li>• Professional and showing leadership</li> <li>• Effective, efficient and innovative</li> <li>• Ethical and having integrity</li> <li>• Security conscious</li> <li>• Development oriented</li> </ul> | <p><b>Mandate</b></p> <p>The DHA's services are divided into two broad categories: civic services and immigration services.</p> <p>Mandate 1: Management of citizenship and civil registration</p> <p>Mandate 2: Management of international migration</p> <p>Mandate 3: Management of refugee protection</p> |  |   |
|   | <p><b>Impact Statement</b></p> <p>A modern and secure DHA with the required policy, legislation, systems and capacity, thereby enabling citizen empowerment, inclusive development and national security</p>  |   |   |  |   |
|   | <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments</li> <li>• Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations</li> <li>• Efficient asylum seeker and refugee system in compliance with domestic and international obligations</li> <li>• Secure population register to empower citizens, enable inclusivity, economic development and national security</li> <li>• DHA positioned to contribute positively to a capable and developmental state</li> </ul> | <p><b>Programme 1: Administration</b></p> <p><b>Purpose:</b> Provide strategic leadership, management and support services to the Department.</p> <p><b>Sub-programmes:</b> Ministry, Management Support Services, Corporate Services, Transversal Information Technology Management, Office Accommodation</p>              | <p><b>Programme 2: Citizen Affairs</b></p> <p><b>Purpose:</b> Provide secure, efficient and accessible services and documents for citizens and lawful residents.</p> <p><b>Sub-programmes:</b> Citizen Affairs Management, Status Services, Identification Services, Service Delivery to Provinces</p>        | <p><b>Programme 3: Immigration Affairs</b></p> <p><b>Purpose:</b> Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa, determine the status of asylum seekers, regulate refugee affairs and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration enforcement.</p> <p><b>Sub-programmes:</b> Immigration Affairs Management, Admission Services, Immigration Services, Asylum Seekers</p> | <p><b>Programme 4: Institutional Support &amp; Transfers</b></p> <p><b>Purpose:</b> Transfer of funds to constitutional institutions and public entities.</p> <p><b>Sub-programmes:</b> Electoral Commission, Represented Political Parties, Fund Border Management Authority</p> |



# PART A

## Our Mandate

## PART A: OUR MANDATE

### 1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

In the DHA planning instruments, the mandate of the DHA is divided into two broad categories, namely civic services and immigration services. As part of the repositioning exercise of the DHA, the mandate of the DHA was broken down into:

- Mandate 1: Management of citizenship and civil registration
- Mandate 2: Management of international migration
- Mandate 3: Management of refugee protection
- Mandate 4: Responsibility for the population register

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. During the legal drafting process, the DHA decided to review the mandate statements. It became clear that the fourth mandate that deals with responsibility for the population register, is not a legislative mandate but a critical enabler for the DHA to deliver on its mandate. It is against this background that the exclusive mandate of the DHA will be limited to three mandate statements:

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

Pursuant to the Cabinet approval of the Home Affairs White Paper in 2019, a need has been identified for new mandate policy papers 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), International Migration 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. To this end, the DHA will be developing the following policy during the current Medium Term Strategic Framework period:

- White Paper on the Management of Citizenship, International Migration and

Refugee Protection. This will include the review of certain provisions of the 2017 White Paper on International Migration in line with the legal opinion and other developments. It will incorporate the work that is currently underway on the development of the Marriage and Official Identity Management policies. The new White Paper will facilitate the integration of all core mandate policies and legislation and enable the seamless management of the following policy areas:

- Management of Civil Registration (Birth, marriage and death registrations);
- Management of Citizenship;
- Management of International Migration for development; and
- Management of Refugee Protection.

South Africa adopted a new White Paper on International Migration in 2017. The White Paper positions South Africa to manage migration for development while ensuring national security. The current Immigration Act fails to recognise and appreciate the nexus between management of citizenship, international migration and refugee protection. The following legislation is currently administered by the DHA in order to fulfil the international migration and refugee protection mandates:

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

Despite having adopted the White Paper on International Migration fairly recently, a need has been identified for overhauling the policy framework so that it makes provision for the drafting of a new legislation. Other developments that necessitate a new policy include the economic impact of the COVID-19 pandemic and the need to align with the Labour Migration Policy that is being developed by the Department of Employment and Labour.

As far as the management of citizenship and civil registration is concerned, the DHA has managed its services without a policy that is grounded on the vision of a new South Africa. That is, the Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to all its people. Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. The DHA plays a critical role in enabling the realisation of this vision. However, 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 civil registration and citizenship through the amendment of existing legislation. The following legislation is currently being administered by the DHA in order to fulfil the citizenship and civil registration 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);
- Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003); and
- Identification Act, 1997 (Act No. 68 of 1997).

A need has been identified for a new policy that will enable the consolidation of the core mandate legislation into a single legislation that enable the fulfilment of constitutional and international obligations. Therefore, during the 2020/21 financial year the DHA began with the process of developing a White Paper on the Management of Citizenship, International migration and Refugee Protection which will lay a policy foundation for drafting a single Citizenship, Immigration and Refugees Act.

The new white paper and legislation will also provide guidance on the management of statelessness in the country. It is envisaged that the policy 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).

In terms of the DHA contribution to the National Strategic Plan on Gender-Based Violence and Femicide: 2020 to 2030 (NSP), the DHA is part of government's machinery to implement South Africa's National Policy Framework for Women's Empowerment and Gender Equality (National Gender Policy Framework). The National Gender Policy Framework requires the DHA to implement gender equality and women empowerment (GEWE) imperatives within its purview as well as to provide support to other government departments to implement their GEWE programmes in general. Part of that work includes ensuring that women and other vulnerable groups in society are protected from harassment and violence. The National Strategic Plan on Gender Based Violence and Femicide: 2020 to 2030 was developed in this pursuit. Its vision is to have a South Africa free from gender-based violence directed at women, children and LGBTQIA+ persons.

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) 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, 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 as a strategic priority the implementation of a new marriage act to regulate all marriages. 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:

- Key intervention: Amend key legislation relating to gender-based violence and femicide; build onto legislative reforms initiated under the Emergency Response Plan.
- Key activity: Amendment of Customary Marriages Act – registration of marriages, recognition of cross-national marriages, same sex marriages.
- 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 also included in the performance agreements of senior managers.

Regarding the policy development programme, in the 2021/22 financial year the DHA will focus on the development of the following policy papers:

- Green Paper on the Management of Citizenship, International Migration and Refugee Protection which is a precursor to the White Paper on the Management of Citizenship, International Migration and Refugee Protection;
- Official Identity Management Policy;
- Marriage Policy; and
- One-Stop Border Post Policy.

The legislative programme for the DHA for 2021/22 will focus on the following:

- 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.
- The Security Printers Bill seeks to provide for the regulation of security printing relating to the state and for the Government Printing Works 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.
- The purpose of the Electoral Laws Amendment Bill is to, amongst others, amend the following:

- a) Electoral Commission Act, 1996 (Act No. 51 of 1996) so as to streamline the provisions for the registration of political parties; to provide for the registration of parties in respect of particular provinces, district and metropolitan municipalities and to repeal provisions relating to registration of parties in respect of particular local municipalities;
  - b) Electoral Act, 1998 (Act No. 73 of 1998) focusing on amending the provisions regarding public access to the voters' roll; to update references to repealed legislation; to amend provisions allowing voters to vote in a voting district where they are not registered; to amend provisions relating to the submission of lists of candidates; to amend provisions relating to special votes in elections for the National Assembly; to authorise the Commission to prescribe a different voting method; to amend provisions relating to the procedure concerning provisional results and voting materials; and;
  - c) Local Government: Municipal Electoral Act, 2000 (Act No. 27 of 2000) to provide for a different voting procedure for those voters whose names appear on the voters' roll, without addresses; to provide that a mistake in the certified segment of the voters' roll or a final list of candidates does not invalidate that segment of the voters' roll or list of candidates; and to provide for the Electoral Code of Conduct binding every party and candidate contesting an election.
- The Border Management Authority Bill, 2016 was assented to and signed by the President on 16 July 2020 as an Act of Parliament (Act No. 2 of 2020). The DHA is in the process of finalising the drafting of the regulations and the necessary proclamations to bring into operation the said Act.

## BIRTHS, MARRIAGES AND DEATHS

- Births and Deaths Registration Act, 1992 (Act No 51 of 1992);
- Regulations on the Registration of Births and Deaths, 2014;
- Marriage Act, 1961 (Act No 25 of 1961);
- Regulations made under the Marriage Act, 1961;
- Recognition of Customary Marriages Act, 1998 (Act No 120 of 1998);
- Regulations made under the Recognition of Customary Marriages Act, 1998;
- Civil Union Act, 2006 (Act No 17 of 2006); and
- Civil Union Regulations, 2006.

## IDENTITY DOCUMENTS AND IDENTIFICATION

- Identification Act, 1997 (Act No 68 of 1997);
- Identification Regulations, 1998; and
- Alteration of Sex Description and Sex Status Act, 2003 (Act No 49 of 2003).

## CITIZENSHIP

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

## TRAVEL DOCUMENTS AND PASSPORTS

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

## LEGISLATIVE MANDATE: IMMIGRATION

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

## OTHER PRESCRIPTS RELEVANT TO THE MANDATE OF HOME AFFAIRS

- The Constitution of the Republic of South Africa, 1996;
- Promotion of Access to Information Act, 2000 (Act No 2 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000);
- The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;
- The basic agreement between the Government of the Republic of South Africa and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;
- The 1951 United Nations Convention Relating to the Status of Refugees;
- The 1967 Protocol Relating to the Status of Refugees;
- The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996;
- The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997; and
- Protection of Personal Information Act, 2013 (Act No 4 of 2013).

## OTHER LEGISLATIVE MANDATES

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

The DHA transfers funds to institutions 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:

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

- The Government Printing Works (GPW)
- Border Management Authority (BMA)
  - 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:

- The inclusion of all citizens in democracy and development is enabled by providing them with a status and an identity that gives them access to rights and services. This must be done in an efficient, effective, professional and secure manner.
- A further priority for the DHA is to facilitate the acquisition of the critical skills needed for economic growth as determined by the Department of Higher Education and Training (DHET) to build our own skills base.
- The DHA must continue to drive integrated and coordinated border management to ensure our borders are effectively protected, secured and well-managed.
- The DHA could play a key role in enabling regional development by working

with SADC countries through the Department of International Relations and Cooperation (DIRCO) to establish efficient, secure and managed migration.

- The DHA is central to harnessing 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 this will attract more investment.

For the 2019 to 2024 MTSF, government has identified the following seven (7) APEX priorities to achieve the objectives of the NDP:

- A capable, ethical and developmental state.
- Economic transformation and job creation.
- Education, skills and health.
- Consolidating the social wage through reliable and quality basic services.
- Spatial integration, human settlements and local government.
- Social cohesion and safe communities.
- A better Africa and world.

In terms of the APEX priorities, the DHA contributes directly to: economic transformation and job creation; social cohesion and safe 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  | MTSF Commitment 2024   |
|--|---|---|--|
| Economic Transformation and Job Creation | Outcome 4 – Decent employment through inclusive economic growth | Securing the identity of citizens and foreigners<br><br>Design and implementation of the National Identity System (NIS)<br><br>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  | MTSF Commitment 2024   |
|--|---|---|--|
| Social Cohesion and Safe 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<br><br>Continue with the implementation of a risk-based approach to immigration<br><br>Provision of enabling documents to access rights and services, for example early birth registration and smart ID cards | BMA incrementally established by 2021/22<br><br>BMA operational at 36 ports of entry; 10 segments of the land border law enforcement area and 2 community crossing points by 2023/24<br><br>(The DHA submitted a revised input to the DPME for the revised MTSF in October 2020)<br><br>100% of selected ports of entry equipped with biometric functionality<br><br>Implementation of DHA Automated Biometric Identification System (ABIS) 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   | -  |

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

- Establish an effective BMA;
- Complete the modernisation programme;
- Comprehensive review of the immigration policy;
- Upgrade the six (6) key land ports of entry; and
- Improved client experience through leadership (Moetapele).

These priorities are 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. The ministerial priorities have been expanded for the 2020 to 2025 cycle to include the following:

- Issuance of critical skills visas;
- Early birth registration (including expanding connectivity at health facilities); and
- Rollout of the “War on queues” concept.

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

- 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 BMA, etc. The repositioning programme has identified six key priorities to be addressed, namely:

- Policy and legislation;
- Service delivery, operational and organisational models;
- Modernisation programme;
- A capable and developmental department;
- Revenue generation; and
- Service delivery channels and purpose-build infrastructure.
- The continued ICT modernisation of the DHA, including critical projects such as the National Identity System, Automated Biometric Identification System and ensuring network stability.
- A comprehensive review of policy and legislation linked to the core mandate of the DHA.
- 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.
- Accelerated rollout of the smart ID card to all eligible persons. The main aim is to ensure eligible citizens are in possession of smart ID cards and to ultimately discontinue the issuance of the green barcoded ID book.
- The formation of public-private partnerships (PPP) to assist with economical, effective and efficient service delivery, for example the appointment of a permitting business partner and a permanent DHA head office.
- 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.
- To obtain and maintain a clean audit outcome.
- The digitisation of records to improve the turnaround times in dealing with requests from citizens and foreigners.

The speed and pace of the implementation of these priorities will depend on the availability of adequate resources, both in respect of human capital and financial funding.

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 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

#### 4.1 INTERNAL ENVIRONMENT ANALYSIS

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 impacted on the strategic planning process for the 2021 to 2024 period 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 2021/24 period, namely:

- a) The reduction of the DHA vote baseline for 2021 to 2024 by R3.2 billion over the MTEF period. This includes a R2.4 billion cut in the compensation of employees' budget. The capacitation of certain critical areas in the DHA (such as Information Services, Policy and Legal Services) remain a top priority if the DHA is to meet its strategic agenda.
- b) The emerging of new priorities, for example developing a new policy on Nationality (Citizenship), International Migration and Refugee Protection.
- c) The assenting to of the Border Management Authority (BMA) Act by the President in July 2020 and the impact thereof on the DHA.
- d) The continued implementation of the DHA Repositioning Programme and specifically the proposed introduction of a repositioning programme management office (PMO) to drive this programme.

For the 2021/22 strategic planning cycle, the DHA continued with the scenario approach for target setting due to the prolonged effect of the COVID-19 pandemic. The setting of civic and immigration service targets is accompanied by a high level of risk such as the possibility of the country or sections of the country reverting back to previous lockdown levels, a second or even further spikes in the infection rate and the possible closure of a significant number of DHA offices / health facilities / offices of business partners due to the prevalence of COVID-19.

The centrality of DHA service delivery to government was once again realised during the COVID-19 pandemic with certain DHA services being rendered despite the lockdown level. Under lockdown level 5, the following services were rendered, namely:

- Registration of deaths at local Home Affairs' offices.

- Issuing of Temporary Identity Certificates (TICs) at local Home Affairs' offices. Those who had lost or misplaced their identity documents / smart ID cards had to apply for the TICs in this period as applications for identity documents / smart ID cards were not accepted.
- Reissuing of birth and death certificates for those who had misplaced or lost their documents.
- Ports of entry operations for delivery of cargo for essential economic and medical supplies as well as the repatriation of South African and foreign nationals to their respective countries to re-unite with loved ones to cope with the pandemic.

The rendering of limited DHA services had a significant impact on the lives of ordinary citizens. The onset of the pandemic has tested the DHA's ability to respond quickly and effectively to any threat to its services. Balancing the safety of employees and clients whilst rendering essential services proved to be a challenging experience in the absence of any blue print to deal with similar situations. The importance of good communication channels and practices to communicate with all levels of staff in the absence of physical contact was realised.

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 DHA maintains a large footprint to serve its client base with:

- More than 400 frontline offices of which 195 have been modernised to issue smart ID cards and passports;
- Services rendered at 391 health facilities equipped for birth and death registration;
- 26 banks hosting DHA service points using an online "e-Home Affairs";
- A presence at 72 ports of entry and 32 missions abroad;
- 4 premium visa and permit centres;
- 5 refugee reception offices and 1 repatriation centre; and
- 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.

A key realisation from the COVID-19 pandemic is that the DHA will need to review its service delivery and operating model 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 focus on technology will be central for the DHA going forward. The White Paper on

Home Affairs makes a compelling case for the importance of the DHA in ensuring a capable and developmental state with specific reference to the strengthening of democracy, access to rights, development, social cohesion and nation building.

In terms of strengths, the DHA has, despite limited human and financial resources, developed the ability to manage huge projects such as the BMA, ICT modernisation programme of the DHA, etc. The repositioning of the DHA and the establishment and rollout of the BMA are critical projects for the state. The DHA is a critical component of the security system of the state and the advances made with the implementation of the risk-based approach to immigration are central to the national security of the country and its development objectives. This includes work done on the 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 service delivery performance relating to organisational and audit performance has remained consistent despite financial and human resource constraints. The DHA has shown significant progress in organisational performance since 2012/13 as depicted in diagramme 1 below. The DHA has maintained an unqualified audit opinion since 2016/17. There has been a high level of consistency / predictability in issuing of enabling documents such as passports, smart ID cards and visas / permits to grow the economy.

**Diagramme1: DHA Organisational Performance 2012/13 to 2019/20**



A concerted effort will be made to address the major challenges being experienced by the DHA despite the restrictive financial outlook and the shortage of staff in critical areas in the DHA. The phased implementation of the repositioning programme will address critical issues such as the replacement of outdated service delivery, operating

and organisational models. The challenge of inadequate access coverage and a lack of purpose build physical infrastructure will be addressed through the review of the DHA footprint plan. The impact of COVID-19 will be factored into this area through the increased use of technology to facilitate 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 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 networks and to deal with lack of integrated systems, ageing systems, etc. The DHA will put strategies and plans in place to strengthen IS capacity and capability. The DHA will focus on strengthening governance and accountability in the DHA.

The DHA is a labour intensive organisation. The DHA is currently functioning at only 42.5% of its approved capacity (the total of filled posts of 8 682 versus the approved establishment of 20 430) as at the end of December 2020. The breakdown per management layer is as follows:

- Junior management (Level 2-8): 7831 staff or 90.2% of the total workforce.
- Middle management (level 9-12): 723 staff or 8.3% of the workforce.
- Senior management (level 13-16): 128 staff or 1.5% of the workforce.
- The balance of the staff is made up of 56 contract workers and 3 statutory workers.

The reduction of the compensation of employees' ceiling of R2.4 billion over the MTEF period will further exacerbate the challenging circumstances the DHA finds itself in and will impact on the levels of service delivery and setting of performance targets going forward. The morale of staff is also affected by natural attrition due to the inability to fill posts becoming vacant. Employees are overwhelmed by the high demand for services during the COVID-19 pandemic.

The Department's Youth Development Programmes (Cadet, Work Integrated Learnerships and Internships) serve a dual purpose of enhancing youth employability while providing temporary capacity in critical areas of service delivery which include immigration and civic services as well as support services. Funding for these programmes are as a result of memoranda of understanding (MoUs) with various stakeholders.

Employee and leadership surveys were conducted in the 2011/12, 2014/15 and 2018/19 financial years in the DHA. These surveys serve as a diagnostic mechanism to address challenges through targeted interventions aimed at ensuring an environment that is supportive of a value added employee experience. This is ultimately aimed at the improvement of the client experience. Interventions are aimed at ensuring optimal employee engagement, enablement and productivity; the attraction of fit-for-purpose employees and retaining of our workforce. In addition, an exit interview analysis was also conducted to analyse the key drivers of exits in the DHA during the 2018/19 financial year and to ultimately establish the DHA's retention potential. A Leadership Effectiveness Index (LEI) was also conducted. The LEI survey is a 360° targeted measurement tool which the leaders, managers, relevant subordinates, peers and clients complete to evaluate the leader using the leadership themes that are found to be appropriate for the DHA. Leader's forums are also held on a regular basis. An Integrated HR Assessment plan was developed from these surveys. The above surveys resulted in a comprehensive Human Resources Integrated Report with recommendations and a plan of action that are in the process of being implemented in a phased approach.

Empowerment initiatives include learning and development initiatives with a bias in favour of women, youth and people with disabilities (PWDs); this include bursary allocations as well as training interventions. The Volatile, Uncertain, Changing and Ambiguous (VUCA) environment in which the DHA continues to operate, demands the alignment of strategies, systems, people and processes to support the DHA strategy. The investment into leadership and employees is increasingly important considering the continuous austerity measures, where departmental resources are reduced on an annual basis but the need and expectations remain to do more with the available human resources.

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:

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

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 comply 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 LGBTIQ 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 DHA must implement the DHA Sexual Harassment Policy in conjunction with the Code of Good Practice on Handling Sexual Harassment Cases. This includes adjudicating cases of sexual harassment swiftly as well as giving appropriate sanctions to perpetrators. Other interventions will also include providing adequate support to victims of harassment. Further, as per instruction of the code, the DHA needs to educate and bring about awareness to its employees about the DHA sexual harassment policy as well as the code. The DHA has an approved Anti-Discrimination and Diversity Management Policy. The policy mandates the DHA to host diversity management training for all employees. The training focuses on aspects of diversity, namely race, gender, culture, ethnicity, religion, etc. The DHA has an approved Disability Policy, which is in line with the White Paper on the Rights of Persons with Disability. The DHA does implement the Policy on Reasonable Accommodation and Assistive Devices in order to facilitate the issues of reasonable accommodation for employees with disabilities. The DHA has an active disability forum. The DHA implements the HOD 8 Principle Action Plan for Promoting Women's Empowerment and Gender Equality within the Public Service Workplace. The Department convenes meetings of all female senior managers and the Director-General to discuss progress in achieving the action plan.

With regard to BBBEE compliance, the DHA has submitted the required documents to the BBBEE Commission with the exception of the BEE certificate which it is currently not in possession of. In addition, the forms provided by the commission could not be fully completed as some sections do not apply to government departments. A letter was written to the Office of the Accountant-General (OAG) seeking assistance to engage with the BBBEE commission on behalf of the DHA with a view of either requesting that government departments be exempted from the reporting provisions of the BBBEE Act or alternatively to request the commission to issue new forms and templates designed specifically for government departments. The OAG did meet with DTI and the AFS template and the Annual report template of 2019/20 stipulated the

requirements for departments and DHA has complied with the requirement to the best of its ability.

#### 4.2 EXTERNAL ENVIRONMENT ANALYSIS

The breakout of the global Coronavirus pandemic has put pressure on health systems, disrupted global supply chains and depressed a South African economy which was already under pressure due to weak economic growth, a deteriorating fiscal position and downgrades by rating agencies. The economy is currently besieged by negative growth, declining incomes and rising unemployment. These factors and an extended lockdown will have profound negative socio-economic impacts on the South African society given our high levels of poverty and lack of food security of the most vulnerable. This is however an opportunity for the country to deal with long standing structural issues which have hampered growth and seen persistent high levels of unemployment, poverty and inequality.

According to the well-known futurist, Clem Sunter, the “Tightrope” scenario is the most preferred scenario the world has opted for in response to the COVID-19 pandemic. This scenario propagates a delicate balancing act between preserving lives and livelihoods. The most important decision for any country to make is when and how to lift the restrictions in place by balancing the best medical models on the potential evolution of the pandemic against the need to revive the economy. Given that the spread of the virus has been uneven, different parts of a country may need different approaches and time-lines. The new normal will never be the same as the old one – it will be up to businesses, families and individuals to walk the same tightrope in their daily activities. Judgements on what constitutes sensible social distancing measures will be at the heart of everything we do until effective vaccines are available and universally distributed. Adaptation will be the key to survival. This includes the increased reality for intensified international and domestic co-operation, agreements and partnerships between government, stakeholders and other role-players to manage matters related to the movement of people and goods in line with our national interests.

One consistent message from various scenarios developed in response to the COVID-19 pandemic is that the pandemic will continue for the foreseeable future coupled with a high level of uncertainty. There will also be greater reliance on technology and social distancing measures are here to stay. These are also some of the important considerations for the DHA to consider in respect of its operations, strategic planning and service delivery. The new normal will need to consider the impact on service delivery volumes, workforce implications in respect of infrastructure design, occupational health and safety, etc. The harsh economic realities of increased

poverty, unemployment, greater inequality are real and will impact significantly on strategic plans and operations going forward.

In line with the national lockdown regulations and rendering of critical services only, the DHA gradually resumed duties in line with the easing of lockdown levels and regulations. Service delivery was affected through inter alia the suspension of certain services, for example asylum seeker and refugee management; restrictions on access to service delivery points (limited number of public allowed in offices), travel restrictions, staff restrictions and staff rotation (shift system with reduced capacity) and the implementation of safety and sanitation requirements (use of personal protection equipment, occupational health and safety regulations, etc.). A further complicating factor is the possibility of re-surges as experienced in December 2020 / January 2021. The fear brought about by the pandemic will continue to impact negatively on client volumes (physical service delivery) and the economy will need some years to recover with further restrictive fiscal implications a reality. The provision of effective vaccines is critical for returning to normality.

Going forward, the increased use of technology in the day-to-day operations of the DHA will require increased cyber security. The pandemic has made technology a necessity and not an enabler anymore. A quick and dramatic shift to electronic platforms for the conducting of meetings, training, etc will be required. An alternative to the normal capturing of biometrics will need to be developed and implemented. Occupational health and safety and wellness in the workplace will gain in importance.

The DHA will need to utilise opportunities to be brought about by its repositioning programme, the fourth (4th) industrial revolution, the COVID-19 pandemic and the austerity environment. A different approach to doing business will be required with a fundamental rethink of the service delivery model, for example moving towards e-offices, e-service delivery, etc. The DHA will need to market its value proposition by showing the potential positive impact on social service savings, contribution to the fiscus, contribution to e-Government, etc. The DHA modernisation programme must be intensified in respect of information communication technology, people and infrastructure to reap the potential benefits of spin-offs from modernisation. There will be a greater need for improved border security for the early detection of possible diseases, etc.

The declaration of the state of disaster and the implementation of the risk-adjusted strategy for tackling COVID-19 impacted vastly on the communication strategy and the day-to-day communication operations of the DHA. Regulations thereof required new ways of strategising for communicating and for implementing programmes. There was an immediate shift towards electronic platforms, with less physical contact. Key

issues in the media and communication landscape since the declaration of the state of disaster had been on the delivery of quality services to citizens and clients and how these had been affected by restrictions such as those around limitation of services at front offices and restrictions on numbers of officials on duty. On the immigration front, the closure of refugee reception offices, allegations of the anti-foreigner sentiment and restrictions on international travel featured prominently in the media. Online and largely remote approaches to the communication and media landscape have become increasingly important to promote dissemination of information, transparency and accountability on the work that is being done to advance the vision of a South Africa where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security.

The following opportunities must be used optimally by the DHA in order to deliver on its mandate:

- 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. The DHA has a critical role to play in enabling a capable and developmental state. This is underpinned by the overwhelming support the DHA has received for its repositioning programme and the prominence of the DHA in government programmes such as the economic stimulus package. The DHA has the potential to effect large savings for the fiscus by enabling efficiencies and curbing fraud and corruption. A further opportunity is the implementation of the Policy on International Migration in order to address policy and operational gaps and challenges in the field of immigration.
- Closely linked to this priority is the establishment and operationalisation of the BMA. The BMA holds enormous potential for integrated and coordinated border management in the country in order to deal with porous borders, the curbing of illegal migration and cross-border crime. To this end, the strengthening of the BMA border coordination function in the 2021/22 financial year is one of the DHA's key priorities.
- The completion of the modernisation programme is required to ensure that the DHA is a secure and modern department and provider of efficient and effective service delivery. Through its modernisation programme, the DHA will explore the potential benefits emanating from the fourth industrial revolution and the design of new products such as e-Visa, kiosks, etc. Going forward, the centre piece of the modernisation programme is the National Identity System. This system 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. The ultimate goal is to build a new, credible, reliable and efficient National Identity System by which mandatory services to citizens can be delivered, while also supporting economic development and promoting personal safety as well as national security.

- Closely linked to dealing with challenges relating to access and footprint is the use of public-private partnerships to support the DHA mandate, for example the appointment of a permitting business partner and a permanent DHA head office.

The major threats for the DHA could be described as:

- 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 compensation of employees' baseline and reductions in goods and services' budgets; lack of skilled professionals could mean failures of service delivery and large security risks.
- Limited resource and funding allocations from the fiscus to enable the speedy establishment and rollout of the BMA.
- Lack of participation from relevant departments and organs of the state in the operationalisation of the BMA.
- Unforeseen events such as possible xenophobic attacks with a negative impact on the DHA agenda and already limited resources.
- Possible burn-out and high turnover rate due to increasing pressure on existing staff.
- Weakness of security of systems and possible cyber threats.
- Outflow of critical skills within the DHA to other departments and organs of state with intensified focus on the modernisation programme.
- Huge reputational risks for the DHA if the department fails to deliver on its mandate.
- Pull factors into South Africa due to the stability in the country e.g. (increase of economic migrants abusing the asylum system).
- Reliance on external stakeholders, role-players and service providers (e.g. SITA, DPW&I, service providers in especially the ICT environment, etc.).

- Prolonged impact of COVID-19 (financial, emotional and social).
- Incidences of corruption within the DHA environment.

The DHA will continue to participate to support the objectives of the District Development Model mainly through providing services to access enabling documents. The Minister of Home Affairs has been appointed as a political champion for Ekurhuleni.

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 whilst also housing two internally land-locked countries namely, Lesotho and eSwatini. 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 roll-out 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, the branch 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 implementation of the 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 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 to 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. South Africa needs to fast-track the long outstanding implementation of the One-Stop Border Post (OSBP) between the two countries.

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 might have made South Africa an attractive alternative.

Immigration Services will proceed with existing bilateral consultations with its 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 (AU), 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 that 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.

The implementation of the agreement is likely to increase the presence of hawkers along the borders, in particular Lebombo and Musina border posts. Such presence, if not properly managed, will be abused by persons who facilitate illegal, undocumented migrants to enter South Africa through the loop-holes in the border environment. South Africa will have to invest in durable technology, even under COVID-19 conditions to enhance efficient movement of goods through a safer border management system. The agreement would provide a greater economic activity for the RSA and could play a significant role in uplifting the trade income.



# PART C

## Measuring Performance

## PART C: MEASURING PERFORMANCE

### 5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The impact of the COVID-19 global pandemic is evident in the extent to which Immigration has been required to adjust by implementing a large-scale operational review and reduction of operations across its port control, permitting and asylum seeker management environments. The Inspectorate has remained operational, participating in authorised interdepartmental crime containment operations with a focus on combatting illegal migration, movement of undocumented persons and deportations.

With regards to the Immigration Services' environment and target setting, the permitting and asylum seeker management areas were most affected by the lockdown regulations. The DHA has established a business partnership with VFS Global, a visa facilitation company that provides a client-facing service on behalf of the DHA. The partnership is strategically positioned to reduce the burden placed on the DHA to establish centres where a client is able to apply for a visa or permit and also take receipt of the outcome once adjudicated and the DHA has taken a decision. VFS Global was also affected by the lockdown regulations which in turn impacted negatively on the intake of applications for visas and permits. The closure of VFS offices impacted on the methodology used to determine the finalisation of a visa and permitting product. The asylum seeker management environment remains non-operational as per instruction under Gazetted Direction 6 of 2020 published on 30 September 2020.

The immigration targets in the Annual Performance Plan most affected by the COVID-19 pandemic are the adjudication of permanent residence permits, business and general work visas and critical skill visas. The targets deal with the efficient processing of applications received. The prolonged closure of VFS offices and other economic activity will have a fundamental impact on the collection of applications and the achievement of the set targets. The DHA back office processing capacity is also negatively impacted on by the pandemic.

Civic Services' planning models are structured in terms of the quantity / volumes of clients able to visit a Home Affairs office and the use of equipment to process services. The implementation of the lockdown regulations posed significant challenges in how the civics branch manages the processing of services. For those front offices which have been modernised, business processes can only be completed if biometrics are captured. This feature is core to the security of the National Population Register as well

as the attainment of annual performance plan targets. The need for digital processes has become paramount. The lockdown regulations impacted on certain DHA business processes during the pandemic wherein the DHA must manage restricted movement of people, and practice social distancing. There is a need for an innovative or good practice approach that facilitates continuous and universal registration of vital events, which could consequently mitigate the impact of COVID-19 on the performance of civil registration systems.

The Civics branch targets of smart ID cards, early birth registration and adult passport issuance are significantly dependent on the input process in order to achieve the set targets which are output based. To issue smart ID cards and passports and register births in an optimal manner, front offices must be able to function with full establishments, stable systems and automated features such as capturing online biometrics. The closure of health facilities and DHA offices due to COVID-19 will impact negatively on performance.

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

## ADMINISTRATION RESOURCE CONSIDERATIONS

### Programme 1 Expenditure Estimates over the MTEF 2021-2024

Table 2: Administration Programme Expenditure Estimates 2021 to 2024

| Programme 1: Administration                   | 2017/18          | 2018/19          | 2019/20          | 2020/21                | 2021/22                           | 2022/23          | 2023/24          |
|---|------------------|------------------|------------------|------------------------|-----------------------------------|------------------|------------------|
|   | Audited outcome  | Audited outcome  | Audited outcome  | Adjusted Appropriation | Medium Term Expenditure Framework |                  |                  |
| Rand thousand                                 | R'000            | R'000            | R'000            | R'000                  | R'000                             | R'000            | R'000            |
| <b>Subprogrammes</b>                          |                  |                  |                  |                        |                                   |                  |                  |
| Ministry                                      | 28,633           | 38,327           | 35,399           | 36,439                 | 30,507                            | 34,670           | 34,790           |
| Management Support Services                   | 278,470          | 217,318          | 258,500          | 175,627                | 194,310                           | 198,770          | 202,294          |
| Corporate Services                            | 691,169          | 680,448          | 792,527          | 601,658                | 457,816                           | 439,076          | 441,256          |
| Transversal Information Technology Management | 1,267,628        | 1,008,784        | 1,035,062        | 1,098,392              | 1,001,678                         | 1,025,621        | 1,029,343        |
| Office Accommodation                          | 411,429          | 497,394          | 567,522          | 446,733                | 582,328                           | 597,640          | 599,937          |
| <b>Total</b>                                  | <b>2,677,329</b> | <b>2,442,271</b> | <b>2,689,010</b> | <b>2,358,849</b>       | <b>2,266,639</b>                  | <b>2,295,777</b> | <b>2,307,620</b> |
| <b>Economic classification</b>                |                  |                  |                  |                        |                                   |                  |                  |
| <b>Current payments</b>                       | <b>2,172,475</b> | <b>2,163,210</b> | <b>2,258,476</b> | <b>2,343,015</b>       | <b>2,249,934</b>                  | <b>2,278,711</b> | <b>2,289,802</b> |
| <b>Compensation of employees</b>              | <b>494,370</b>   | <b>518,956</b>   | <b>543,910</b>   | <b>479,135</b>         | <b>512,776</b>                    | <b>515,281</b>   | <b>521,724</b>   |
| Salaries and wages                            | 430,660          | 450,981          | 470,624          | 397,122                | 442,125                           | 444,246          | 449,645          |
| Social contributions                          | 63,710           | 67,975           | 73,286           | 82,013                 | 70,651                            | 71,035           | 72,079           |
| <b>Goods and services</b>                     | <b>1,678,105</b> | <b>1,644,254</b> | <b>1,714,566</b> | <b>1,863,880</b>       | <b>1,737,158</b>                  | <b>1,763,430</b> | <b>1,768,078</b> |
| <b>Transfers and subsidies</b>                | <b>1,870</b>     | <b>4,516</b>     | <b>7,246</b>     | <b>2,823</b>           | <b>2,978</b>                      | <b>2,802</b>     | <b>2,925</b>     |
| <b>Payments for capital assets</b>            | <b>502,984</b>   | <b>269,558</b>   | <b>418,246</b>   | <b>13,011</b>          | <b>13,727</b>                     | <b>14,264</b>    | <b>14,893</b>    |
| <b>Payments for financial assets</b>          | <b>-</b>         | <b>4,987</b>     | <b>5,042</b>     | <b>-</b>               | <b>-</b>                          | <b>-</b>         | <b>-</b>         |
| <b>Total</b>                                  | <b>2,677,329</b> | <b>2,442,271</b> | <b>2,689,010</b> | <b>2,358,849</b>       | <b>2,266,639</b>                  | <b>2,295,777</b> | <b>2,307,620</b> |

The spending focus over the medium term will be on:

- Improving the footprint of the DHA and access to DHA services by: reviewing the number of service points based on the revised DHA access model through the acquisition of new offices, relocation of existing offices to optimal locations and reduction of existing offices; use of technology and through partnerships with stakeholders for improved service delivery and front office operations; expanding and optimising the use of existing health facilities for the registration of births for new-born children; the maintenance of stakeholder forums and the expansion of contact centre services.
- As part of the DHA modernisation programme, designing and implementing a new national identity system which will include South Africans and foreign nationals. This will include business process re-engineering, provision of access to systems, inherent biometric features and system integration to enable the DHA to ensure the integrity and security of the identity of citizens, all who live in South Africa and all who enter or leave the country.
- Improving business processes and systems to combat fraud and corruption by rolling out online verification and live capture functionality for both passports and identity documents to small, medium and large offices, health facilities, mobile offices as well as banks and other possible organisations.
- Ensuring a conducive service delivery environment for both the public and staff through improvement of infrastructure at ports of entry, the use of public-private partnerships and frontline office refurbishment.
- Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans through establishing a world-class academy and the culture and practice of continuous learning. The focus is on strategic projects such as leadership and management training, training on the National Certificate: Home Affairs Services, coaching clinics, development programmes and preparing for the fourth industrial revolution.
- Providing of security services to departmental offices for employees and DHA clients.
- 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).

- Outsourcing activities for planned audit projects and audits that require specialised skills that are lacking in the internal auditing environment as well as related expenditure such as travel costs.
- Creating awareness in respect of risk management.
- Implementation of the Repositioning Programme of Home Affairs.
- 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.

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

### INFORMATION SERVICES

|  |  |   |                                  |   |                              |                    |                |
|--|--|---|----------------------------------|---|------------------------------|--------------------|----------------|
| <b>Biometric Movement Control System (BMCS)</b>  | <b>Outcome:</b>  | Secure population register to empower citizens, enable inclusivity, economic development and national security / Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |                                  |   |                              |                    |                |
|  | <b>Output:</b>   | Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)   |                                  |   |                              |                    |                |
|  | <b>Output Indicators</b>   | <b>Annual Targets</b>   |                                  |   |                              |                    |                |
|  |  | <b>Audited / Actual Performance</b>   |                                  |   | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |
|  |  | <b>2017/18</b>  | <b>2018/19</b>                   | <b>2019/20</b>  | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> |
| Number of selected ports of entry with biometric movement control system (BMCS) implemented as per approved specifications   | Technical specifications approved and development commenced  | BMCS (biometric solution) developed onto live capture   | BMCS piloted at 2 ports of entry | BMCS partially rolled out to 4 airports (70% of counters at each airport) | 23                           | 23                 | 22             |
| <b>Explanation of planned performance over the Medium Term Period</b>  |  |   |                                  |   |                              |                    |                |
| 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.   |  |   |                                  |   |                              |                    |                |
| The 23 ports are: Beit Bridge, Lebombo (including KM 7 and 4), Maseru Bridge, Ficksburg, Oshoek, Kopfontein, Caledonspoor, Ramathlabama, Groblers Bridge, Jeppes Reef, Golela, Mahamba, Skilpadshok, Van Rooyens Gate, Mananga, Kosibay, Violsdrift, Emahlatini, Telle Bridge, Durban Harbour - Crew and Passenger Liners, Cape Town Harbour, Quachasnek and Nakop.  |  |   |                                  |   |                              |                    |                |
| <b>Quarterly Targets for 2021/22</b>   |  |   |                                  |   |                              |                    |                |
|  | <b>Output Indicators</b>   | <b>Annual Target</b>  | <b>Q1</b>                        | <b>Q2</b>   | <b>Q3</b>                    | <b>Q4</b>          |                |
|  | Number of selected ports of entry with biometric movement control system (BMCS) implemented as per approved specifications | 23  | Service provider contracted      | Procurement of IT equipment finalised                                     | 13                           | 10                 |                |

|  |                          |  |  |   |   |   |  |                |
|--|--------------------------|--|--|---|---|---|--|----------------|
| e-Visa integration   | <b>Outcome:</b>          | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |  |   |   |   |  |                |
|  | <b>Output:</b>           | e-Visa system designed (phased approach)   |  |   |   |   |  |                |
|  | <b>Output Indicators</b> | <b>Annual Targets</b>  |  |   |   |   |  |                |
|  |                          | <b>Audited / Actual Performance</b>  |  |   | <b>Estimated Performance</b>  | <b>MTEF Period</b>  |  |                |
|  |                          | <b>2017/18</b>   | <b>2018/19</b>                             | <b>2019/20</b>  | <b>2020/21</b>  | <b>2021/22</b>  | <b>2022/23</b>   | <b>2023/24</b> |
| e-Visa modules quality assured as per approved specifications (phased approach)  | NA                       | NA   | The e-Visa / e-Permit was piloted in India | e-Visa phase 1 (Tourist TRV) integrated with: <ul style="list-style-type: none"> <li>Advance Passenger Processing (APP)</li> <li>Payment Gateway</li> <li>Central List Orchestration</li> </ul> | e-Visa phase 2 module developed onto live capture and deployed in quality assurance (QA) environment:<br><br><u>Temporary Residence Visas</u><br><br>Critical skills visa and Business visa<br><br><u>Permanent Residence Permits</u><br><br>General work, section 26(a); Critical skills, section 27(b); Business, section 27(c) | e-Visa phase 3 module developed onto live capture and deployed in quality assurance (QA) environment:<br><br><u>Temporary Residence Visas</u><br><br>General work visa; Intra-Company transfer; Study visa and Medical treatment visa<br><br><u>Permanent Residence Permits</u><br><br>Refugee; section 27(d) | e-Visa phase 4 module developed onto live capture and deployed in quality assurance (QA) environment:<br><br><u>Temporary Residence Visas</u><br><br>Relative's visa; Treaty visa; Exchange visa; Retired person's visa<br><br><u>Permanent Residence Permits</u><br><br>Retirement, section 27(e) and financially independent |                |
| <b>Explanation of planned performance over the Medium Term Period</b>  |                          |  |  |   |   |   |  |                |
| <p>The Electronic Visa (e-Visa) is an innovative way of applying for visas in the comfort of your home or any convenient place. The e-Visa ensures that there is capability to submit visa applications online and adjudicate centrally, and ensures one view of a traveller, from visa application, arrival in SA, up to departure from the country. The application and supporting documents are submitted online, the payment is made online and the decision on the application is communicated online.</p> <p>It promotes tourism, based on the efficiencies involved in issuing visas. The e-Visa system removes bottlenecks such as administrative burdens, receiving applicants at visa offices, inputting data from visa applications into the visa system, scanning and saving supporting documents, printing visa stickers, and returning passports to applicants. The costs of purchasing visa stickers also falls away.</p> <p>It is a secure way of facilitating travel and helps build partnerships with airlines, as travellers in possession of e-Visas are checked by airlines before traveling to the RSA. The e-Visa will support and facilitate movement into South Africa.</p> |                          |  |  |   |   |   |  |                |

|   |   |           |   |   |  |
|---|---|-----------|---|---|--|
| The e-Visa (Phase 1) for tourists has been integrated with the Advance Passenger Processing System, Payment Gateway and Central List Orchestration which allows visa paying countries to use the system. Phase 2 of the e-Visa module, which entails identified functionalities of permanent and temporary residence permits/ visas, will be developed in the 2021/22 financial year. All modules will be completed by 2024/25. The new system will allow applicants to apply online instead of visiting VFS offices. Officials in missions will assess the high risk applicants and interview them or request more information, where required, whilst applicants not regarded as high risk will be issued as per prescribed timeframes. |   |           |   |   |  |
| <b>Quarterly Targets for 2021/22</b>  |   |           |   |   |  |
| <b>Output Indicators</b>  | <b>Annual Target</b>  | <b>Q1</b> | <b>Q2</b>   | <b>Q3</b>   | <b>Q4</b>  |
| e-Visa modules quality assured as per approved specifications (phased approach)<br><br>(e-Visa phase 2 module quality assured as per approved specifications – 2021/22)   | e-Visa phase 2 module developed onto live capture and deployed in quality assurance (QA) environment:<br><br><u>Temporary Residence Visas</u><br><br>Critical skills visa and Business visa<br><br><u>Permanent Residence Permits</u><br><br>General work, section 26(a); Critical skills, section 27(b); Business, section 27(c) | N/A       | Business requirement specifications for e-Visa phase 2 approved by DDG: IMS | Technical specifications for e-Visa phase 2 approved by DDG: IS | e-Visa phase 2 developed onto QA environment (prototype) |

|   |   |  |                |                |   |  |  |  |
|---|---|--|----------------|----------------|---|--|--|--|
| Asylum Seeker and Refugee Management  | <b>Outcome:</b>   | Secure population register to empower citizens, enable inclusivity, economic development and national security |                |                |   |  |  |  |
|   | <b>Output:</b>  | Components of the National Identity System (NIS) designed and operationalised                                  |                |                |   |  |  |  |
|   | <b>Output Indicators</b>                                      | <b>Annual Targets</b>  |                |                |   |  |  |  |
|   |   | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b>  | <b>MTEF Period</b>   |  |  |
|   |   | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>  | <b>2021/22</b>   | <b>2022/23</b>   | <b>2023/24</b>                               |
|   | Implementation of Asylum Seeker and Refugee system by 2023/24 | NA   | NA             | NA             | Service provider contracted to develop Asylum Seeker and Refugee System | Asylum Seeker and Refugee system developed onto live capture - Prototype | Asylum Seeker and Refugee System piloted   | Asylum Seeker and Refugee System implemented |
| ABIS in full operation by 2022/23<br><br>Case management system quality assured as per specifications (2023/24)   |   |  |                |                |   | ABIS implemented   | Case Management System developed onto live capture and deployed in quality assurance environment |  |
| <b>Explanation of planned performance over the Medium Term Period</b>   |   |  |                |                |   |  |  |  |
| 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 e-Visa systems. 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 Board) 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 single view of citizens and non-citizens of the country. It will allow the country to identify every single individual in the country and their status. |   |  |                |                |   |  |  |  |

| Quarterly Targets for 2021/22   |  |     |  |  |  |  |
|---|--|-----|--|--|--|--|
| Output Indicators   | Annual Target  | Q1  | Q2                                     | Q3   | Q4   |  |
| Implementation of Asylum Seeker and Refugee system by 2023/24<br><br>(Development of Asylum Seeker and Refugee system onto live capture as per approved specifications (prototype) (21/22)) | Asylum Seeker and Refugee system development onto live capture - Prototype | N/A | User requirements approved by DDG: IMS | Technical specifications approved by DDG: IS | Asylum Seeker and Refugee system development onto live capture - Prototype |  |

## OFFICE OF THE DIRECTOR-GENERAL (DG)

|  |                          |  |                |  |   |  |   |                      |
|--|--------------------------|--|----------------|--|---|--|---|----------------------|
| DHA Act  | <b>Outcome:</b>          | DHA positioned to contribute positively to a capable and developmental state |                |  |   |  |   |                      |
|  | <b>Output:</b>           | Policy and legislation developed in support of a repositioned DHA            |                |  |   |  |   |                      |
|  | <b>Output Indicators</b> | <b>Annual Targets</b>  |                |  |   |  |   |                      |
|  |                          | <b>Audited / Actual Performance</b>  |                |  | <b>Estimated Performance</b>              | <b>MTEF Period</b>                         |   |                      |
|  |                          | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b>   | <b>2020/21</b>                            | <b>2021/22</b>                             | <b>2022/23</b>                                | <b>2023/24</b>       |
|  | Promulgation of DHA Bill | NA   | NA             | Final draft of DHA Bill submitted to Cabinet to request approval for public consultation | DHA Bill gazetted for public consultation | DHA Bill submitted to Cabinet for approval | DHA Bill submitted to Parliament for approval | DHA Bill promulgated |
| <b>Explanation of planned performance over the Medium Term Period</b>  |                          |  |                |  |   |  |   |                      |
| <p>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). Thus, the DHA needs an 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.</p> <p>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.</p> <p>The new legislation will provide a constitutionally sound legal framework for repositioning the DHA as a modern and secure department with the following critical elements:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Provision for differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions.</li> <li>• 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.</li> <li>• Establishment of a capacity within the DHA for vetting employees, accrediting all individuals who access the system as well as 3rd party service providers.</li> </ul> <p>The targets over the medium term deal with the parliamentary process to be followed.</p> |                          |  |                |  |   |  |   |                      |

| Quarterly Targets for 2021/22  |  |  |   |   |   |  |
|--|--|--|---|---|---|--|
| Output Indicators  | Annual Target                              | Q1   | Q2  | Q3  | Q4  |  |
| Promulgation of DHA Bill<br>(Submission of DHA Bill to Cabinet for approval (21/22)) | DHA Bill submitted to Cabinet for approval | Final draft of DHA Bill submitted to Cabinet to request approval for public consultation | DHA Bill gazetted for public consultation | Consultation with Clusters on revised Bill (JCPS and GSCID) | DHA Bill submitted to Cabinet for approval for introduction in Parliament |  |

| DHA Communication Strategy and Action Plan   | Outcome:               | DHA positioned to contribute positively to a capable and developmental state                              |  |  |  |   |   |             |
|--|------------------------|---|--|--|--|---|---|-------------|
|  | Output:                | Strategic communications interventions implemented through the DHA Communication Strategy and Action Plan |  |  |  |   |   |             |
|  | Output Indicators      | Annual Targets  |  |  | Estimated Performance  |   |   | MTEF Period |
|  |                        | Audited / Actual Performance  |  |  |  |   |   |             |
|  | 2017/18                | 2018/19   | 2019/20  | 2020/21  | 2021/22  | 2022/23   | 2023/24   |             |
| Compliance with set number of interventions implemented in support of Communication Strategy and Action Plan   | Plan fully implemented | Plan fully implemented  | DHA Communication Strategy and Plan implemented through: <ul style="list-style-type: none"> <li>• 28 Media engagements</li> <li>• 3 campaigns/ izimbizo</li> </ul> | DHA Communication Strategy and Plan implemented through: <ul style="list-style-type: none"> <li>• 20 Media engagements</li> <li>• 6 Outreach engagements</li> <li>• 3 Campaigns</li> </ul> | DHA Communication Strategy and Plan implemented through: <ul style="list-style-type: none"> <li>• 20 Media engagements</li> <li>• 6 Outreach engagements</li> <li>• 3 Campaigns</li> </ul> | DHA Communication Strategy and Plan implemented | DHA Communication Strategy and Plan implemented |             |
| <b>Explanation of planned performance over the Medium Term Period</b>  |                        |   |  |  |  |   |   |             |
| <p>The purpose of Communication Services is 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 our clients.</p> <p>The Communication APP targets are intended to strategically communicate and publicise the DHA's core functions and mandate as outlined in the Strategic Plan, 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:</p> <ul style="list-style-type: none"> <li>• 20 Media engagements;</li> <li>• 6 Outreach engagements; and</li> <li>• 3 Campaigns.</li> </ul> <p>These interventions (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.</p> |                        |   |  |  |  |   |   |             |

The media is a critical stakeholder to help convey the new initiatives the DHA has introduced to achieve its set outcomes. The media ensures that the DHA is 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 outcome. Therefore outreach engagements / izimbizo assist in ensuring that the achievement of the set outcome is 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 2021/22  |   |  |  |   |  |  |
|--|---|--|--|---|--|--|
| Output Indicators  | Annual Target   | Q1   | Q2   | Q3  | Q4   |  |
| Compliance with set number of interventions implemented in support of communication strategy | DHA Communication Strategy implemented through: <ul style="list-style-type: none"> <li>20 Media engagements</li> <li>6 Outreach engagements and</li> <li>3 Campaigns</li> </ul> | <ul style="list-style-type: none"> <li>5 Media engagements</li> <li>2 Outreach engagements and</li> <li>1 Campaign.</li> </ul> | <ul style="list-style-type: none"> <li>5 Media engagements</li> <li>2 Outreach engagements and</li> <li>1 Campaign.</li> </ul> | <ul style="list-style-type: none"> <li>5 Media engagements</li> <li>1 Outreach engagement and</li> <li>1 Campaign.</li> </ul> | <ul style="list-style-type: none"> <li>5 Media engagements</li> <li>1 Outreach engagement</li> </ul> |  |

Note:  
Outreach engagements are an alternative name for izimbizo, meaning they are the same concept and the evidence remains the same.

## INSTITUTIONAL PLANNING AND SUPPORT

|   |  |  |                |  |   |   |                |                |
|---|--|--|----------------|--|---|---|----------------|----------------|
| Official Identity Management Policy   | <b>Outcome:</b>  | Secure population register to empower citizens, enable inclusivity, economic development and national security |                |  |   |   |                |                |
|   | <b>Output:</b>   | Policy and legislation developed in support of the population register   |                |  |   |   |                |                |
|   | <b>Output Indicators</b>   | <b>Annual Targets</b>  |                |  |   |   |                |                |
|   |  | <b>Audited / Actual Performance</b>  |                |  | <b>Estimated Performance</b>  | <b>MTEF Period</b>  |                |                |
|   |  | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b>   | <b>2020/21</b>  | <b>2021/22</b>  | <b>2022/23</b> | <b>2023/24</b> |
|   | Submission of Official Identity Management Policy to Cabinet for approval  | NA   | NA             | Draft Official Identity Management Policy submitted to Cabinet to request approval for public consultation | Official Identity Management Policy submitted to Minister for submission to Cabinet | Official Identity Management Policy submitted to Cabinet for approval | NA             | NA             |
|   | <b>Explanation of planned performance over the Medium Term Period</b>  |  |                |  |   |   |                |                |
|   | 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. |  |                |  |   |   |                |                |
|   | Rationale for a new Policy Framework for the Management of Citizenship and Civil Registration  |  |                |  |   |   |                |                |
| 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 civil registration and citizenship through the amending of existing legislation. The following legislation is currently being administered by the DHA in order to fulfil the citizenship and civil registration mandate: <ul style="list-style-type: none"> <li>• Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);</li> <li>• Marriage Act, 1961 (Act No. 25 of 1961);</li> <li>• Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);</li> <li>• Civil Union Act, 2006 (Act No. 17 of 2006);</li> </ul> |  |  |                |  |   |   |                |                |

- South African Citizenship Act, 1995 (Act No. 88 of 1995);
- South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994)
- Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003); and
- Identification Act, 1997 (Act No. 68 of 1997).

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.

| Quarterly Targets for 2021/22   |   |   |   |   |   |  |
|---|---|---|---|---|---|--|
| Output Indicators   | Annual Target   | Q1  | Q2  | Q3  | Q4  |  |
| Submission of the Official Identity Management Policy for approval to Cabinet | Official Identity Management Policy submitted to Cabinet for approval | Final SEIAS report submitted to DPME for approval | Official Identity Management Policy submitted to the GSCID and ESEID Clusters for recommendation to Cabinet | Official Identity Management Policy submitted to the JCPS Cluster for recommendation to Cabinet | Official Identity Management Policy submitted to Cabinet for approval |  |

|  |  |   |  |  |   |  |  |
|--|--|---|--|--|---|--|--|
| White Paper on the Management of Citizenship, International Migration and Refugee Protection   | <b>Outcome:</b>                        | 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 |  |  |   |  |  |
|  | <b>Output:</b>                         | Policy and legislation developed in support of citizenship, international migration and refugee protection  |  |  |   |  |  |
|  | <b>Output Indicators</b>               | <b>Annual Targets</b>   |  |  |   |  |  |
|  |  | <b>Audited / Actual Performance</b>   |  |  | <b>Estimated Performance</b>  | <b>MTEF Period</b>   |  |
|  |  | <b>2017/18</b>  | <b>2018/19</b>   | <b>2019/20</b>   | <b>2020/21</b>  | <b>2021/22</b>   | <b>2022/23</b>   |
| Submission of the Citizenship, Immigration and Refugees Bill to Cabinet for approval   | White Paper on International Migration | 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<br><br>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 Cabinet to request approval for public consultation | Draft White Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Cabinet for approval | Citizenship, Immigration and Refugees Bill submitted to Cabinet for approval |
| <b>Explanation of planned performance over the Medium Term Period</b>  |  |   |  |  |   |  |  |
| <b>Rationale for a new Policy Framework for the Management of Citizenship, International Migration and Refugee Protection:</b>   |  |   |  |  |   |  |  |
| 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 and civil registration mandate:  |  |   |  |  |   |  |  |
| <ul style="list-style-type: none"> <li>• Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);</li> <li>• Marriage Act, 1961 (Act No. 25 of 1961);</li> <li>• Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);</li> <li>• Civil Union Act, 2006 (Act No. 17 of 2006);</li> <li>• South African Citizenship Act, 1995 (Act No. 88 of 1995);</li> <li>• South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994);</li> <li>• Identification Act, 1997 (Act No. 68 of 1997);</li> <li>• Immigration Act, 2002 (Act No 13 of 2002); and</li> <li>• Refugees Act, 1998 (Act No 130 of 1998).</li> </ul> |  |   |  |  |   |  |  |



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 following deliverables will pave the way towards a new policy and legislation in the management of citizenship, international migration and refugee protection:

- Drafting of a Concept Paper on Citizenship and Civil Registration which will provide a rationale for a new policy framework;
- Drafting of a Concept Paper on International Migration and Refugee Protection which will provide a rationale for a new policy framework;
- Drafting of a Policy Discussion Paper on Citizenship and Civil Registration which will introduce a new policy paradigm;
- Drafting of a Policy Discussion Paper on International Migration and Refugee Protection which will introduce a new policy paradigm;
- Drafting of a Green Paper on the Management of Citizenship, International Migration and Refugee Protection which is a precursor to the White Paper on Citizenship, International Migration and Refugee Protection;
- Drafting of the White Paper on Citizenship, International Migration and Refugee Protection that will lay a policy foundation for drafting the Citizenship, Immigration and Refugees Act;
- Drafting of the Citizenship, Migration and Refugees Bill; and
- Promulgation of the Citizenship, Immigration and Refugees Act.

| Quarterly Targets for 2021/22   |   |   |   |   |  |
|---|---|---|---|---|--|
| Output Indicators   | Annual Target   | Q1  | Q2  | Q3  | Q4   |
| Submission of the Citizenship, Immigration and Refugees Bill to Cabinet for approval<br><br>(Submission of the Green Paper on the Management of Citizenship, International Migration and Refugee Protection to Cabinet to request approval for public consultation – 2021/22) | Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Cabinet to request approval for public consultation | Draft Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Minister for approval | SEIAS report submitted to DPME for approval<br><br>Interdepartmental workshop with JCPS and GSCID departments convened to consider the Draft Green Paper on the Management of Citizenship, International Migration and Refugee Protection | Second Draft of the Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to the JCPS and GSCID clusters for recommendation to Cabinet | Final Draft of the Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Cabinet to request approval for public consultation |

|   |  |                |                |   |   |  |  |
|---|--|----------------|----------------|---|---|--|--|
| <b>Outcome:</b>   | DHA positioned to contribute positively to a capable and developmental state |                |                |   |   |  |  |
| <b>Output:</b>  | Revised Service Delivery Model implemented in line with a repositioned DHA   |                |                |   |   |  |  |
| <b>Output Indicators</b>                                    | <b>Annual Targets</b>  |                |                |   |   |  |  |
|   | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b>  | <b>MTEF Period</b>                                  |  |  |
|   | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>  | <b>2021/22</b>                                      | <b>2022/23</b>   | <b>2023/24</b>   |
| Phased implementation of the revised Service Delivery Model | N/A  | N/A            | New PI         | Tender for the appointment of the service provider for the development of the Service Delivery Model advertised | Revised Service Delivery Model 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 department’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.

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 department’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.

The DHA will revise the current service delivery model and implement the critical aspects thereof over the medium term. The focus of the 2021/22 financial year is to have the revised SDM approved by the Minister. The output is a critical component of the DHA repositioning programme and the DHA’s contribution towards a capable and developmental state.

Service Delivery Model

| Quarterly Targets for 2021/22   |   |  |  |  |   |  |
|---|---|--|--|--|---|--|
| Output Indicators   | Annual Target                                       | Q1   | Q2   | Q3   | Q4  |  |
| Phased implementation of the revised Service Delivery Model<br><br>(Approval of Revised Service Delivery Model by Minister (2021/22)) | Revised Service Delivery Model approved by Minister | Service provider for development of Service Delivery Model appointed | 4 dimensions of Service Delivery Model reviewed and approved by DDG: IPS | 5 dimensions of Service Delivery Model reviewed and approved by DDG: IPS | Revised Service Delivery Model approved by Minister |  |

| DHA Access Model  | 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  |  |  |
| 2017/18   |                   | 2018/19   | 2019/20                                 | 2020/21                                       | 2021/22  | 2022/23  | 2023/24  |  |
| Phased implementation of DHA Access Model through Footprint Optimisation Plan / User Asset Management Plan (UAMP)   | N/A               | N/A   | Draft DHA Access Model approved by EXCO | Revised DHA Access Model approved by Minister | DHA Access Model implemented through revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) submitted to DPW&I for submission to National Treasury | DHA Access Model implemented through revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) submitted to DPW&I for submission to National Treasury | DHA Access Model implemented through revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) submitted to DPW&I for submission to National Treasury |  |
| <b>Explanation of planned performance over the Medium Term Period</b>   |                   |   |   |   |  |  |  |  |
| <p>The DHA Access Model is the model that the DHA will use to:</p> <ul style="list-style-type: none"> <li>• Increase the number of service points, by identifying optimal locations where additional facilities are required;</li> <li>• Reduce the number of existing service points in areas where the DHA has more service points than its access standards require; and</li> <li>• 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.</li> </ul> <p>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 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 Footprint Development Strategy will cover the plans, standards and 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 (UAMP) which is submitted to DPW&amp;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.</p> <p>The output is a critical component of the DHA's repositioning programme and will ensure improved access to DHA services to all of its clients in the country.</p> |                   |   |   |   |  |  |  |  |

| Quarterly Targets for 2021/22   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| Output Indicators   | Annual Target  | Q1   | Q2   | Q3   | Q4   |  |
| Phased implementation of DHA Access Model through Footprint Optimisation Plan / User Asset Management Plan (U-AMP)<br><br>(Approved User Asset Plan submitted to DPW&I for submission to National Treasury – 2021/22) | DHA Access Model implemented through revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) submitted to DPW&I for submission to National Treasury | DHA Footprint Development Strategy (Infrastructure Plan) approved by the DG in line with the approved Access Model | User Asset Management Plan (U-AMP) revised in line with the Footprint Development Strategy (submitted to DDG: IPS for consideration) | User Asset Management Plan (U-AMP), developed in line with DHA Footprint Development Strategy, costed and approved by DDG: IPS | User Asset Management Plan (U-AMP), developed in line with DHA Footprint Development Strategy, approved by the Minister.<br><br>Approved User Immovable Asset Plan (U-AMP) submitted to DPW&I for submission to National Treasury. |  |

**HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (HRM&D)**

|   |   |  |                |                |                              |                    |                |                |
|---|---|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| <b>Gender-based Violence and Femicide Plan</b>  | <b>Outcome:</b>   | DHA positioned to contribute positively to a capable and developmental state |                |                |                              |                    |                |                |
|   | <b>Output:</b>  | DHA Gender-based Violence and Femicide Strategy implemented                  |                |                |                              |                    |                |                |
|   | <b>Output Indicators</b>  | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|   |   | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|   |   | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
|   | Number of awareness sessions on gender-based violence and femicide, gender and disability mainstreaming conducted | NA   | NA             | NA             | New PI                       | 13                 | 14             | 14             |
| <b>Explanation of planned performance over the Medium Term Period</b>   |   |  |                |                |                              |                    |                |                |
| All departments are required to contribute to the National Strategic Plan on Gender-Based Violence and Femicide: 2020 to 2030. The DHA will develop and implement a specific plan to address this important priority. A key component of the plan will be to conduct awareness sessions within the DHA. The awareness sessions will deal with gender-based violence and femicide, gender and disability mainstreaming. These awareness sessions will focus on one or more of these topics during the financial year and coincide with the DHA wellness programme. |   |  |                |                |                              |                    |                |                |
| <b>Quarterly Targets for 2021/22</b>  |   |  |                |                |                              |                    |                |                |
|   | <b>Output Indicators</b>  | <b>Annual Target</b>   | <b>Q1</b>      | <b>Q2</b>      | <b>Q3</b>                    | <b>Q4</b>          |                |                |
|   | Number of awareness sessions on gender-based violence and femicide, gender and disability mainstreaming conducted | 13   | 3              | 3              | 4                            | 3                  |                |                |

COUNTER CORRUPTION AND SECURITY SERVICES

|   |                          |  |                |                |                              |                |                    |
|---|--------------------------|--|----------------|----------------|------------------------------|----------------|--------------------|
| Business Process Evaluation   | <b>Outcome:</b>          | DHA positioned to contribute positively to a capable and developmental state |                |                |                              |                |                    |
|   | <b>Output:</b>           | Counter Corruption Strategy for the DHA implemented                          |                |                |                              |                |                    |
|   | <b>Output Indicators</b> | <b>Annual Targets</b>  |                |                |                              |                |                    |
|   |                          | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> |                | <b>MTEF Period</b> |
|   |                          | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b> | <b>2022/23</b>     |
| Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches  | 2                        | NA   | NA             | 2              | 1                            | 2              | 2                  |
| <b>Explanation of planned performance over the Medium Term Period</b>   |                          |  |                |                |                              |                |                    |
| Process evaluations on processes are conducted in order to identify possible vulnerabilities to fraud, corruption and security breaches in business. Once the evaluations are completed, recommendations are sent to the different branches for implementation of measures to address the identified gaps. This target is important in order to ensure the DHA has adequately secure systems in place in line with the White Paper on Home Affairs. |                          |  |                |                |                              |                |                    |

| Quarterly Targets for 2021/22  |  |   |  |   |  |
|--|--|---|--|---|--|
| Output Indicators  | Annual Target  | Q1  | Q2   | Q3  | Q4   |
| Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches | 1 (One consolidated report on process evaluation to focus on the 6 identified areas) | Information gathering conducted on BMA in identified ports of entry (ORTIA, King Shaka, Lebombo, Maseru, Cape Town International Airport and Beitbridge - Report on part 1 of process evaluation signed off by DDG: CCSS) | Report signed off by DDG: CCSS on process evaluation conducted on BMA at ORTIA and King Shaka (Part 2 of process evaluation) | Report signed off by DDG: CCSS on process evaluation conducted on BMA at Cape Town International Airport and Lebombo Border Post (Part 3 of process evaluation) | Report signed off by DDG: CCSS on process evaluation conducted on BMA at Maseru and Beit Bridge (Part 4 of process evaluation) |

|   |                          |  |                |                |                              |                |                    |
|---|--------------------------|--|----------------|----------------|------------------------------|----------------|--------------------|
| Fraud and corruption cases  | <b>Outcome:</b>          | DHA positioned to contribute positively to a capable and developmental state |                |                |                              |                |                    |
|   | <b>Output:</b>           | Counter Corruption Strategy for the DHA implemented                          |                |                |                              |                |                    |
|   | <b>Output Indicators</b> | <b>Annual Targets</b>  |                |                |                              |                |                    |
|   |                          | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> |                | <b>MTEF Period</b> |
|   |                          | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b> | <b>2022/23</b>     |
| Percentage of reported cases on fraud and corruption finalised within 90 working days   | 70.3%                    | 75.4%  | 74.6%          | 50%            | 50%                          | 66%            | 66%                |
| <b>Explanation of planned performance over the Medium Term Period</b>   |                          |  |                |                |                              |                |                    |
| 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 important in order to ensure the DHA has an adequate security system in place in line with the White Paper on Home Affairs. |                          |  |                |                |                              |                |                    |

| Quarterly Targets for 2021/22   |               |     |     |     |     |
|---|---------------|-----|-----|-----|-----|
| Output Indicators   | Annual Target | Q1  | Q2  | Q3  | Q4  |
| Percentage of reported cases on fraud and corruption finalised within 90 working days | 50%           | 50% | 50% | 50% | 50% |

|  |   |  |                |                |                              |                    |                |                |
|--|---|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| Threat and risk assessments (TRAs)   | <b>Outcome:</b>   | DHA positioned to contribute positively to a capable and developmental state |                |                |                              |                    |                |                |
|  | <b>Output:</b>  | Counter Corruption Strategy for the DHA implemented                          |                |                |                              |                    |                |                |
|  | <b>Output Indicators</b>  | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|  |   | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|  |   | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
|  | 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) | 89   | 83             | 64             | 27                           | 40                 | 60             | 60             |
| <p>Explanation of planned performance over the Medium Term Period</p> <p>The purpose of threat and risk assessments (TRAs) is:</p> <ul style="list-style-type: none"> <li>• Identification and determination of the value of critical assets of the offices and determining the potential threats and risks that may compromise the safety of the DHA's assets/ resources (people, assets, processes and documents).</li> <li>• Determination of the adequacy of current security measures and cost effectiveness thereof.</li> <li>• Making of recommendations to add, modify, eliminate security short falls and provide for business continuity.</li> </ul> <p>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.</p> |   |  |                |                |                              |                    |                |                |

| Quarterly Targets for 2021/22   |               |    |    |    |    |
|---|---------------|----|----|----|----|
| 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) | 40            | 10 | 10 | 10 | 10 |

|  |  |  |                |                |                              |                    |                |                |
|--|--|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| Vetting  | <b>Outcome:</b>  | DHA positioned to contribute positively to a capable and developmental state |                |                |                              |                    |                |                |
|  | <b>Output:</b>   | Counter Corruption Strategy for the DHA implemented                          |                |                |                              |                    |                |                |
|  | <b>Output Indicators</b>   | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|  |  | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|  |  | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
|  | Number of vetting files referred to State Security Agency (SSA) for evaluation | 701  | 538            | 444            | 400                          | 300                | 416            | 416            |
| <p><b>Explanation of planned performance over the Medium Term Period</b></p> <p>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 2021/22 period will be on confidential applications.</p> |  |  |                |                |                              |                    |                |                |

| Quarterly Targets for 2021/22  |               |    |    |    |    |
|--|---------------|----|----|----|----|
| Output Indicators  | Annual Target | Q1 | Q2 | Q3 | Q4 |
| Number of vetting files referred to State Security Agency (SSA) for evaluation | 300           | 75 | 75 | 75 | 75 |

## PROGRAMME: 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 2021-2024

Table 3: Citizen Affairs Expenditure Estimates 2021 to 2024

| PROGRAMME 2: CITIZEN AFFAIRS         | 2017/18          | 2018/19          | 2019/20          | 2020/21                | 2021/22                           | 2022/23          | 2023/24          |
|--------------------------------------|------------------|------------------|------------------|------------------------|-----------------------------------|------------------|------------------|
|                                      | Audited outcome  | Audited outcome  | Audited outcome  | Adjusted Appropriation | Medium Term Expenditure Framework |                  |                  |
| Rand thousand                        | R'000            | R'000            | R'000            | R'000                  | R'000                             | R'000            | R'000            |
| <b>Subprogrammes</b>                 |                  |                  |                  |                        |                                   |                  |                  |
| Citizen Affairs Management           | 23,274           | 34,333           | 55,426           | 6,025                  | 25,747                            | 29,139           | 29,221           |
| Status Services                      | 1,051,156        | 1,113,678        | 1,050,951        | 588,733                | 89,584                            | 90,440           | 90,735           |
| Identification Services              | 146,488          | 73,560           | 173,224          | 156,931                | 243,809                           | 251,640          | 252,821          |
| Access to Services                   | -                | -                | -                | -                      | -                                 | -                | -                |
| Service Delivery to Provinces        | 1,896,437        | 2,031,445        | 2,094,967        | 2,081,167              | 2,193,288                         | 2,243,854        | 2,258,079        |
| <b>Total</b>                         | <b>3,117,355</b> | <b>3,253,016</b> | <b>3,374,568</b> | <b>2,832,856</b>       | <b>2,552,428</b>                  | <b>2,615,073</b> | <b>2,630,856</b> |
| <b>Economic classification</b>       |                  |                  |                  |                        |                                   |                  |                  |
| <b>Current payments</b>              | <b>3,091,576</b> | <b>3,207,722</b> | <b>3,321,607</b> | <b>2,830,135</b>       | <b>2,549,558</b>                  | <b>2,612,079</b> | <b>2,627,730</b> |
| <b>Compensation of employees</b>     | <b>1,975,671</b> | <b>2,035,002</b> | <b>2,224,755</b> | <b>2,236,991</b>       | <b>2,174,280</b>                  | <b>2,180,380</b> | <b>2,194,215</b> |
| Salaries and wages                   | 1,656,220        | 1,689,801        | 1,862,853        | 1,832,056              | 1,820,696                         | 1,825,769        | 1,837,279        |
| Social contributions                 | 319,451          | 345,201          | 361,902          | 404,935                | 353,584                           | 354,611          | 356,936          |
| <b>Goods and services</b>            | <b>1,115,905</b> | <b>1,172,720</b> | <b>1,096,852</b> | <b>593,144</b>         | <b>375,278</b>                    | <b>431,699</b>   | <b>433,515</b>   |
| <b>Transfers and subsidies</b>       | <b>14,596</b>    | <b>14,193</b>    | <b>16,418</b>    | <b>2,721</b>           | <b>2,870</b>                      | <b>2,994</b>     | <b>3,126</b>     |
| <b>Payments for capital assets</b>   | <b>11,183</b>    | <b>31,101</b>    | <b>36,543</b>    | -                      | -                                 | -                | -                |
| <b>Payments for financial assets</b> | -                | -                | -                | -                      | -                                 | -                | -                |
| <b>Total</b>                         | <b>3,117,355</b> | <b>3,253,016</b> | <b>3,374,568</b> | <b>2,832,856</b>       | <b>2,552,428</b>                  | <b>2,615,073</b> | <b>2,630,856</b> |

The spending focus over the medium term period will be on:

- Continued rollout of the national population registration campaign with the focus on birth, marriage and death registrations, and the issuance of identity documents / smart cards.
- Providing travel and citizenship documents.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents in the civics and immigration environment.
- Implementing an operating model that is appropriate to a department that must deliver services effectively and securely to every citizen and to other clients and sectors.
- Maintaining of the Home Affairs National Identification System (HANIS), 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.
- Procuring of personal protection equipment in support of COVID-19.

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

|  |                          |  |                |                |                              |                    |                |                |
|--|--------------------------|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| Birth registration within 30 calendar days   | <b>Outcome:</b>          | Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations |                |                |                              |                    |                |                |
|  | <b>Output:</b>           | Births registered within prescribed period of 30 calendar days   |                |                |                              |                    |                |                |
|  | <b>Output Indicators</b> | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|  |                          | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|  |                          | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
| Number of births registered within 30 calendar days  | 772 035                  | 816 698  | 845 253        | 700 000        | 700 000                      | 710 000            | 710 000        |                |
| <b>Explanation of planned performance over the Medium Term Period</b>  |                          |  |                |                |                              |                    |                |                |
| <p>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.</p> <p>The outputs and indicators dealing with birth registration, the issuance of smart ID cards, issuance of passports and the new marriage act 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.</p> <p>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.</p> <p>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 is further reduced to 700 000 for the 2021/22 financial year with an escalation in the outer years. Other factors such as the inability to fill vacant posts and cultural naming conventions also impact on the registration of birth rate within 30 days. The DHA is also not allowed access to some health facilities during the pandemic coupled with lack of connectivity in health facilities and other system challenges. Births will not be registered during lockdown level 5. Scenario planning will be implemented during different lockdown levels aligned to the allowed office capacity as per regulations.</p> |                          |  |                |                |                              |                    |                |                |

| Quarterly Targets for 2021/22                       |  |         |         |         |         |  |
|---|--|---------|---------|---------|---------|--|
| Output Indicators                                   | Annual Target                                | Q1      | Q2      | Q3      | Q4      |  |
| Number of births registered within 30 calendar days | 700 000                                      | 177 980 | 178 596 | 168 424 | 175 000 |  |
|   |  |         |         |         |         |  |
| Output Indicator for 2021/22 – Scenarios            | Annual Target for 2021/22 – Scenarios        | Q1      | Q2      | Q3      | Q4      |  |
| Number of births registered within 30 calendar days | 100% fully functional front offices: 700 000 | 177 980 | 178 596 | 168 424 | 175 000 |  |
|   | 75% fully functional front offices – 525 000 | 133 485 | 133 947 | 126 318 | 131 250 |  |
|   | 50% functional front offices – 350 000       | 88 990  | 89 298  | 84 212  | 87 500  |  |
|   | 33.3% functional front offices – 233 100     | 59 267  | 59 473  | 56 085  | 58 275  |  |
|   | Level 5 - No service to be rendered          | N/A     | N/A     | N/A     | N/A     |  |

|  |  |  |                |                |                              |                    |                |                |
|--|--|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| Smart ID Cards   | <b>Outcome:</b>  | Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations |                |                |                              |                    |                |                |
|  | <b>Output:</b>   | Eligible citizens (including naturalised citizens and holders of permanent residence permits) issued with smart ID cards     |                |                |                              |                    |                |                |
|  | <b>Output Indicators</b>   | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|  |  | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|  |  | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
|  | Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above   | 2 864 111  | 3 127 217      | 2 816 544      | 750 000                      | 1 600 000          | 1 900 000      | 2 500 000      |
|  | Explanation of planned performance over the Medium Term Period   |  |                |                |                              |                    |                |                |
|  | Eligible citizens turning 16 years of age are compelled 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:  |  |                |                |                              |                    |                |                |
|  | <ul style="list-style-type: none"> <li>• Reduction of the risk of fraud caused by dual systems.</li> <li>• Enablement of e-government and e-commerce services through the digital enabled smart ID card.</li> <li>• Provision of a single digital card that can store and verify all types of service licenses; for example driver's and gun licenses.</li> <li>• Instant verification of identity by all service departments and agencies through a biometric enabled smart ID card.</li> </ul> |  |                |                |                              |                    |                |                |
| The target for the 2021/22 financial year is set at 1.6 million due to the impact of COVID-19, challenges with system instability, the inability to fill vacant posts 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 target includes the issuance of smart ID cards to naturalised citizens and permanent residence holders. A scenario approach is also included to deal with challenges brought about by COVID-19. |  |  |                |                |                              |                    |                |                |
| Smart ID card services will not be rendered under lockdown levels 2 -5. The target will be based on the percentage of functional offices.  |  |  |                |                |                              |                    |                |                |



| Quarterly Targets for 2021/22  |  |         |         |         |         |
|--|--|---------|---------|---------|---------|
| Output Indicators  | Annual Target                                  | Q1      | Q2      | Q3      | Q4      |
| Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above | 1 600 000                                      | 416 000 | 400 000 | 368 000 | 416 000 |
|  |  |         |         |         |         |
| Output Indicator for 2021/22 – Scenarios   | Annual Target for 2021/22 - Scenarios          | Q1      | Q2      | Q3      | Q4      |
| Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above | 100% fully functional front offices: 1 600 000 | 416 000 | 400 000 | 368 000 | 416 000 |
|  | 75% fully functional front offices – 1 200 000 | 312 000 | 300 000 | 276 000 | 312 000 |
|  | 50% functional front offices – 800 000         | 208 000 | 200 000 | 184 000 | 208 000 |
|  | 33.3% functional front offices - 532 800       | 138 528 | 133 200 | 122 544 | 138 528 |
|  | Level 2 -5: No service to be rendered          | N/A     | N/A     | N/A     | N/A     |

|   |   |  |                |                |                              |                    |                |
|---|---|--|----------------|----------------|------------------------------|--------------------|----------------|
| Adult passports   | <b>Outcome:</b>   | Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations |                |                |                              |                    |                |
|   | <b>Output:</b>  | Adult passports issued as per set standards  |                |                |                              |                    |                |
|   | <b>Output Indicators</b>  | <b>Annual Targets</b>  |                |                |                              |                    |                |
|   |   | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |
|   |   | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> |
|   | Percentage (%) of machine readable adult passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application) | 88.93%   | 91.88%         | 95.31%         | 70%                          | 90%                | 90%            |
| <b>Explanation of planned performance over the Medium Term Period</b>   |   |  |                |                |                              |                    |                |
| <p>The DHA's service standards in terms of the issuance of passports are critical to ensure that 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 economic development for the country.</p> <p>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 and external dependencies on service providers. The scenario approach will be followed should the COVID-19 pandemic and risk adjusted strategy continue in the 2021/22 financial year.</p> |   |  |                |                |                              |                    |                |

| Quarterly Targets for 2021/22   |   |   |   |   |   |
|---|---|---|---|---|---|
| Output Indicators   | Annual Target   | Q1  | Q2  | Q3  | Q4  |
| Percentage (%) of machine readable adult passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application) | 90%   | 90%   | 90%   | 90%   | 90%   |
| Output Indicators - Scenarios   | Annual Target - Scenario  | Q1  | Q2  | Q3  | Q4  |
| Percentage of machine readable adult passports issued within prescribed turnaround times according to the risk adjusted approach  | Level 5: NA   | NA  | NA  | NA  | NA  |
|   | Level 4: NA   | NA  | NA  | NA  | NA  |
|   | Level 3:<br>90% of machine readable adult passports issued within 42 working days | During level 3 the passport target will be 90% of adult passports issued within 42 working days | During level 3 the passport target will be 90% of adult passports issued within 42 working days | During level 3 the passport target will be 90% of adult passports issued within 42 working days | During level 3 the passport target will be 90% of adult passports issued within 42 working days |
|   | Level 2:<br>90% of machine readable adult passports issued within 32 working days | During level 2 the passport target will be 90% of adult passports issued within 32 working days | During level 2 the passport target will be 90% of adult passports issued within 32 working days | During level 2 the passport target will be 90% of adult passports issued within 32 working days | During level 2 the passport target will be 90% of adult passports issued within 32 working days |
|   | Level 1:<br>90% of machine readable adult passports issued within 13 working days | During level 1 the passport target will 90% of adult passports issued within 13 working days    | During level 1 the passport target will 90% of adult passports issued within 13 working days    | During level 1 the passport target will 90% of adult passports issued within 13 working days    | During level 1 the passport target will 90% of adult passports issued within 13 working days    |

|   |   |  |   |   |   |  |   |  |
|---|---|--|---|---|---|--|---|--|
| Marriage Policy   | <b>Outcome:</b>   | Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations |   |   |   |  |   |  |
|   | <b>Output:</b>  | Policy and legislation developed in support of citizenship and civil registration  |   |   |   |  |   |  |
|   | <b>Output Indicators</b>  | <b>Annual Targets</b>  |   |   |   |  |   |  |
|   |   | <b>Audited / Actual Performance</b>  |   |   | <b>Estimated Performance</b>  | <b>MTEF Period</b>   |   |  |
|   |   | <b>2017/18</b>   | <b>2018/19</b>  | <b>2019/20</b>  | <b>2020/21</b>  | <b>2021/22</b>   | <b>2022/23</b>                                  | <b>2023/24</b>                                     |
|   | Submission of the Marriage Bill to Parliament for approval  | NA   | NA  | Draft Marriage Policy submitted to Minister for approval  | Draft Marriage Policy gazetted for public comments  | Marriage Policy submitted to Cabinet for approval                    | Marriage Bill submitted to Cabinet for approval | Marriage Bill submitted to Parliament for approval |
|   | <b>Explanation of planned performance over the Medium Term Period</b>   |  |   |   |   |  |   |  |
|   | 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 society 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: |  |   |   |   |  |   |  |
|   | <ul style="list-style-type: none"> <li>• The Marriage Act, 1961 (Act No. 25 of 1961) as amended, and its associated regulations (monogamous marriage for opposite sex couples);</li> <li>• The Recognition of Customary Marriages, 1998 (Act No. 120 of 1998) - (polygamous marriages for opposite sex couples - polygamy); and</li> <li>• The Civil Union Act, 2006 (Act No. 17 of 2006) - (monogamous partnerships for both same and opposite sex couples).</li> </ul>  |  |   |   |   |  |   |  |
|   | 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 legislation which will be implemented over the medium term. |   |  |   |   |   |  |   |  |
| <b>Quarterly Targets for 2021/22</b>  |   |  |   |   |   |  |   |  |
|   | <b>Output Indicators</b>  | <b>Annual Target</b>   | <b>Q1</b>   | <b>Q2</b>   | <b>Q3</b>   | <b>Q4</b>  |   |  |
|   | Submission of the Marriage Bill to Parliament for approval<br><br>(Submission of the Marriage Policy to Cabinet (2021/22))  | Marriage Policy submitted to Cabinet for approval  | Marriage Policy Colloquium convened with key representative of all sectors (Religious, Cultural and Gender interest groups) | Draft Marriage Policy, incorporating public comments, submitted to Minister for approval<br><br>Final SEIAS report submitted to DPME for approval | Draft Marriage Policy submitted to JCPS and Social Clusters for recommendation to Cabinet | Final draft of the Marriage Policy submitted to Cabinet for approval |   |  |

## PROGRAMME: 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 departs 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 2021-2024

Table 4: Immigration Affairs Expenditure Estimates 2021 to 2024

| Programme 3: Immigration Affairs     | 2017/18          | 2018/19          | 2019/20          | 2020/21                | 2021/22                           | 2022/23          | 2023/24          |
|--------------------------------------|------------------|------------------|------------------|------------------------|-----------------------------------|------------------|------------------|
|                                      | Audited outcome  | Audited outcome  | Audited outcome  | Adjusted Appropriation | Medium Term Expenditure Framework |                  |                  |
| Rand thousand                        | R'000            | R'000            | R'000            | R'000                  | R'000                             | R'000            | R'000            |
| <b>Subprogrammes</b>                 |                  |                  |                  |                        |                                   |                  |                  |
| Immigration Affairs Management       | 6,925            | 42,493           | 69,818           | 37,202                 | 32,877                            | 32,135           | 32,396           |
| Admission Services                   | 769,514          | 816,413          | 832,185          | 861,512                | 1,025,819                         | 1,073,581        | 1,077,545        |
| Immigration Services                 | 243,724          | 228,385          | 244,143          | 253,642                | 246,220                           | 215,671          | 217,322          |
| Asylum Seekers                       | 134,337          | 144,251          | 142,559          | 152,090                | 149,400                           | 160,545          | 161,967          |
| <b>Total</b>                         | <b>1,154,500</b> | <b>1,231,542</b> | <b>1,288,705</b> | <b>1,304,446</b>       | <b>1,454,316</b>                  | <b>1,481,932</b> | <b>1,489,230</b> |
| <b>Economic classification</b>       |                  |                  |                  |                        |                                   |                  |                  |
| <b>Current payments</b>              | <b>1,113,870</b> | <b>1,197,638</b> | <b>1,278,896</b> | <b>1,303,993</b>       | <b>1,453,838</b>                  | <b>1,481,431</b> | <b>1,488,707</b> |
| <b>Compensation of employees</b>     | <b>722,529</b>   | <b>769,186</b>   | <b>822,086</b>   | <b>852,914</b>         | <b>781,929</b>                    | <b>782,403</b>   | <b>786,999</b>   |
| Salaries and wages                   | 611,893          | 649,027          | 694,070          | 716,429                | 665,521                           | 664,947          | 668,903          |
| Social contributions                 | 110,636          | 120,159          | 128,016          | 136,485                | 116,408                           | 117,456          | 118,096          |
| <b>Goods and services</b>            | <b>391,341</b>   | <b>428,452</b>   | <b>456,810</b>   | <b>451,079</b>         | <b>671,909</b>                    | <b>699,028</b>   | <b>701,708</b>   |
| <b>Transfers and subsidies</b>       | <b>912</b>       | <b>2,249</b>     | <b>2,736</b>     | <b>453</b>             | <b>478</b>                        | <b>501</b>       | <b>523</b>       |
| <b>Payments for capital assets</b>   | <b>39,718</b>    | <b>31,655</b>    | <b>7,073</b>     | -                      | -                                 | -                | -                |
| <b>Payments for financial assets</b> | -                | -                | -                | -                      | -                                 | -                | -                |
| <b>Total</b>                         | <b>1,154,500</b> | <b>1,231,542</b> | <b>1,288,705</b> | <b>1,304,446</b>       | <b>1,454,316</b>                  | <b>1,481,932</b> | <b>1,489,230</b> |

The spending focus for Immigration Affairs over the medium term period will be on:

- Facilitating the importation of critical skills and tourism into South Africa according to a risk-based and strategic approach to immigration.
- Implementing effective and efficient asylum and refugee management strategies and systems.
- Improving access and smooth facilitation of traveller movements at ports of entry through the implementation of modernised e-systems such as advance passenger processing, passenger name record, enhanced movement control and biometrics.
- Building capacity and system developments at refugee reception centres.
- Acquisition of forms, labels for temporary residence visas and permanent residence certificates.
- Ensuring that the management of the deportation holding facility – Lindela - is maintained to the highest applicable human rights standards in line with the Constitution (1996) and the Immigration Act.
- Ensuring that the transportation and deportation of persons found to be illegally in South Africa is carried out speedily in line with the Immigration Act.
- Acquisition of adequate resources to combat illegal migration.
- Providing a departmental presence at missions abroad to execute the Department's mandate.
- Strengthening of the Inspectorate capacity and mandate to enforce the Immigration Act and Regulations.
- Rendering of inspectorate services at provincial offices.
- Efficient management of air, land and maritime ports of entry in provinces.
- Procuring of personal protective equipment for COVID-19.

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

|  |                          |  |                |                |                              |                    |                |                |
|--|--------------------------|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| <b>Law enforcement operations / inspections</b>  | <b>Outcome:</b>          | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |                |                |                              |                    |                |                |
|  | <b>Output:</b>           | Enforcement of compliance of departmental legislation through law enforcement operations/ inspections                                    |                |                |                              |                    |                |                |
|  | <b>Output Indicators</b> | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|  |                          | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|  |                          | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
| Number of law enforcement operations/ inspections conducted to ensure compliance with immigration legislation  | 219                      | 221  | 222            | 200            | 220                          | 220                | 220            |                |
| <b>Explanation of planned performance over the Medium Term Period</b>  |                          |  |                |                |                              |                    |                |                |
| <p>The output and indicator contribute 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 our national interest through 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.</p> <p>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 indicator is intended to ensure that those who work illegally (with no correct visas or immigration permits to do so), or employ such persons in violation of legislation, or are here illegally, are either charged or deported. Inspections and/ or operations will be conducted by the DHA (Immigration Officials) to achieve the target. The target also aims to ensure that other persons encountered, for example during inspections or road blocks, are here lawfully. In short the target seeks to locate or trace illegal foreign nationals in South Africa and ensure that the resulting enforcement, be it prosecution or deportation, is undertaken.</p> <p>This provides a safe environment as it ensures that everyone in South Africa is correctly documented and placed on a system with their personal information. It also provides stability in ensuring that there is enforcement that is visible and attending to matters that are of concern to members of the public. Attacks against foreign nationals have in the past been partly blamed on the prevalence of undocumented foreign nationals in the country. The target shows that the DHA actively contributes to efforts to reassert 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 provincial inspections/ investigations will be calculated separately from the head office interventions. Other key enablers include: vehicles, hand held devices for identification purposes and support from SAPS and the justice system.</p> <p>The main focus areas for inspections / investigations are: Retail outlets/ chain stores (24), mines (4), hotels/ lodges (16), farms (4), manufacturers/ wholesalers (16), spaza shops/ general dealers (16), restaurants (32), roadblocks/ operations (16), salons (16), private dwellings (4), tour operators (4), Education establishments (4), religious establishments (4), health practitioners: health clubs/gym, spas (16), cell phone shops (14), security companies (10), transport and logistics companies (16), automotive industry: car dealerships/ towing/scrap yards (4).</p> <p>A scenario approach will be followed to deal with lockdown regulations.</p> |                          |  |                |                |                              |                    |                |                |

| Quarterly Targets for 2021/22  |                          |                    |  |                      |                      |  |
|--|--------------------------|--------------------|--|----------------------|----------------------|--|
| Output Indicators  | Annual Target            | Q1                 | Q2   | Q3                   | Q4                   |  |
| Number of law enforcement operations/inspections conducted to ensure compliance with immigration legislation | 220                      | 55                 | 55   | 55                   | 55                   |  |
|  |                          |                    |  |                      |                      |  |
| Output Indicators - Scenarios  | Annual Target - Scenario | Levels 5 - 4       | Level 3  | Level 2              | Level 1              |  |
| Number of law enforcement operations/inspections conducted to ensure compliance with immigration legislation | 220                      | No APP inspections | 110 (28 per quarter for Q1 – Q3 and 26 for Q4) | 220 (55 per quarter) | 220 (55 per quarter) |  |

| Permanent Residence Permits   | 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 |         |  |
|   | 2017/18           | 2018/19  | 2019/20 | 2020/21 | 2021/22               | 2022/23     | 2023/24 |  |
| Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)<br><br>(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only))   | 97%               | 95.1%  | 95.8%   | 20%     | 85%                   | 85%         | 85%     |  |
| <b>Explanation of planned performance over the Medium Term Period</b>   |                   |  |         |         |                       |             |         |  |
| <p>The output and indicator contribute 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.</p> <p>The two outputs (permanent residence permits adjudicated according to set standards and temporary residence visas adjudicated according to set standards) deal 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 1 - Economic Transformation and Job Creation.</p> <p>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 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, making South Africa attractive. 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.</p> <p>These are strategic outcomes which contribute to proactive attraction, recruitment and retention of critical skills needed for economic growth and development. The outcomes 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.</p> <p>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.</p> |                   |  |         |         |                       |             |         |  |

Due to the lockdown, VFS offices were closed and no service was provided to the public between 27 March and 18 September 2020 due to the risk adjusted strategy regulations. This had an impact on the population of applications to be processed by the DHA. Therefore no quarterly reports will be available for the first three quarters of the 2021/22 financial year.

| Quarterly Targets for 2021/22  |               |  |  |  |     |
|--|---------------|--|--|--|-----|
| Output Indicators  | Annual Target | Q1   | Q2   | Q3   | Q4  |
| Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)<br><br>(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only) | 85%           | (No report to be submitted due to no population of applications) | (No report to be submitted due to no population of applications) | (No report to be submitted due to no population of applications) | 85% |

| Critical Skills Visas   | <b>Outcome:</b>          | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |         |         |                       |             |         |
|---|--------------------------|--|---------|---------|-----------------------|-------------|---------|
|   | <b>Output:</b>           | Temporary residence visas adjudicated according to set standards   |         |         |                       |             |         |
|   | <b>Output Indicators</b> | Annual Targets   |         |         |                       |             |         |
|   |                          | Audited / Actual Performance   |         |         | Estimated Performance | MTEF Period |         |
|   | 2017/18                  | 2018/19  | 2019/20 | 2020/21 | 2021/22               | 2022/23     | 2023/24 |
| Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application) | 89%                      | 88.5%  | 86.7%   | 82%     | 85%                   | 95%         | 95%     |

| Quarterly Targets for 2021/22   |                          |     |     |     |     |
|---|--------------------------|-----|-----|-----|-----|
| Output Indicators   | Annual Target - Scenario | Q1  | Q2  | Q3  | Q4  |
| Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application) | 85%                      | 85% | 85% | 85% | 85% |

|   |                          |  |                |                |                              |                    |                |                |
|---|--------------------------|--|----------------|----------------|------------------------------|--------------------|----------------|----------------|
| <b>Business and General Work Visas</b>  | <b>Outcome:</b>          | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |                |                |                              |                    |                |                |
|   | <b>Output:</b>           | Temporary residence visas adjudicated according to set standards   |                |                |                              |                    |                |                |
|   | <b>Output Indicators</b> | <b>Annual Targets</b>  |                |                |                              |                    |                |                |
|   |                          | <b>Audited / Actual Performance</b>  |                |                | <b>Estimated Performance</b> | <b>MTEF Period</b> |                |                |
|   |                          | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b>               | <b>2021/22</b>     | <b>2022/23</b> | <b>2023/24</b> |
| Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application) | 98%                      | 97.9%  | 98.2%          | 90%            | 90%                          | 90%                | 90%            |                |

| Quarterly Targets for 2021/22   |               |     |     |     |     |  |
|---|---------------|-----|-----|-----|-----|--|
| Output Indicators   | Annual Target | Q1  | Q2  | Q3  | Q4  |  |
| Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application) | 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

### Institutional Support and Transfers Expenditure Estimates over the MTEF 2021-2024

Table 5: Institutional Support and Transfers Expenditure Estimates 2021 to 2024

| Programme 4: Institutional Support And Transfers | 2017/18          | 2018/19          | 2019/20          | 2020/21                | 2021/22                           | 2022/23          | 2023/24          |
|--|------------------|------------------|------------------|------------------------|-----------------------------------|------------------|------------------|
|  | Audited outcome  | Audited outcome  | Audited outcome  | Adjusted Appropriation | Medium Term Expenditure Framework |                  |                  |
| Rand thousand                                    | R'000            | R'000            | R'000            | R'000                  | R'000                             | R'000            | R'000            |
| <b>Subprogrammes</b>                             |                  |                  |                  |                        |                                   |                  |                  |
| Border Management Authority                      | 11,379           | 6,012            | 4,725            | 28,000                 | 40,000                            | 41,520           | 43,350           |
| Electoral Commission                             | 1,299,912        | 1,965,004        | 2,012,749        | 2,100,534              | 2,210,255                         | 2,223,790        | 2,232,334        |
| Represented Political Parties' Fund              | 141,204          | 149,394          | 157,760          | 162,723                | 166,812                           | 171,016          | 171,672          |
| <b>Total</b>                                     | <b>1,452,495</b> | <b>2,120,410</b> | <b>2,175,234</b> | <b>2,291,257</b>       | <b>2,417,067</b>                  | <b>2,436,326</b> | <b>2,447,356</b> |
| <b>Economic classification</b>                   |                  |                  |                  |                        |                                   |                  |                  |
| <b>Current payments</b>                          | <b>11,379</b>    | <b>6,012</b>     | <b>4,687</b>     | <b>28,000</b>          | <b>40,000</b>                     | <b>41,520</b>    | <b>43,350</b>    |
| <b>Compensation of employees</b>                 | -                | -                | <b>3,145</b>     | -                      | -                                 | -                | -                |
| Salaries and wages                               | -                | -                | 3,145            | -                      | -                                 | -                | -                |
| Social contributions                             | -                | -                | -                | -                      | -                                 | -                | -                |
| <b>Goods and services</b>                        | <b>11,379</b>    | <b>6,012</b>     | <b>1,542</b>     | <b>28,000</b>          | <b>40,000</b>                     | <b>41,520</b>    | <b>43,350</b>    |
| <b>Transfers and subsidies</b>                   | <b>1,441,116</b> | <b>2,114,398</b> | <b>2,170,509</b> | <b>2,263,257</b>       | <b>2,377,067</b>                  | <b>2,394,806</b> | <b>2,404,006</b> |
| <b>Payments for capital assets</b>               | -                | -                | <b>38</b>        | -                      | -                                 | -                | -                |
| <b>Payments for financial assets</b>             | -                | -                | -                | -                      | -                                 | -                | -                |
| <b>Total</b>                                     | <b>1,452,495</b> | <b>2,120,410</b> | <b>2,175,234</b> | <b>2,291,257</b>       | <b>2,417,067</b>                  | <b>2,436,326</b> | <b>2,447,356</b> |

## BORDER MANAGEMENT AUTHORITY (BMA)

| Incremental Rollout of the Border Management Authority (BMA)  | Outcome:   | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments           |                         |  |  |  |  |
|---|--|--|-------------------------|--|--|--|--|
|   | Output:  | BMA incrementally 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  |  |
|   | 2017/18  | 2018/19  | 2019/20                 | 2020/21                                    | 2021/22  | 2022/23  | 2023/24  |
| Number of ports of entry, land border law enforcement area segments and community crossing points with incremental BMA roll-out | BMA Road Map approved by Minister in February 2018 | Draft Section 97 Presidential Proclamation prepared  | BMA legislation enacted | BMA Act, 2020 assented to by the President | BMA incrementally established  | BMA incrementally rolled out at 12 ports of entry by incorporating frontline immigration, port health, border facility management and agriculture functions into the BMA | BMA incrementally rolled out at 13 ports of entry by incorporating frontline immigration, port health, border facility management and agriculture functions into the BMA |
|   |  |  |                         |  | BMA incrementally rolled out at 11 ports of entry by incorporating frontline immigration, port health, border facility management and agriculture functions into the BMA | BMA incrementally rolled out to 3 segments of the land border law enforcement area   | BMA incrementally rolled out to 2 segments of the land border law enforcement area   |
|   |  |  |                         |  | BMA incrementally 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   |



**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 two outcome indicators in this regard are 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 indicators 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.

Through the indicators, the BMA Project Management Office intends to demonstrate the incremental roll-out of the BMA at ports of entry; community crossing points and land border law enforcement areas over the MTSF period. The indicators and targets on the BMA show 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. Public service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.

**Quarterly Targets for 2021/22**

| Output Indicators  | Annual Target  | Q1  | Q2   | Q3   | Q4  |
|--|--|---|--|--|-----|
| Number of ports of entry, land border law enforcement area segments and community crossing points with incremental BMA rollout<br><br>(Incremental establishment of the BMA - 2021/22; and Number of ports of entry, land border law enforcement area segments and community crossing points with incremental BMA rollout - 2021/22) | BMA incrementally established  | Implementation Protocol with SARS concluded<br><br>10 Port Coordinators appointed to coordinate border operations in the BMA  | Implementation Protocol with SAPS concluded<br><br>Transfer of functions according to Section 97 of the Constitution (Department of Agriculture, Land Reform and Rural Development; port health and border facility management). | Implementation Protocol with Defence concluded   | N/A |
|  | BMA incrementally rolled out at 11 ports of entry by incorporating frontline immigration, port health, agriculture and border facility management functions into the BMA | Draft plan for the incremental rollout of the BMA Border Guard to ports of entry, segments of the land border law enforcement area and community crossing point submitted to the Minister for consideration | Plan for the incremental rollout of the BMA Border Guard to ports of entry, segments of the land border law enforcement area and community crossing point approved by the Minister   | BMA incrementally rolled out at 11 ports of entry by incorporating frontline immigration, port health, border facility management and agriculture functions into the BMA | NA  |

|  |  |    |    |   |   |
|--|--|----|----|---|---|
|  | BMA incrementally rolled out in phases along 5 segments of the land border law enforcement area (RSA/Zimbabwe; eManguzi; Skukuza; KZN/eSwatini; and Mpumalanga/eSwatini) | NA | NA | BMA incrementally rolled out along 2 segments of the land border law enforcement area | BMA incrementally rolled out along 3 segments of the land border law enforcement area |
|  | BMA rolled out to 1 community crossing point   | NA | NA | NA  | BMA incrementally rolled-out at 1 community crossing point.                           |

|   |  |  |                |  |  |   |   |  |
|---|--|--|----------------|--|--|---|---|--|
| National Targeting Centre (NTC)   | <b>Outcome:</b>  | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |                |  |  |   |   |  |
|   | <b>Output:</b>   | Measures introduced to drive intelligence- and risk-led border management  |                |  |  |   |   |  |
|   | <b>Output Indicators</b>   | <b>Annual Targets</b>  |                |  |  |   |   |  |
|   |  | <b>Audited / Actual Performance</b>  |                |  | <b>Estimated Performance</b>   | <b>MTEF Period</b>  |   |  |
|   |  | <b>2017/18</b>   | <b>2018/19</b> | <b>2019/20</b>                         | <b>2020/21</b>   | <b>2021/22</b>  | <b>2022/23</b>                                  | <b>2023/24</b>                                 |
|   | Incremental rollout of the National Targeting Centre (NTC) as per NTC Establishment Plan | NA   | NA             | NTC business case approved by Minister | Implementation protocols with relevant organs of state negotiated (Health, Agriculture, SAPS, Environmental Affairs, Transport, SSA and Defence) | NTC incrementally established commencing with the establishment of an interim NTC | NTC incrementally established (Phased approach) | NTC incrementally rolled-out (Phased approach) |
|   | <b>Explanation of planned performance over the Medium Term Period</b>                    |  |                |  |  |   |   |  |
| <p>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. In this regard, the DHA outcome for the MTSF is: "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". This outcome is intended to contribute towards securing the country's borders, managing migration more effectively and facilitating trade more efficiently. The BMA will be responsible for border law enforcement functions, except for custom functions, in the border environment. The BMA will function on the principle of intelligence-led border management and the National Targeting Centre (NTC) will be the primary border intelligence instrument. The NTC will serve as the central risk management and intelligence hub for the border environment in South Africa. The NTC will assist in identifying and mitigating high-risk travellers, goods and conveyancers passing through South Africa's borders. In order to ensure the incremental establishment of the NTC during the 2021/22 financial year, the BMA PMO intends to establish an interim NTC through the repositioning of the National Border Management Coordinating Committee (NBMCC) to continue its border risk monitoring and information coordination functions. The BMA PMO will support the establishment of an interim NTC management structure, an interim NTC operating model and the identification of targeting priorities. Proposals will also be developed to solicit support for the development of NTC Blue Print and Road Map through the development of terms of reference.</p> <p>Public service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.</p> |  |  |                |  |  |   |   |  |

|  |   |   |  |   |  |   |
|--|---|---|--|---|--|---|
|  | <b>Quarterly Targets for 2021/22</b>  |   |  |   |  |   |
|  | <b>Output Indicators</b>  | <b>Annual Target</b>  | <b>Q1</b>  | <b>Q2</b>   | <b>Q3</b>  | <b>Q4</b>   |
|  | Incremental rollout of the National Targeting Centre (NTC) as per NTC Establishment Plan<br><br>(Establishment of an interim NTC – 2021/22) | NTC incrementally established commencing with the establishment of an interim NTC | Implementation protocols with relevant organs of state negotiated (SARS, SANDF and SAPS)<br><br>Proposed Interim NTC management structure submitted to EXCO for approval | Proposed Interim NTC operating model submitted to EXCO for approval | Proposed Interim NTC targeting priorities submitted to EXCO for approval | Terms of Reference for the preparation of a NTC Blue Print and Road Map developed (approved by BMA PMO / Acting Commissioner/ Commissioner) |

|  |   |  |                                |                               |  |  |  |  |
|--|---|--|--------------------------------|-------------------------------|--|--|--|--|
| Redevelopment of Six Priority Land Ports of Entry as One-Stop Border-Posts   | <b>Outcome:</b>   | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |                                |                               |  |  |  |  |
|  | <b>Output:</b>  | Public-Private partnership (PPP) concluded to redevelop six land ports of entry  |                                |                               |  |  |  |  |
|  | <b>Output Indicators</b>  | <b>Annual Targets</b>  |                                |                               |  |  |  |  |
|  |   | <b>Audited / Actual Performance</b>  |                                |                               | <b>Estimated Performance</b>   | <b>MTEF Period</b>   |  |  |
|  |   | <b>2017/18</b>   | <b>2018/19</b>                 | <b>2019/20</b>                | <b>2020/21</b>   | <b>2021/22</b>   | <b>2022/23</b>                                   | <b>2023/24</b>                                   |
|  | Development of the six (6) land ports of entry                        | Request for Qualification issued to the market on 29 March 2018  | Pre-qualified bidders selected | Transaction Advisor appointed | Multiple preferred bidders appointed for the redevelopment of six priority land ports of entry | Financial and contractual closure reached with the appointed bidders in respect of the redevelopment of six priority land ports of entry | Construction commences at the six ports of entry | Construction continues at the six ports of entry |
|  | <b>Explanation of planned performance over the Medium Term Period</b> |  |                                |                               |  |  |  |  |
| <p>The redevelopment of six priority land ports of entry as one-stop border posts (OSBPs) 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.</p> <p>The main priority for 2021/22 is to conclude financial and contractual closures with the appointed private parties. A budget is available to fund all required processes in this regard. This target is essential to the future redevelopment and operations of the six ports. Only a quarter 4 indicator target is identified so as to allow for flexibility in achieving this year-end target. BBEEE targets will inform the work and people employed by the private parties during the construction and concession phases of the project.</p> |   |  |                                |                               |  |  |  |  |

| Quarterly Targets for 2021/22   |  |     |     |     |     |  |
|---|--|-----|-----|-----|-----|--|
| Output Indicators   | Annual Target  | Q1  | Q2  | Q3  | Q4  |  |
| Development of the six (6) land ports of entry<br>(Financial and contractual closure effected with private party (2021/22)) | Financial and contractual closure reached with the appointed bidders in respect of the redevelopment of six priority land ports of entry | N/A | N/A | N/A | N/A | Financial and contractual closure reached with the appointed bidders in respect of the redevelopment of six priority land ports of entry |

|                                    |   |  |                              |  |   |   |   |  |
|------------------------------------|---|--|------------------------------|--|---|---|---|--|
| One-Stop-Border-Post (OSBP) Policy | <b>Outcome:</b>   | Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments |                              |  |   |   |   |  |
|                                    | <b>Output:</b>  | Policy and legislation developed in support of a risk-based and developmental approach to immigration                                    |                              |  |   |   |   |  |
|                                    | <b>Output Indicators</b>  | <b>Annual Targets</b>  |                              |  |   |   |   |  |
|                                    |   | <b>Audited / Actual Performance</b>  | <b>Estimated Performance</b> | <b>MTEF Period</b>                             |   |   |   |  |
|                                    |   | <b>2017/18</b>   | <b>2018/19</b>               | <b>2019/20</b>                                 | <b>2020/21</b>  | <b>2021/22</b>                                | <b>2022/23</b>                              | <b>2023/24</b>                                 |
|                                    | Submission of OSBP Bill to Parliament for approval  | NA   | NA                           | OSBP Policy submitted to Minister for approval | One-Stop-Border-Post (OSBP) Policy gazetted for public comments | OSBP Policy submitted to Cabinet for approval | OSBP Bill submitted to Cabinet for approval | OSBP Bill submitted to Parliament for approval |
|                                    | <b>Explanation of planned performance over the Medium Term Period</b>   |  |                              |  |   |   |   |  |
|                                    | <p>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 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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• "Straddle Border Post" – This type of OSBP physically straddles the borderline and the Common Control Zone is bisected by the borderline.</li> <li>• "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.</li> <li>• "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.</li> </ul> <p>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.</p> <p>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.</p> |  |                              |  |   |   |   |  |

| Quarterly Targets for 2021/22   |   |  |   |  |   |
|---|---|--|---|--|---|
| Output Indicators   | Annual Target                                 | Q1   | Q2  | Q3   | Q4  |
| Submission of OSBP Bill to Parliament for approval<br>(Submission of OSBP Policy to Cabinet for approval – 2021/22) | OSBP Policy submitted to Cabinet for approval | Consultation with NEDLAC on the draft OSBP Policy undertaken | Draft OSBP Policy, incorporating public and NEDLAC comments, submitted to the Minister for approval | OSBP Policy submitted to JCPS, ICTS and ESEID Clusters for recommendation to Cabinet | Final OSBP Policy submitted to Cabinet for approval |
|   |   |  | Final SEIAS report submitted to DPME for approval   |  |   |

## 6. PROGRAMME RESOURCE CONSIDERATIONS

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

Table 6: Department of Home Affairs Expenditure Estimates over the MTEF 2021-2024

| Department of Home Affairs: Vote 5   | 2017/18          | 2018/19          | 2019/20          | 2020/21                | 2021/22                           | 2022/23          | 2023/24          |
|--------------------------------------|------------------|------------------|------------------|------------------------|-----------------------------------|------------------|------------------|
|                                      | Audited outcome  | Audited outcome  | Audited outcome  | Adjusted Appropriation | Medium Term Expenditure Framework |                  |                  |
| Rand thousand                        | R'000            | R'000            | R'000            | R'000                  | R'000                             | R'000            | R'000            |
| <b>Programmes</b>                    |                  |                  |                  |                        |                                   |                  |                  |
| Administration                       | 2,677,329        | 2,442,271        | 2,689,010        | 2,358,849              | 2,266,639                         | 2,295,777        | 2,307,620        |
| Citizen Affairs                      | 3,117,355        | 3,253,016        | 3,374,568        | 2,832,856              | 2,552,428                         | 2,615,073        | 2,630,856        |
| Immigration Affairs                  | 1,154,500        | 1,231,542        | 1,288,705        | 1,304,446              | 1,454,316                         | 1,481,932        | 1,489,230        |
| Institutional Support and Transfers  | 1,452,495        | 2,120,410        | 2,175,234        | 2,291,257              | 2,417,067                         | 2,436,326        | 2,447,356        |
| <b>Total</b>                         | <b>8,401,679</b> | <b>9,047,239</b> | <b>9,527,517</b> | <b>8,787,408</b>       | <b>8,690,450</b>                  | <b>8,829,108</b> | <b>8,875,062</b> |
| <b>Economic classification</b>       |                  |                  |                  |                        |                                   |                  |                  |
| <b>Current payments</b>              | <b>6,389,300</b> | <b>6,574,582</b> | <b>6,863,666</b> | <b>6,505,143</b>       | <b>6,293,330</b>                  | <b>6,413,741</b> | <b>6,449,589</b> |
| <b>Compensation of employees</b>     | <b>3,192,570</b> | <b>3,323,144</b> | <b>3,593,896</b> | <b>3,569,140</b>       | <b>3,468,985</b>                  | <b>3,478,066</b> | <b>3,502,938</b> |
| Salaries and wages                   | 2,698,773        | 2,789,809        | 3,030,692        | 2,945,607              | 2,928,342                         | 2,934,964        | 2,955,827        |
| Social contributions                 | 493,797          | 533,335          | 563,204          | 623,433                | 540,643                           | 543,102          | 547,111          |
| <b>Goods and services</b>            | <b>3,196,730</b> | <b>3,251,438</b> | <b>3,269,770</b> | <b>2,936,103</b>       | <b>2,824,345</b>                  | <b>2,935,675</b> | <b>2,946,651</b> |
| <b>Transfers and subsidies</b>       | <b>1,458,494</b> | <b>2,135,356</b> | <b>2,196,909</b> | <b>2,269,254</b>       | <b>2,383,393</b>                  | <b>2,401,103</b> | <b>2,410,580</b> |
| <b>Payments for capital assets</b>   | <b>553,885</b>   | <b>332,314</b>   | <b>461,900</b>   | <b>13,011</b>          | <b>13,727</b>                     | <b>14,264</b>    | <b>14,893</b>    |
| <b>Payments for financial assets</b> | <b>-</b>         | <b>4,987</b>     | <b>5,042</b>     | <b>-</b>               | <b>-</b>                          | <b>-</b>         | <b>-</b>         |
| <b>Total</b>                         | <b>8,401,679</b> | <b>9,047,239</b> | <b>9,527,517</b> | <b>8,787,408</b>       | <b>8,690,450</b>                  | <b>8,829,108</b> | <b>8,875,062</b> |

## EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS ACHIEVEMENT OF OUTPUTS

On 15 March 2020, the President declared a national state of disaster following the declaration of the global COVID-19 pandemic. On 21 April 2020, the President announced a R500 billion fiscal support package that includes spending towards COVID-19. Part of the funding sources for this package was a R130 billion baseline reprioritisation in the 2020/21 financial year. A Special Adjustment Budget was adopted to modify the 2020/21 budget to utilise the current baseline allocations to enable spending on COVID-19. The DHA budget was subsequently reduced by R562 million in the 2020/21 financial year. In addition, a further reduction of R217 million was imposed on the Department's Compensation of Employees (CoE) baseline during the 2020 Adjusted Estimates of National Expenditure (AENE).

MINCOMBUD and Cabinet endorsed the implementation of active measures for government's fiscal policy stance for the 2021 Medium Term Expenditure Framework (MTEF). The Minister of Finance tabled an active scenario fiscal framework on 24 June 2020. The new fiscal framework requires savings of R90 billion and R140 billion in 2021/22 and 2022/23, respectively, compared to the baselines outlined in the February 2020 budget. All departmental baselines were reduced with 5.7% and 8.5% in the 2021/22 and 2022/23 financial years, respectively. Ceilings for CoE were also reduced. There are huge tax / revenue shortfalls projected for 2020/21 (R304 billion). Over the MTEF period, the Home Affairs vote will be cut by a total of R2.4 billion on CoE. The non-CoE cut will be a total of R856.6 million amounting to a total cut of R3, 298 billion. The aim of the 2021 MTEF Budget is fiscal consolidation for the purpose of stabilising public debt. There will also be no nominal baseline increase in 2023/24.

The deteriorating macro-fiscal outlook means that all existing and new priorities will therefore have to be funded from the baseline as no additional funding is available. This may involve the scaling down of non-priority programmes and projects or changing service delivery using technology more effectively. The MTEF baseline-cuts target CoE directly - 74% of the proposed MTEF cuts are for CoE (R2, 4 billion); 26% of the proposed MTEF cuts for non-CoE (R856 m). The CoE cuts are dependent upon government succeeding in its court action on the multi-year agreement with organised labour. The reprioritisation coincides with the upcoming local government elections in 2021/22.

The 2021 MTEF guidelines stipulate that the DHA should remain and operate within the personnel budget limit or ceiling over the MTEF period as approved by Cabinet. The DHA will be expected to implement stringent compensation containment measures

such as early retirement without penalisation, the active management of performance bonuses in line with relevant DPSA circulars, as well as the active management of overtime and progression payments where possible.

In order to remain within the reduced CoE ceilings, the DHA will have to reduce its headcount of funded filled posts with around 664 posts over the medium term. As much as the DHA takes cognisance of the need to remain within the CoE ceiling and in the absence of requesting additional funding, some of the ongoing challenges experienced by the DHA are nevertheless highlighted as follows:

- The need for the appointment of critical personnel in areas such as information services, policy and strategy, legal services, frontline offices, immigration inspectorate and security functions, as the current CoE ceilings and allocations negate this.
- Inability to fill posts as and when these posts become vacant already has negative consequences on the departmental performance in specialised areas, leadership stability, IT and other critical skills, demands on overtime, shift system at ports of entry and Inspectorate, compromised internal controls (for example no segregation of duties) as well as the rendering of service delivery to its clients.
- The revised MTEF CoE ceiling for 2021/24 FY means that the DHA will not be in a position to cater for areas such as salary increases, performance bonus, pay progression, overtime and filling of critical vacant posts. All natural attrition posts going forward need to be foregone to assist the DHA to fit within the reduced CoE baseline.

Regarding goods and services and capital, the 2021/22 Medium Term Expenditure Framework (MTEF) guidelines clearly stipulate that no additional funding will be granted for allocation over the MTEF period. The reduced baseline over the 2021/22 MTEF for Goods and Services will have an impact on the annual performance plan targets, the current budget catered for contractual obligations as well as project related costs and the operations of the Department as there will be no room for any escalation costs in this regard.

The already constrained goods and services budget currently affects areas such as:

- Improving the footprint of DHA and accessing of services rendered by the DHA.
- Improving and enhancing of infrastructure at ports of entry.
- Provision of security services at departmental offices.
- Continued rollout of the national population registration campaign with the

focus on birth, marriage and death registrations and the accelerated issuance of identity documents/smart cards.

- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents in the civics and immigration environment.
- Digitisation of records as part of the Electronic Document Management System.
- Improving access and smooth facilitation of traveller movements at ports of entry through systems such as advance passenger processing and passenger name record. These systems are critical for the national security of the country.

Furthermore, the DHA previously looked into areas and will continue to do so whereby funding can be acquired to assist with existing funding pressures through a combination of initiatives:

- Further cost cutting measures, for example travel and subsistence, venues and facilities, etc.
- Donor Funding (CARA).
- GPW in respect of tariff cuts.
- Renegotiation of existing contracts.

It must be emphasised, that should there be any further cuts to the baseline of the DHA, the main areas where these cuts will most significantly impact on, are:

- Aspects of the modernisation programme of the DHA such as maintenance costs and IT upgrades.
- Contractual obligations such as for the Advance Passenger Processing system.
- Deportations.
- Payment of state owned buildings and private leases, office accommodation projects, together with other renovations, upgrades and installations.
- New policy such as the White Paper for the Management of Citizenship, International Migration and Refugee Protection.
- Deployment of officials abroad.
- Payment for the use of data lines.
- Payments to service providers for operational costs.
- Ministerial projects such as hospital connectivity.
- The incremental rollout of the BMA.

- Passenger Name Record (PNR) – this has the potential to compromise national security.
- New DHA head office complex.

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

- Implementing the modernisation programme of the DHA. Specific emphasis will be placed on automation and the development of key digital systems such as the national identity system; the border management solution, including the e-Visa system; and the continued roll out of the smart ID card to replace the green ID book.
- A priority is the further development of immigration policy, including extensive consultation with stakeholders. Initiatives aimed at improving the management of immigration include the improvement of existing immigration systems; the rollout of new systems as part of the modernisation programme; improving the asylum seeker and refugee management process and improving infrastructure at ports of entry.
- Establishing the Border Management Authority. The BMA will require new additional start-up and Border Guard mobilisation funds over and above the budgets and resources that will be transferred from relevant organs of state. Significant transfers of funding, staff and assets are anticipated from relevant organs of state performing law enforcement functions.
- Establishing and maintaining secure identity systems, record management, an electronic document management system and issuing of secure civic and immigration enabling documents.
- Professionalising the DHA by building a competent and capable workforce that is able to secure DHA systems and rendering of the delivery of improved services.
- Taking steps to secure all DHA offices, systems and service points.
- Improving service delivery through enhanced access (development and optimisation of strategic channels such as a DHA contact centre and mobile technology); implementation of the DHA service delivery charter and plan; infrastructure development in frontline offices; public education / awareness and customer relationship management.

The costs of driving the activities outlined above are reflected in all four departmental programmes as captured in the Annual Performance Plan. The focus of the DHA over the medium term will be on repositioning the department as a highly secure, professional and modern department through, inter alia, developing a new operational,

organisational and funding model. A critical element of the repositioning will be increasing capacity in specialist areas of business; modernising and integrating its information systems, people, processes and infrastructure as well as increasing and improving its client interfaces.

The DHA is a labour intensive organisation. The DHA is currently functioning at only 42.5% of its approved capacity (the total of filled posts of 8 607 versus the approved establishment of 20 430) as at the end of December 2020.

The total number of posts for the DHA post establishment for 2020/21 per programme is as follows:

|   |      |
|---|------|
| • 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 |

**Table 7: Department of Home Affairs Post Establishment for 2020/21**

| Salary Level | Post Establishment |        |       |                         |                |                         | Salary Level / Total Ave (%) |
|--------------|--------------------|--------|-------|-------------------------|----------------|-------------------------|------------------------------|
|              | 2020/21            |        |       |                         |                |                         |                              |
|              | Filled             | Funded | Total | Critical Unfunded Posts | Unfunded posts | Total DHA establishment |                              |
| 2 – 6        | 6151               | 64     | 6215  | 0                       | 6223           | 12 438                  | 30.42%                       |
| 7 – 8        | 1680               | 38     | 1718  | 0                       | 4141           | 5 859                   | 8.40%                        |
| 9 – 12       | 723                | 29     | 752   | 0                       | 1115           | 1 867                   | 5.46%                        |
| 13 – 16      | 128                | 19     | 147   | 0                       | 119            | 266                     | 0.58%                        |
| TOTAL        | 8682               | 150    | 8832  | 0                       | 11 598         | 20 430                  | 43,23%                       |

The above table shows that more than 90% of the filled posts are on salary levels 2 to 8. The DHA is an information 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

| Outcome   | Key Risk                        | Risk Mitigation  |
|---|---------------------------------|--|
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations<br><br>Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments<br><br>Efficient asylum seeker and refugee system in compliance with domestic and international obligations<br><br>Secure population register to empower citizens, enable inclusivity, economic development and national security.<br><br>DHA positioned to contribute positively to a capable and developmental state | Failure of corporate governance | <ul style="list-style-type: none"> <li>• HRM&amp;D to analyse litigation reports to identify gaps for the development of training programmes in relation to relevant laws/regulations and policies.</li> <li>• IMS to have regular engagement with HRM&amp;D on gaps identified through other audit reports.</li> <li>• Quarterly update of the policies.</li> <li>• Communication of policies on a quarterly basis, especially regarding new policies.</li> <li>• Regular (monthly) sessions for the presentation of any new policy.</li> <li>• Outdated policies to be identified and revised.</li> <li>• The use of enterprise risk management and performance management to measure effective leadership.</li> <li>• To utilise different recruitment mechanisms (for example head hunting) for the filling of management posts.</li> <li>• Implementation of the DHA retention strategy.</li> <li>• Consequence management to be implemented for non-compliance to planning guidelines.</li> <li>• Secretariat to extract from the minutes of MMM and EXCO relevant issues to be communicated across the DHA through relevant departmental communication platforms.</li> <li>• Service provider to be appointed to develop and implement business continuity management in selected area in the DHA.</li> <li>• Business continuity management project implementation plan to be completed for approval.</li> <li>• Business continuity management policy and framework to be developed.</li> </ul> |
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations<br><br>Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments<br><br>Efficient asylum seeker and refugee system in compliance with domestic and international obligations<br><br>Secure population register to empower citizens, enable inclusivity, economic development and national security<br><br>DHA positioned to contribute positively to a capable and developmental state  | IT system unavailability        | <ul style="list-style-type: none"> <li>• Procure /build Integrated Threat, Event and Vulnerability Management Solution.</li> <li>• IS security specialist to be appointed.</li> <li>• Approval of implementation plan of the new network architecture (2020/21) and managing the performance through SLA meetings and applying penalties.</li> <li>• Establishment of Enterprise Operations Centre (EOC) inclusive of Network Operations Centre (NOC) and Security Operations Centre (SOC). Phased approach implementation of the EOC.</li> <li>• Procure the EOC software, hardware and system.</li> <li>• Appointment of the EOC manager.</li> </ul>   |

| Outcome  | Key Risk   | Risk Mitigation   |
|--|--|---|
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations<br><br>Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments<br><br>Efficient asylum seeker and refugee system in compliance with domestic and international obligations<br><br>Secure population register to empower citizens, enable inclusivity, economic development and national security<br><br>DHA positioned to contribute positively to a capable and developmental state | Cyber-attacks on critical systems  | <ul style="list-style-type: none"> <li>• Procure /build Integrated Threat, Event and Vulnerability Management Solution.</li> <li>• To establish a Security Operations Centre (SOC) in collaboration with the Enterprise Operations Centre (EOC).</li> <li>• IS Security specialist to be appointed</li> <li>• Procurement of antivirus.</li> <li>• Appointment of 4 SOC engineers to ensure that the security of the DHA network and application systems is monitored on a 24x7x365 basis.</li> <li>• Information Security to review the policy to benchmark and align with ISO 27001.</li> <li>• Technology refresh plan to be approved by EXCO.</li> <li>• Phased procurement of Windows 10 compliant desktops/laptops.</li> <li>• Upgrade Service Manager system to Win 10.</li> </ul> |
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations<br><br>Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments<br><br>Efficient asylum seeker and refugee system in compliance with domestic and international obligations<br><br>Secure population register to empower citizens, enable inclusivity, economic development and national security<br><br>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 | <ul style="list-style-type: none"> <li>• Appointment of a NPR system controller.</li> <li>• Supervisors performing spot checks (quality checks).</li> <li>• Fast-track automation of birth, marriage and death processes.</li> <li>• Digitise manual records.</li> <li>• Fingerprint of an infant aligned to the ID number.</li> <li>• Training of officials on the consequences of their actions.</li> <li>• Digitisation of records.</li> <li>• Appointment of middle managers at the record management unit.</li> <li>• Modernise records facilities – strict access control at the records facilities.</li> </ul>   |

| Outcome  | Key Risk               | Risk Mitigation  |
|--|------------------------|--|
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations<br><br>Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments<br><br>Efficient asylum seeker and refugee system in compliance with domestic and international obligations<br><br>Secure population register to empower citizens, enable inclusivity, economic development and national security<br><br>DHA positioned to contribute positively to a capable and developmental state | Fraud and corruption   | <ul style="list-style-type: none"> <li>• Review the Counter Corruption and Fraud Prevention Strategy and</li> <li>• present the plan at senior management meetings to obtain buy in.</li> <li>• Conducting of awareness briefings by targeting designated offices and posts.</li> <li>• The vetting process has been included in the draft DHA Act and upon its approval, the plan is to have the mandate transferred to DHA.</li> <li>• Involvement of external stakeholders like State Security Agency, National Prosecuting Authority and SARS and to utilise their powerful search systems through a MOU.</li> <li>• Aligning head office and provincial operational plans with deliberate and consistent support from management.</li> <li>• Development of a case management system. Acquisition of an analysis tool.</li> <li>• Appointment of analysts.</li> <li>• Appointment of cyber security experts.</li> <li>• Close cooperation forged specially to include labour relations to collaborate closely on disciplinary matters.</li> <li>• Law enforcement forum to play a more active collaborative role.</li> <li>• Active participation of CCSS in the development of standard operating procedures. Regular follow-up on implementation of processes.</li> </ul> |
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations<br><br>Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments<br><br>Efficient asylum seeker and refugee system in compliance with domestic and international obligations<br><br>Secure population register to empower citizens, enable inclusivity, economic development and national security<br><br>DHA positioned to contribute positively to a capable and developmental state | Insufficient resources | <ul style="list-style-type: none"> <li>• The implementation of the build, bind, bounce, buy, borrow and balance strategy (6 B's) of building HR Competencies in the DHA.</li> </ul>  |

## 8. PUBLIC ENTITIES

| Name of Public Entity   | Mandate   | Outcomes  |
|---|---|---|
| Border Management Authority (subject to the BMA coming into operation as a Schedule 3A public entity) | The functions of the Authority are to—<br>a) facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry;<br>b) facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry; and<br>c) co-operate and co-ordinate its border law enforcement functions with other organs of state, border communities or any other persons. | Balance facilitation of legitimate trade and travel functions while simultaneously addressing security risks. |

## 9. INFRASTRUCTURE PROJECTS

| No | Project name                                  | Programme                       | Project description   | Outputs                   | Project Start Date | Project Completion Date | Total Estimated Cost | 2019/20             |                                 | 2020/21           | 2021/22            | 2022/23 | 2023/24 |
|----|---|---------------------------------|---|---------------------------|--------------------|-------------------------|----------------------|---------------------|---------------------------------|-------------------|--------------------|---------|---------|
|    |   |                                 |   |                           |                    |                         |                      | Indicative baseline | Expenditure up to 31 March 2020 | Planning baseline | Long term planning |         |         |
| 1  | Taung (NW)                                    | Building                        | Construction of new office building   | Non-residential buildings | See Footnote       | See Footnote            | 28 575               | 4 000               | 91                              | 18 475            | 6 100              | -       | -       |
| 2  | Stanger (KZN)                                 | Building                        | Construction of new office building   | Non-residential buildings | See Footnote       | See Footnote            | 45 271               | 1 500               | -                               | 5 442             | 21 376             | 16 953  | -       |
| 3  | Lusikisiki (EC)                               | Building                        | Demolition of old prison and construction of new office building                | Non-residential buildings | See Footnote       | See Footnote            | 61 523               | 45 431              | 13 413                          | 16 092            | -                  | -       | -       |
| 4  | Randfontein (GP)                              | Building                        | Demolition of old commando and construction of new office building              | Non-residential buildings | See Footnote       | See Footnote            | 115 853              | 4 300               | -                               | 7 729             | 56 367             | 41 500  | 5 957   |
| 5  | Onverwacht (LP)                               | Building                        | Renovations, repairs and maintenance of office buildings to make them habitable | Non-residential buildings | See Footnote       | See Footnote            | 450                  | -                   | -                               | -                 | 150                | 300     | -       |
| 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            | 334 984              | 74 284              | 74 284                          | 40 000            | 70 000             | 70 700  | 80 000  |



| No | Project name   | Programme                             | Project description                                     | Outputs                       | Project Start Date | Project Completion Date | Total Estimated Cost | 2019/20             |                                 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|----|--|---------------------------------------|---|-------------------------------|--------------------|-------------------------|----------------------|---------------------|---------------------------------|---------|---------|---------|---------|
|    |  |                                       |   |                               |                    |                         |                      | Indicative baseline | Expenditure up to 31 March 2020 |         |         |         |         |
| 7  | Feasibility study: Redevelopment of the 6 ports of entry (Beit Bridge (LP), Lebombo, (MP) Maseru (FS), Kopfontein (NW), Oshoek (MP) and Ficksburg (FS) | Major upgrade of Home Affairs offices | Redevelopment   | Non-residential buildings     | See Footnote       | See Footnote            | 36 000               | -                   | -                               | 9 000   | 9 000   | 9 000   | 9 000   |
| 8  | Bushbuckridge (MP)   | Building                              | Construction of new office building                     | Non-residential buildings     | See Footnote       | See Footnote            | 4 184                | 34                  | -                               | 150     | 2 000   | 2 000   | -       |
| 9  | Bochum (LP)  | Building                              | Construction of new office building                     | Non-residential buildings     | See Footnote       | See Footnote            | 232                  | -                   | -                               | 39      | 79      | 86      | 28      |
| 10 | Mokopane (NW)  | Building                              | Construction of new office building                     | Non-residential buildings     | See Footnote       | See Footnote            | 36 256               | 5 500               | -                               | 18 595  | 12 161  | -       | -       |
| 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            | 737                  | 737                 | 737                             | -       | -       | -       | -       |
| 12 | Ministry (GP)  | Building                              | Rezoning of office building                             | Commercial buildings (zoning) | See Footnote       | See Footnote            | 200                  | -                   | -                               | 200     | -       | -       | -       |

| No | Project name  | Programme                                     | Project description  | Outputs                   | Project Start Date | Project Completion Date | Total Estimated Cost | 2019/20             |                                 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|----|---|---|--|---------------------------|--------------------|-------------------------|----------------------|---------------------|---------------------------------|---------|---------|---------|---------|
|    |   |   |  |                           |                    |                         |                      | Indicative baseline | Expenditure up to 31 March 2020 |         |         |         |         |
| 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            | 6 000                | -                   | -                               | 3 000   | 3 000   | -       | -       |
| 14 | Maintenance   | Servicing of Gensets, Airconditioners and UPS | Servicing of generators, earth wires and related services                        | Non-residential buildings | See Footnote       | See Footnote            | 46 746               | 16 346              | 16 346                          | 6 600   | 7 200   | 7 900   | 8 700   |
| 15 | New Corporation Building (GP)   | Replacement of lifts                          | Construction of elevators  | Non-residential buildings | See Footnote       | See Footnote            | 3 552                | 550                 | -                               | 2 622   | 380     | -       | -       |
| 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               | 2 900               | 0                               | 3 200   | 3 500   | 3 800   | 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            | 18 227               | 66                  | -                               | 9 012   | 9 149   | -       | -       |
| 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                | -                   | -                               | 5 416   | 656     | -       | -       |

| No | Project name   | Programme            | Project description  | Outputs                   | Project Start Date | Project Completion Date | Total Estimated Cost | 2019/20             |                                 | 2020/21           | 2021/22            | 2022/23 | 2023/24 |
|----|--|----------------------|--|---------------------------|--------------------|-------------------------|----------------------|---------------------|---------------------------------|-------------------|--------------------|---------|---------|
|    |  |                      |  |                           |                    |                         |                      | Indicative baseline | Expenditure up to 31 March 2020 | Planning baseline | Long term planning |         |         |
| 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            | 39 923               | 18 664              | 10 775                          | 19 259            | 2 000              | -       | -       |
| 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               | 500                 | -                               | 454               | 2 909              | 6 052   | 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                  | 523                 | -                               | -                 | -                  | -       | -       |
| 22 | Harding (KZN)  | Building             | Construction of new office building  | Non-residential buildings | See Footnote       | See Footnote            | 9 296                | 120                 | -                               | 215               | 1 877              | 5 260   | 1 824   |
| 23 | Ingwavuma (KZN)  | Building             | Construction of new office building  | Non-residential buildings | See Footnote       | See Footnote            | 383                  | -                   | -                               | 73                | 148                | 162     | -       |
| 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            | 8 258                | 4 512               | 4 512                           | 3 746             | -                  | -       | -       |
| 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            | 2 582                | -                   | -                               | 1 782             | 500                | 200     | 100     |

| No | Project name    | Programme            | Project description  | Outputs                   | Project Start Date | Project Completion Date | Total Estimated Cost | 2019/20             |                                 | 2020/21           | 2021/22            | 2022/23        | 2023/24        |
|----|-----------------|----------------------|--|---------------------------|--------------------|-------------------------|----------------------|---------------------|---------------------------------|-------------------|--------------------|----------------|----------------|
|    |                 |                      |  |                           |                    |                         |                      | Indicative baseline | Expenditure up to 31 March 2020 | Planning baseline | Long term planning |                |                |
| 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            | 1 700                | -                   | -                               | 200               | 1 500              | -              | -              |
|    |                 |                      |  |                           |                    |                         | <b>835 715</b>       | <b>179 967</b>      | <b>120 158</b>                  | <b>171 301</b>    | <b>210 052</b>     | <b>163 913</b> | <b>110 482</b> |

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

## 10. PUBLIC-PRIVATE PARTNERSHIPS

| PPP  | Purpose  | Outputs   | Current Value of Agreement   | End date of Agreement  |
|--|--|---|--|--|
| Redevelopment of six priority land ports of entry  | <p>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).</p> <p>The appointed private parties will redevelop the ports of entry and maintain the infrastructure and facilities over a twenty year concession period.</p> | Multiple preferred bidders appointed for the redevelopment of six priority land ports of entry as one-stop border posts     | <p>R7 Billion</p> <p>(Projected cost to redevelop and maintain the six ports of entry which includes the three year construction period and the twenty year concession period)</p> | 2045   |
| Permanent head office  | To construct one head office for DHA   | Single head office for DHA  | Estimated cost according to DPW - R33 million  | 2025   |
| 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 2020. 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 office 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      |

# PART D

## TECHNICAL INDICATOR DESCRIPTION

## PART D: TECHNICAL INDICATOR DESCRIPTION

| EARLY BIRTH REGISTRATION (BIRTHS 0 - 30 DAYS) |   |
|---|---|
| <b>Indicator title</b>                        | Number of births registered within 30 calendar days.  |
| <b>Target title</b>                           | 700 000<br><br><u>Scenario approach:</u> <ul style="list-style-type: none"> <li>• 100% fully functional front offices – 700 000</li> <li>• 75% fully functional front offices – 525 000</li> <li>• 50% functional front offices – 350 000</li> <li>• 33.3% functional front offices – 233 100</li> </ul> (If service is not allowed during specific lockdown levels, no target will be set during such lockdown level as per the Disaster Management Act (DMA) Regulations and services promulgated).   |
| <b>Definition</b>                             | 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.   |
| <b>Purpose / importance</b>                   | 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).  |
| <b>Source of data</b>                         | 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 and live capture systems at local offices.  |
| <b>Method of calculation / assessment</b>     | To calculate the recorded achievement, the actual births registered within 30 calendar days of birth per quarter are compared against the planned target for the relevant quarter, in order to determine a percentage of compliance. At the end of each financial year, the total births registered within 30 calendar days is compared against the annual target to determine the level of compliance / achievement.<br><br>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.<br><br>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.<br><br>As far as live capture births is concerned, data representing this category will be extracted from the National Population Register (NPR). |
| <b>Means of verification</b>                  | 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.  |
| <b>Assumptions</b>                            | Regulations, legal framework, directives and system stability that allows for registration of births.   |

| EARLY BIRTH REGISTRATION (BIRTHS 0 - 30 DAYS)             |  |
|---|--|
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.  |
| <b>Availability of total population</b>                   | 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).  |
| <b>Reporting cycle</b>                                    | Monthly, quarterly and annual reporting.   |
| <b>Desired performance</b>                                | 700 000 (or higher) births registered within 30 calendar days of the birth event.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Director: Births, Marriages and Deaths</li> <li>• Who extracts data and frequency? Senior Specialist: Application Management (Information Services)</li> <li>• Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation</li> <li>• Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation</li> <li>• Who checks the calculation? Director: Operational Support</li> <li>• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support</li> </ul> |

| SMART ID CARDS         |   |
|------------------------|---|
| <b>Indicator title</b> | Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above.   |
| <b>Target title</b>    | 1 600 000<br><br><u>Scenario approach:</u> <ul style="list-style-type: none"> <li>• 100% fully functional front offices – 1 600 000</li> <li>• 75% fully functional front offices – 1 200 000</li> <li>• 50% functional front offices – 800 000</li> <li>• 33.3% functional front offices - 532 800</li> </ul> Level 2 – Level 5: DHA is not permitted to capture new applications during level 2 – level 5 as per DMA Regulations and services promulgated.                                    |
| <b>Definition</b>      | 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 to replace 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. |

| SMART ID CARDS  |   |
|---|---|
| <b>Purpose / importance</b>                               | The indicator aims at measuring the number of smart ID cards issued to citizens and other eligible groups 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.  |
| <b>Source of data</b>                                     | 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.   |
| <b>Method of calculation / assessment</b>                 | 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.  |
| <b>Means of verification</b>                              | 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.  |
| <b>Assumptions</b>  | Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of smart ID cards.<br>Front offices efficiently functional with percentage of staff component as per target options.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.   |
| <b>Availability of total population</b>                   | 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.  |
| <b>Reporting cycle</b>                                    | Monthly, quarterly and annual reporting   |
| <b>Desired performance</b>                                | To issue the targeted number (or more) of smart ID cards as identified per lockdown level in the "Target Title" column.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? Director: Application Processing</li> <li>Who extracts data and frequency? Services Providers extract monthly and quarterly.</li> <li>Who checks data extraction? Deputy Director: Planning, Monitoring &amp; Evaluation</li> <li>Who does the calculation? Deputy Director: Planning, Monitoring &amp; Evaluation</li> <li>Who checks the calculation? Director: Operational Support</li> <li>Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support</li> </ul> |

| PASSPORTS – ADULTS                        |   |
|---|---|
| <b>Indicator title</b>                    | Percentage (%) of machine readable adult passports (new live capture process) issued within stipulated timeframe for applications collected and processed within the RSA (from date of receipt of application at office until passport is scanned at office of application). <ul style="list-style-type: none"> <li>Level 5: No services.</li> <li>Level 4: No services.</li> <li>Level 3: Percentage (%) of machine readable adult passports (new live capture process) issued within 42 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</li> <li>Level 2: Percentage (%) of machine readable adult passports (new live capture process) issued within 32 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</li> <li>Level 1: Percentage (%) of machine readable adult passports (new live capture process) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</li> </ul> |
| <b>Target title</b>                       | <ul style="list-style-type: none"> <li>90% of machine readable adult passports (new live capture process) issued within 42 working days – Level 3.</li> <li>90% of machine readable adult passports (new live capture process) issued within 32 working days – Level 2.</li> <li>90% of machine readable adult passports (new live capture process) issued within 13 working days – Level 1.</li> </ul>   |
| <b>Definition</b>                         | To issue 90% of adult passports (new live capture process) within stipulated timeframes. This applies to the new live capture process. <ul style="list-style-type: none"> <li>Level 5: No services.</li> <li>Level 4: No services.</li> <li>Level 3: 90% of adult passports issued within 42 working days.</li> <li>Levels 2: 90% of adult passports issued within 32 working days.</li> <li>Levels 1: 90% of adult passports issued within 13 working days.</li> </ul>   |
| <b>Purpose / importance</b>               | 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.  |
| <b>Source of data</b>                     | The live capture system.  |
| <b>Method of calculation / assessment</b> | The number of all adult passports issued to customers per month, quarter and during the year is used for calculation. Actual performance is compared against the target.<br><br>Data is extracted from the service manager. The data provides two critical dates used for the calculation. These dates are (1) branch 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.   |

| PASSPORTS – ADULTS  |   |
|---|---|
| <b>Means of verification</b>                              | 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.  |
| <b>Assumptions</b>  | Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of adult passports.<br>Front offices efficiently functional with 100% of staff complement.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.   |
| <b>Availability of total population</b>                   | The population refers to all adult passports issued and received by the office of application.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual reporting.   |
| <b>Desired performance</b>                                | To issue 90% of adult passports (new live capture process) within stipulated timeframe. This applies to the new live capture process. <ul style="list-style-type: none"> <li>• Level 5: No services.</li> <li>• Level 4: No services.</li> <li>• Level 3: 90% of adult passports issued within 42 working days.</li> <li>• Levels 2: 90% of adult passports issued within 32 working days.</li> <li>• Levels 1: 90% of adult passports issued within 13 working days.</li> </ul>  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Director: Citizenship and Travel Documents</li> <li>• Who extracts data and frequency? Service providers extract data monthly and quarterly. (company)</li> <li>• Who checks data extraction? Deputy Director: Planning, Monitoring and Evaluation</li> <li>• Who does the calculation? Deputy Director: Planning, Monitoring and Evaluation</li> <li>• Who checks the calculation? Director: Operational Support</li> <li>• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support</li> </ul> |

| Marriage Policy             |  |
|-----------------------------|--|
| <b>Indicator title</b>      | Submission of the Marriage Bill to Parliament for approval (output indicator for 2021 to 2024)<br><br>(The focus of the 2-21/22 financial year will be on the submission of the Marriage Policy to Cabinet for approval).  |
| <b>Target title</b>         | Marriage policy submitted to Cabinet for approval  |
| <b>Definition</b>           | <p>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:</p> <ul style="list-style-type: none"> <li>• The Marriage Act, 1961 (Act No. 25 of 1961) as amended, and its associated regulations (monogamous marriage for opposite sex couples);</li> <li>• The Recognition of Customary Marriages, 1998 (Act No. 120 of 1998) - (polygamous marriages for opposite sex couples - polygamy); and</li> <li>• The Civil Union Act, 2006 (Act No. 17 of 2006) - (monogamous partnerships for both same and opposite sex couples).</li> </ul> <p>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.</p>   |
| <b>Purpose / importance</b> | <p>The Marriage Policy will make policy pronouncement in the following areas:</p> <ul style="list-style-type: none"> <li>• Recognition of equality, non-discrimination, human dignity and unity in diversity principles in the marriage legislation.</li> <li>• Recognition of religious and customary marriages that are not recognised by the current marriage legislation.</li> <li>• Removal of barriers related to change of sex status for married couples.</li> <li>• Types of matrimonial property regime for monogamous and polygamous marriages.</li> <li>• Matrimonial property implications for unregistered customary marriages.</li> <li>• Equitable recognition of the right to freedom of conscience, religion, thought, belief and opinion in the solemnisation and registration of marriages.</li> <li>• Recognition of the role of various stakeholders in the solemnisation, registration and dissolution of marriages, including traditional leaders and any other secular organisations.</li> <li>• Solemnisation and registration of marriages that involve foreign nationals.</li> <li>• Abuse of the marriage statute through fraudulent marriages and marriages of convenience.</li> <li>• Outlawing of marriages that involve minors (persons under 18 years).</li> <li>• Regulation of polygamous marriages that involve foreign nationals and other racial and religious groups.</li> <li>• Designation of marriage officers within other social groups.</li> <li>• Synchronisation of the marriage and divorce registration processes between the DHA and the Department of Justice and Constitutional Development.</li> </ul> |

| Marriage Policy   |  |
|---|--|
| <b>Source of data</b>                                     | South African Constitution, relevant international law and agreements and Research reports<br><br>Marriage legislation:<br><ul style="list-style-type: none"> <li>• Marriage Act, 1961 (Act No. 25 of 1961);</li> <li>• Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998); and</li> <li>• Civil Union Act, 2006 (Act No. 17 of 2006).</li> </ul><br>Citizenship legislation:<br><ul style="list-style-type: none"> <li>• South African Citizenship Act, 1995 (Act No. 88 of 1995).</li> </ul><br>Identity documents and identification legislation:<br><ul style="list-style-type: none"> <li>• Identification Act, 1997 (Act No. 68 of 1997); and</li> <li>• Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003).</li> </ul> |
| <b>Method of calculation / assessment</b>                 | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the “Means of verification”.  |
| <b>Means of verification</b>                              | Proof of:<br><ul style="list-style-type: none"> <li>• Hosting of a Marriage Policy Colloquium with key representative of all sectors (Religious, Cultural and Gender interest groups).</li> <li>• Submission of the draft Marriage Policy, incorporating public comments, to EXCO and Minister for approval.</li> <li>• Submission of the final SEIAS Report to DPME for approval.</li> <li>• Submission of the draft Marriage Policy to JCPS and Social Clusters for recommendation to Cabinet.</li> <li>• Submission of the final draft of the Marriage Policy to Cabinet for approval by 31 March 2022.</li> </ul>  |
| <b>Assumptions</b>  | Relevant stakeholders will be available for consultation.  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | 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 Policy 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 policy will be embedded in the constitutional values of equality, non-discrimination and human dignity. The policy is also premised on the protection of the rights of women, children and non-binary persons.  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Non-cumulative.  |

| Marriage Policy                         |  |
|---|--|
| <b>Availability of total population</b> | All research and policy documents as per quarterly and annual targets.   |
| <b>Reporting cycle</b>                  | Quarterly and Annually.  |
| <b>Desired performance</b>              | Submission of the Marriage Policy to Cabinet for approval.   |
| <b>Indicator responsibility</b>         | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: CS</li> </ul>                 |
|   | <ul style="list-style-type: none"> <li>• Who extracts data and frequency? Senior Specialist: Director: Policy Development (IPS)</li> </ul> |
|   | <ul style="list-style-type: none"> <li>• Who checks data extraction? Assistant Director: CS</li> </ul>                                     |
|   | <ul style="list-style-type: none"> <li>• Who does the calculation? Director: Policy Development (IPS)</li> </ul>                           |
|   | <ul style="list-style-type: none"> <li>• Who checks the calculation? Assistant Director: CS</li> </ul>                                     |

| Green Paper for the Management of Citizenship, International Migration and Refugee Protection |  |
|---|--|
| <b>Indicator title</b>  | Submission of the Citizenship, Immigration and Refugees Bill to Cabinet for approval (output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year will be on the submission of the Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Cabinet to request approval for public consultation).   |
| <b>Target title</b>   | Green Paper on the Management of Citizenship, International Migration and Refugee Protection submitted to Cabinet to request approval for public consultation.   |
| <b>Definition</b>   | <p>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.</p> <p>The following milestones will constitute the achievement of the target:</p> <ul style="list-style-type: none"> <li>• Submission of the draft Green Paper for the Management of Citizenship, International Migration and Refugee Protection to Minister for approval.</li> <li>• Submission of the SEIAS report to DPME for approval.</li> <li>• Hosting of an interdepartmental workshop with JCPS and GSCID departments.</li> <li>• Submission of the second draft of the Green Paper for the Management of Citizenship, International Migration and Refugee Protection to the JCPS and GSCID clusters for recommendation to Cabinet.</li> <li>• Submission of the final draft of the Green Paper for the Management of Citizenship, International Migration and Refugee Protection to Cabinet to request approval for public consultation.</li> </ul> |

### Green Paper for the Management of Citizenship, International Migration and Refugee Protection

|                                    |   |
|------------------------------------|---|
| <p><b>Purpose / importance</b></p> | <p>The Green Paper on the Management of Citizenship, International Migration and Refugee Protection will make policy and strategic recommendations in the following areas:</p> <ul style="list-style-type: none"> <li>• Birth, marriage and death registrations for citizens and non-citizens.</li> <li>• Citizenship policy paradigm (restrictive, liberal or hybrid approach).</li> <li>• Legacy citizenship issues.</li> <li>• Routes to citizenship.</li> <li>• Statelessness.</li> <li>• Dual or multiple citizenship.</li> <li>• Management of admissions and departures.</li> <li>• Management of residency and naturalisation.</li> <li>• Management of international migrants with skills and capital.</li> <li>• Management of ties with SA expatriates.</li> <li>• Management of international migration within the African context.</li> <li>• Management of the integration process for international migrants.</li> <li>• Management of enforcement.</li> <li>• Management of residency and naturalisation for asylum seekers and refugees.</li> <li>• Constitutional and international obligations on asylum seekers and refugees.</li> <li>• Establishment of a multi-sectoral governance or institutional mechanism for managing refugee protection in SA.</li> </ul> <p>The Green Paper for the Management of Citizenship, International Migration and Refugee Protection is a precursor to a new White Paper for the Management of Citizenship, International Migration and Refugee Protection. 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.</p> |
| <p><b>Source of data</b></p>       | <p>South African constitution, relevant international law and agreements as well as research reports.</p> <p>Birth, marriage and death legislation:</p> <ul style="list-style-type: none"> <li>• Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);</li> <li>• Marriage Act, 1961 (Act No. 25 of 1961);</li> <li>• Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998); and</li> <li>• Civil Union Act, 2006 (Act No. 17 of 2006).</li> </ul>  |

### Green Paper for the Management of Citizenship, International Migration and Refugee Protection

|  |  |
|--|--|
|  | <p>Citizenship legislation:</p> <ul style="list-style-type: none"> <li>• South African Citizenship Act, 1995 (Act No. 88 of 1995).</li> </ul> <p>Travel documents and passports legislation:</p> <ul style="list-style-type: none"> <li>• South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994).</li> </ul> <p>Identity documents and identification legislation:</p> <ul style="list-style-type: none"> <li>• Identification Act, 1997 (Act No. 68 of 1997); and</li> <li>• Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003).</li> </ul> <p>International Migration and Refugee Protection:</p> <ul style="list-style-type: none"> <li>• South African constitution; relevant international law and agreements;</li> <li>• 2017 White Paper on International Migration;</li> <li>• Immigration Act, 2002 (Act No 13 of 2002) and Immigration Bill (2019);</li> <li>• Draft National Labour Migration Policy;</li> <li>• Labour market policies and legislation and research papers;</li> <li>• Refugees Act, 1998 (Act No 130 of 1998);</li> <li>• United Nations Convention on Refugees and Protocols; and</li> <li>• United Nation Resolutions on Refugees; and Universal Declaration of Human Rights.</li> </ul> |
| <p><b>Method of calculation / assessment</b></p> | <p>To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted to Cabinet for approval for public consultation will be compared against the annual target to determine the level of achievement. Also refer to the heading "Means of verification".</p>  |
| <p><b>Means of verification</b></p>              | <ul style="list-style-type: none"> <li>• Submission of the draft Green Paper for the Management of Citizenship, International Migration and Refugee Protection to Minister for approval.</li> <li>• Submission of the SEIAS report to DPME for approval.</li> <li>• Hosting of an interdepartmental workshop with JCPS and GSCID departments.</li> <li>• Submission of the second draft of the Green Paper for the Management of Citizenship, International Migration and Refugee Protection to the JCPS and GSCID clusters for recommendation to Cabinet.</li> <li>• Submission of the final draft of the Green Paper for the Management of Citizenship, International Migration and Refugee Protection to Cabinet to request approval for public consultation.</li> </ul>  |



| Green Paper for the Management of Citizenship, International Migration and Refugee Protection |  |
|---|--|
| <b>Assumptions</b>  | Relevant stakeholders will be available for consultation.  |
| <b>Disaggregation of beneficiaries (where applicable)</b>                                     | <p><b>Citizenship and Civil Registration Policy Framework</b></p> <p>The Green Paper for the Management of Citizenship, International Migration and Refugee Protection 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.</p> <p>International Migration and Refugee Protection Policy Framework</p> <p>The Green Paper for the Management of Citizenship, 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.</p> <p>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.</p> |
| <b>Spatial transformation (where applicable)</b>  | N/A  |
| <b>Calculation type</b>   | Non-cumulative   |
| <b>Availability of total population</b>   | All research and policy documents as per quarterly and annual targets.   |
| <b>Reporting cycle</b>  | Quarterly and Annually.  |
| <b>Desired performance</b>  | Submission of the Green Paper for the Management of Citizenship, International Migration and Refugee Protection to Cabinet to request approval for public consultation.  |
| <b>Indicator responsibility</b>   | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IPS, supported by IMS and CS</li> <li>Who extracts data and frequency? Senior Specialist: Director: Policy Development (IPS)</li> <li>Who checks data extraction? Assistant Director: CS and DD IMS</li> <li>Who does the calculation? Director: Policy Development (IPS)</li> </ul>  |

| Green Paper for the Management of Citizenship, International Migration and Refugee Protection |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>Who checks the calculation? Assistant Director: CS and DD IMS</li> </ul> |

| LAW ENFORCEMENT INSPECTIONS / OPERATIONS CONDUCTED TO ENSURE COMPLIANCE WITH IMMIGRATION LEGISLATION |  |
|--|--|
| <b>Indicator title</b>   | Number of law enforcement operations/ inspections conducted to ensure compliance with immigration legislation.   |
| <b>Target title</b>  | 220 (Level 1-2)<br>110 (Level 3)   |
| <b>Definition</b>  | <p>The indicator is intended to ensure that those who work illegally with no correct visas or immigration permits to do so; or employ such persons in violation of legislation or are here illegally, are either charged or deported.</p> <p>No service to be rendered during lockdown levels 4 – 5.</p> <p>Level 3 – officials will attend to work on a rotational basis as social distancing measures will need to be adhered to. The weekly Okae Molao Operations will be attended 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.</p>  |
| <b>Purpose / importance</b>  | 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.   |
| <b>Source of data</b>  | Referred cases and complaints, tip-offs, inspections and other reports.  |
| <b>Method of calculation / assessment</b>  | <p>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.</p> <p>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.</p> <p>The target will be measured against the actual vs the planned investigations / inspections as per levels identified.</p> <p>The main focus areas for inspections / investigations are: Retail outlets/ chain stores (24), mines (4), hotels/ lodges (16), farms (4), manufacturers/ wholesalers (16), spaza shops/ general dealers (16), restaurants (32), roadblocks/ operations (16), salons (16), private dwellings (4), tour operators (4), Education establishments (4), religious establishments (4), health practitioners: health clubs/gym, spas (16), cell phone shops (14), security companies (10), transport and logistics companies (16), automotive industry: car dealerships/ towing/ scrap yards (4).</p> |

| LAW ENFORCEMENT INSPECTIONS / OPERATIONS CONDUCTED TO ENSURE COMPLIANCE WITH IMMIGRATION LEGISLATION |   |
|--|---|
| <b>Means of verification</b>   | The indicator will be measured by: <ul style="list-style-type: none"> <li>• Notices that are signed by employers or responsible staff at each inspection.</li> <li>• Attendance registers at each inspection and operation.</li> <li>• Deportation notices for those to be deported and for those being charged a CAS reference.</li> <li>• A completed set of fingerprints for each detained person.</li> <li>• SAPS - an investigation diary and statement from the official on each arrest.</li> </ul>                   |
|  | <ul style="list-style-type: none"> <li>• 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.</li> </ul>  |
| <b>Assumptions</b>   | N/A   |
| <b>Disaggregation of beneficiaries (where applicable)</b>  | N/A   |
| <b>Spatial transformation (where applicable)</b>   | N/A   |
| <b>Calculation type</b>  | Cumulative (Year-end).  |
| <b>Availability of total population</b>  | Refer to "Source Data".   |
| <b>Reporting cycle</b>   | Quarterly and annually.   |
| <b>Desired performance</b>   | 220 (Level 1-2)<br>110 (Level 3)  |
| <b>Indicator responsibility</b>  | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? CD: Inspectorate</li> <li>• Who extracts data and frequency? Deputy Director: Joint Operations</li> <li>• Who checks data extraction? Director and CD: Inspectorate</li> <li>• Who does the calculation? DD: Joint Operations</li> <li>• Who checks the calculation? Director: SIJO and Chief Director: Inspectorate</li> <li>• Who resolves internal disputes on performance reports / matters? DDG:IMS</li> </ul> |

| Permanent Residence    |   |
|------------------------|---|
| <b>Indicator title</b> | Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).<br><br>(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only) |

| Permanent Residence                       |   |
|---|---|
| <b>Target title</b>                       | 85%.  |
| <b>Definition</b>                         | <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>For approved applications, a permit is issued. Applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only.</p> <p>Due to the lockdown, VFS offices were closed and no service was provided to the public between 27 March and 18 September 2020 due to the risk adjusted strategy regulations. Should the lockdown regulations allow for VFS to open and provide services to the public, there is a dependency on the full complement of officials to be available for work and a population of applications available for adjudication.</p> |
| <b>Source of data</b>                     | Application forms (files) and VFS system reports.   |
| <b>Method of calculation / assessment</b> | <ol style="list-style-type: none"> <li>1. Group all applications received between 21 February 2020 and 16 August 2021. Quarter 1 = 21 Feb 2020 to 9 Nov 2020, quarter 2 = 10 Nov 2020 to 20 Feb 2021, quarter 3 = 11 Nov 2020 to 17 May 2021 and quarter 4 = 18 May 2021 to 16 Aug 2021.</li> <li>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).</li> <li>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).</li> <li>4. Formula: The number of applications finalised within 8 months must be divided by the total number of applications received between 21 February 2020 and 16 August 2021, equals to percentage of applications finalised within 8 months in the period under review.</li> <li>5. An application will only be considered finalised if its process stage is at "In scan at VFS Centre, including VFS GGDA Centre".</li> </ol> <p>Due to the lockdown, VFS offices were closed and no service was provided to the public between 27 March and 18 Sep 2020 due to the risk adjusted strategy regulations. For the calculation of this target, the lockdown period was excluded from the calculation. Consequently the maturity dates for applications received from 21 Feb 2020 rolled over into the new financial year.</p>  |

| Permanent Residence                                       |  |
|---|--|
| <b>Means of verification</b>                              | Population list of applications processed and adjudicated.   |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | Refer to method of calculation.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual progress reporting.   |
| <b>Desired performance</b>                                | Achievement of the target or beyond is desirable.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? CD: Permits</li> <li>Who extracts data and frequency? ASD: Central Adjudication</li> <li>Who checks data extraction? DD: Central Adjudication</li> <li>Who does the calculation? ASD: Central Adjudication</li> <li>Who checks the calculation? DD: Central Adjudication</li> <li>Who resolves internal disputes on performance reports / matters? DDG: IMS</li> </ul> |

| Business and General Work Visas |  |
|---------------------------------|--|
| <b>Indicator title</b>          | Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).   |
| <b>Target title</b>             | 90%.   |
| <b>Definition</b>               | <p>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.</p> <p>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.</p> |

| Business and General Work Visas                           |   |
|---|---|
|   | 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.  |
|   | Due to the lockdown, VFS offices were closed and no service was provided to the public between 27 March and 18 September 2020 due to the risk adjusted strategy regulations. Should the lockdown regulations allow for VFS to open and provide services to the public, there is a dependency on the full complement of officials to be available for work and a population of applications available for adjudication.  |
| <b>Source of data</b>                                     | Application forms (files) and VFS system reports.   |
| <b>Method of calculation / assessment</b>                 | <ol style="list-style-type: none"> <li>Group all business and general work visas applications received between 04 February 2021 and 03 February 2022. Quarter 1 = 4 Feb 2021 to 5 May 2021, quarter 2 = 6 May 2021 to 4 Aug 2021, quarter 3 = 5 Aug 2021 to 4 Nov 2021 and quarter 4 = 5 Nov 2021 to 3 Feb 2022.</li> <li>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).</li> <li>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).</li> <li>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).</li> <li>Formula: The number of applications finalised within 8 weeks must be divided by the total number of applications received between 04 February 2021 to 03 February 2022, equals to percentage of applications finalised within 8 weeks in period under review.</li> <li>An application will only be considered finalised if its process stage is at "Outcome received at VFS Centre of application, including VFS GGDA Centre".</li> </ol> |
| <b>Means of verification</b>                              | Population list of applications processed and adjudicated.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Cumulative (Year-end).  |
| <b>Availability of total population</b>                   | Refer to method of calculation.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual progress.  |
| <b>Desired performance</b>                                | Achievement of the target or beyond is desirable.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? CD: Permits</li> <li>Who extracts data and frequency? ASD: Temporary Residence Visas</li> <li>Who checks data extraction? Director: Temporary Residence Visas</li> </ul>  |

### Business and General Work 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

|   |   |
|---|---|
| <b>Indicator title</b>                    | Percentage (%) of critical skills visas 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).  |
| <b>Target title</b>                       | 85%.  |
| <b>Definition</b>                         | <p>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.</p> <p>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.</p> <p>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.</p> <p>Due to the lockdown, VFS offices were closed and no service was provided to the public between 27 March and 18 September 2020 due to the risk adjusted strategy regulations. Should the lockdown regulations allow for VFS to open and provide services to the public, there is a dependency on the full complement of officials to be available for work and a population of applications available for adjudication.</p> |
| <b>Source of data</b>                     | <ul style="list-style-type: none"> <li>• Application forms (files) and VFS system reports.</li> </ul>   |
| <b>Method of calculation / assessment</b> | <ol style="list-style-type: none"> <li>1. Group all critical skills work visas applications received between 04 March 2021 and 03 March 2022. Quarter 1 = 4 Mar 2021 to 2 June 2021, quarter 2 = 3 June 2021 to 2 Sep 2021, quarter 3 = 3 Sep 2021 to 2 Dec 2021 and quarter 4 = 3 Dec 2021 to 3 Mar 2022.</li> <li>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).</li> <li>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).</li> <li>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).</li> </ol>  |

### Critical Skills Visas

|   |   |
|---|---|
|   | <p>5. Formula: The number of applications finalised within 4 weeks must be divided by the total number of applications received between 04 March 2021 and 03 March 2022, equals to percentage of applications finalised within 4 weeks in the period under review.</p> <p>6. An application will only be considered finalised if its process stage is "Outcome received at VFS Centre of application, including VFS GGDA Centre".</p>   |
| <b>Means of verification</b>                              | Population list for applications processed and adjudicated.   |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Cumulative (Year-to-date).  |
| <b>Availability of total population</b>                   | Refer to method of calculation.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual progress.  |
| <b>Desired performance</b>                                | Achievement of the target or beyond is desirable.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? CD: Permits</li> <li>• Who extracts data and frequency? DD: Corporate Accounts</li> <li>• Who checks data extraction? Director: Director: Corporate Accounts</li> <li>• Who does the calculation? ASD: DD: Corporate Accounts</li> <li>• Who checks the calculation? Director: Corporate Accounts</li> <li>• Who resolves internal disputes on performance reports / matters? DDG: IMS</li> </ul> |

| BORDER MANAGEMENT AUTHORITY (BMA) INCREMENTALLY ESTABLISHED |   |
|---|---|
| <b>Indicator title</b>                                      | Number of ports of entry, land border law enforcement area segments and community crossing points with incremental BMA rollout (Output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year will be on the incremental establishment of the BMA).   |
| <b>Target title</b>   | BMA incrementally established.  |
| <b>Definition</b>   | <p>The Department is in the process of establishing a Border Management Authority (BMA) which will incrementally 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.</p> <p>The BMA's incremental establishment will be guided by the phases of the BMA Road Map. The BMA legislation was passed early in 2020 and assented to by the President in July 2020. The Act will be operationalised in phases through Commencement Proclamations. To this end, the President has signed the first Commencement Proclamation which allows for the appointment of the BMA's top management, i.e. Commissioner and Deputy Commissioners.</p> <p>In addition, Implementation Protocols as prescribed by the BMA Act, 2020 will be concluded with SARS, SAPS and the Department of Defence during the financial year whilst the coordination function within the border environment will be strengthened to enhance border operations and support the establishment and rollout of the BMA.</p> |
| <b>Purpose / importance</b>                                 | 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.   |
| <b>Source of data</b>                                       | BMA Act, 2020 (Act No 2 of 2020); BMA Road Map (2017- 2032) and BMA Blue Print (2032)   |
| <b>Method of calculation / assessment</b>                   | Compliance with requirements for the establishment of a new public entity, e.g. proclamations and achievement of quarterly targets in support of the annual target.   |
| <b>Means of verification</b>                                | <ul style="list-style-type: none"> <li>• The gazetting of the relevant proclamations for the BMA.</li> <li>• Finalised implementation protocols between the BMA, SARS, SAPS and Defence.</li> <li>• Appointment of BMA top management.</li> <li>• Appointment of BMA port coordinators.</li> </ul>  |
| <b>Assumptions</b>  | <ul style="list-style-type: none"> <li>• The relevant proclamations affecting the BMA would have been gazetted.</li> <li>• Implementation protocols between the BMA, SARS, SAPS and Defence would have been finalised.</li> <li>• Transfer of functions from Department of Agriculture, Land Reform and Rural Development; port health and border facility management at land ports in terms of the Section 97 Proclamation (Constitution) have been finalised.</li> </ul>  |
| <b>Disaggregation of beneficiaries (where applicable)</b>   | Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.   |

| BORDER MANAGEMENT AUTHORITY (BMA) INCREMENTALLY ESTABLISHED |  |
|---|--|
| <b>Spatial transformation (where applicable)</b>            | NA.  |
| <b>Calculation type</b>                                     | Non-cumulative (Year-to-date).   |
| <b>Availability of total population</b>                     | DHA Act, relevant proclamations, implementation protocols and BMA branding/ corporate identity.  |
| <b>Reporting cycle</b>                                      | Quarterly and annual basis.  |
| <b>Desired performance</b>                                  | BMA incrementally established.   |
| <b>Indicator responsibility</b>                             | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? (Acting) Commissioner: BMA</li> <li>• Who extracts data and frequency? Assistant Officer Manager: BMA PMO</li> <li>• Who checks data extraction? (Acting) Commissioner: BMA</li> <li>• Who does the calculation? Assistant Officer Manager: BMA PMO</li> <li>• Who checks the calculation? (Acting) Commissioner: BMA</li> <li>• Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul> |

| BMA INCREMENTALLY ROLLED OUT |   |
|------------------------------|---|
| <b>Indicator title</b>       | Number of ports of entry, land border law enforcement area segments and community crossing points with incremental BMA rollout.   |
| <b>Target title</b>          | <ul style="list-style-type: none"> <li>• BMA incrementally rolled out at 11 ports of entry by incorporating frontline immigration, port health, border facility management and agriculture functions into the BMA.</li> <li>• BMA incrementally rolled out in phases along 5 segments of the land border law enforcement area (RSA/Zimbabwe; eManguzi; Skukuza; KZN/eSwatini; Mpumalanga/eSwatini).</li> <li>• BMA rolled out to 1 community crossing point.</li> </ul>   |
| <b>Definition</b>            | <p>The Department is in the process of establishing a Border Management Authority (BMA) which will incrementally assume border law enforcement functions (excluding the customs function) at ports of entry and within the country's land border law enforcement area.</p> <p>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.</p> <p>During the establishment and rollout phases (2021/22), it is planned to have the BMA incrementally rolled out at 11 ports of entry where immigration, port health, agriculture and facility management functions are performed – these functions will be incorporated into the BMA; 5 land border law enforcement area segments (Skukuza, eManguzi, RSA/Zimbabwe, KZN/eSwatini and Mpumalanga/eSwatini); and one community crossing point (Tshidilamolomo).</p> |

| BMA INCREMENTALLY ROLLED OUT                              |  |
|---|--|
|   | <p>The 11 ports of entry are Beit Bridge; Maseru Bridge; Ficksburg; Oshoek; Kopfontein; Lebombo; Groblersbrug, Ramatlabama; Vioolsdrift; Nakop and Qahasnek.</p> <p>Refer to the heading dealing with “Means of Verification” for the meaning of “rollout” to a port of entry.</p> <p>The DHA has the prerogative to effect changes to the ports of entry, land segments and community crossing points earmarked for rollout should there be a change in priorities, resource and funding availability and / or events or circumstances.</p>   |
| <b>Purpose / importance</b>                               | The indicator demonstrates the tangible incremental rollout of the BMA at ports of entry, land border law enforcement segments and a community crossing point. 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.  |
| <b>Source of data</b>                                     | BMA Act, 2020 (Act No 2 of 2020), BMA Road Map (2017- 2032) and BMA Blue Print (2032).   |
| <b>Method of calculation / assessment</b>                 | The quantitative performance will be measured by incrementally expanding the physical footprint of the BMA at 11 ports of entry; at land ports of entry where responsibility for border facility management functions are assumed; and the deployment of border guard officials at five segments of the land border law enforcement area and one community crossing point.   |
| <b>Means of verification</b>                              | <ul style="list-style-type: none"> <li>Integration of all functions (Immigration; Department of Agriculture, Land Reform and Rural Development, border facility management and port health at the 11 identified ports of entry. Operations are to be performed from a single integrated platform.</li> <li>Appointment/ secondment/ transfer letters for BMA Border Guard at 11 ports of entry and five segments of the land border law enforcement area and one community crossing point.</li> <li>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).</li> <li>BMA incrementally operationalised at ports, segments of the land border law enforcement area and community crossing point.</li> </ul> |
| <b>Assumptions</b>  | <ul style="list-style-type: none"> <li>The relevant proclamations affecting the BMA would have been gazetted.</li> <li>Implementation protocols between the BMA, SARS, SAPS and Defence would have been finalised.</li> <li>Transfer of functions (Department of Agriculture, Land Reform and Rural Development; port health and border facility management at land ports) in terms of the Section 97 Proclamation (Constitution) have been finalised.</li> </ul>  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.  |
| <b>Spatial transformation (where applicable)</b>          | <p>The country’s ports of entry are national key points. The border safeguarding of the land, maritime and air borders are critical to the country’s territorial integrity and sovereignty. Therefore, the borders of South Africa are important spatial areas that constitute the first line of defense and protection against unauthorised people and illicit goods entering the country.</p> <p>The incremental rollout of the BMA in the identified border law enforcement areas will give effect to the strategic objectives above.</p>   |
| <b>Calculation type</b>                                   | Cumulative (Year-to-date).   |

| BMA INCREMENTALLY ROLLED OUT            |  |
|---|--|
| <b>Availability of total population</b> | BMA appointees and transferred officials are incrementally deployed at 11 ports of entry; at five segments of the land border law enforcement area and one community crossing point.   |
| <b>Reporting cycle</b>                  | Quarterly and annual basis.  |
| <b>Desired performance</b>              | BMA incrementally rolled out to: 11 ports of entry (frontline immigration, port health, border facility management and agriculture functions); along 5 segments of the land border law enforcement area and 1 community crossing point.  |
| <b>Indicator responsibility</b>         | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? (Acting) Commissioner: BMA</li> <li>Who extracts data and frequency? Assistant Officer Manager: BMA PMO</li> <li>Who checks data extraction? (Acting) Commissioner: BMA</li> <li>Who does the calculation? Assistant Officer Manager: BMA PMO</li> <li>Who checks the calculation? (Acting) Commissioner: BMA</li> <li>Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul> |

| NATIONAL TARGETING CENTRE (NTC) |   |
|---------------------------------|---|
| <b>Indicator title</b>          | Incremental rollout of the NTC as per NTC Establishment Plan.   |
| <b>Target title</b>             | NTC incrementally established commencing with the establishment of an interim NTC.  |
| <b>Definition</b>               | <p>The Border Management Authority Act, 2020, has been assented to by the President. The Act seeks to establish a Border Management Authority (BMA) in the country which will be responsible for border law enforcement functions at ports of entry and along the country’s border law enforcement areas. The BMA will be premised on the principle that border management must be intelligence-led. The National Targeting Centre (NTC) will serve as the central risk management and intelligence hub for the border environment in South Africa. The NTC will assist in identifying and mitigating high-risk travellers, goods and conveyancers passing through South Africa’s borders.</p> <p>The focus for the 2021/22 financial year will be the establishment of an interim NTC and the development of a terms of reference for the preparation of a NTC Blue Print and Road Map. These two documents will outline what is required to incrementally establish and operationalise the NTC.</p> |
| <b>Purpose / importance</b>     | <p>The BMA is envisaged to be an intelligence-led command and control structure at ports of entry; a single organisational identity and culture; improved information sharing among organs of state; a focused approach to the optimisation of ports of entry operations and processes; and the creation of customer service efficiencies through streamlined, integrated operations at the ports of entry.</p> <p>The NTC will assist the BMA in identifying risks affecting the border environment and will be able to issue guidance to frontline border officials to address/mitigate those risks.</p>  |
| <b>Source of data</b>           | BMA Act, 2020, NTC Business Case (2020).  |

### NATIONAL TARGETING CENTRE (NTC)

|   |   |
|---|---|
| <b>Method of calculation / assessment</b>                 | The incremental establishment and roll-out of the NTC will be guided against critical requirements which will be outlined in the NTC Blue Print and Road Map.<br><br>The NTC Establishment Plan will be utilised to guide the NTC establishment process in the interim whilst the BMA PMO prepares for the development of the NTC Blue Print and Road Map.  |
| <b>Means of verification</b>                              | <ul style="list-style-type: none"> <li>• NTC incremental establishment plan</li> <li>• Draft interim NTC Operating Model</li> <li>• Draft Interim NTC management structure</li> <li>• Draft Interim NTC targeting priorities</li> <li>• Approved terms of reference for the preparation of a NTC Blue Print and Road Map</li> </ul>   |
| <b>Assumptions</b>  | Steering Committee for the NTC established and functional.  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the NTC.   |
| <b>Spatial transformation (where applicable)</b>          | The NTC is ultimately aimed at identifying and mitigating cross-border risks across all 72 ports of entry, and the land and maritime border environment.  |
| <b>Calculation type</b>                                   | Non-cumulative (Year-to-date).  |
| <b>Availability of total population</b>                   | Relevant role-players in the border environment will be involved in the incremental establishment and roll-out of the NTC, e.g. Department of Home Affairs, South African Police Service (SAPS); Department of Agriculture, Land Reform and Rural Development; Department of Environmental Affairs, Forestry and Fisheries, Department of Health; State Security Agency; National Border Management and Coordinating Committee.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual reporting.   |
| <b>Desired performance</b>                                | NTC incrementally established and rolled-out.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Acting Commissioner: BMA</li> <li>• Who extracts data and frequency? Assistant Officer Manager: BMA</li> <li>• Who checks data extraction? Project Manager: BMA</li> <li>• Who does the calculation? Assistant Office Manager: BMA</li> <li>• Who checks the calculation? Project Manager: BMA</li> <li>• Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul> |

### APPOINTMENT OF MULTIPLE BIDDERS FOR THE REDEVELOPMENT OF SIX (6) PRIORITY LAND PORTS OF ENTRY

|   |   |
|---|---|
| <b>Indicator title</b>                                    | Development of the six (6) land ports of entry (Output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year will be on financial and contractual closure effected with private parties).  |
| <b>Target title</b>                                       | 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.   |
| <b>Definition</b>   | 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.<br><br>The project has passed the inception and feasibility stages and is currently in the procurement stage.<br><br>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. |
| <b>Purpose / importance</b>                               | 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).<br><br>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.<br><br>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.   |
| <b>Source of data</b>                                     | RfP Evaluation Outcome, National Treasury Approval of the preferred Private Parties; PPP Agreement. .   |
| <b>Method of calculation / assessment</b>                 | 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.  |
| <b>Means of verification</b>                              | RfP (Request for Proposal) Evaluation Outcome, National Treasury Approval of the preferred bidders / Private Parties; PPP Agreement   |
| <b>Assumptions</b>  | <ul style="list-style-type: none"> <li>• National Treasury approvals will be granted.</li> <li>• The Transaction Advisor effects delivery against critical timeframes.</li> <li>• South Africa makes significant progress towards the finalization of the bilateral agreements with the five affected neighbouring countries (Lesotho, Mozambique, eSwatini, Zimbabwe and Botswana).</li> </ul>   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | BBBEE targets will inform the work and people employed by the private party during the construction and concession phases of the project.   |
| <b>Spatial transformation (where applicable)</b>          | 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.   |
| <b>Calculation type</b>                                   | Non-cumulative (Year-to-date).  |
| <b>Availability of total population</b>                   | Appointed preferred bidders / Private Parties   |

| APPOINTMENT OF MULTIPLE BIDDERS FOR THE REDEVELOPMENT OF SIX (6) PRIORITY LAND PORTS OF ENTRY |  |
|---|--|
| <b>Reporting cycle</b>  | Reporting will be on quarterly and annual basis.   |
| <b>Desired performance</b>  | Financial and commercial closure reached, through signed PPP agreements, with multiple private parties.  |
| <b>Indicator responsibility</b>   | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? Project Manager: BMA / Acting Commissioner / Commissioner</li> <li>Who extracts data and frequency? Assistant Officer Manager: BMA</li> <li>Who checks data extraction? Project Manager: BMA</li> <li>Who does the calculation? Assistant Office Manager: BMA</li> <li>Who checks the calculation? Project Manager: BMA</li> <li>Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul> |

| ONE-STOP-BORDER POST POLICY (OSBP) |   |
|------------------------------------|---|
| <b>Indicator title</b>             | Submission of OSBP Bill to Parliament for approval (Output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year will be on the submission of the OSBP Policy to Cabinet for approval).  |
| <b>Target title</b>                | OSBP Policy submitted to Cabinet for approval.  |
| <b>Definition</b>                  | <p>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.</p> <p>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.</p> |

| ONE-STOP-BORDER POST POLICY (OSBP)                        |   |
|---|---|
| <b>Purpose / importance</b>                               | <p>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:</p> <ul style="list-style-type: none"> <li>Increased economic integration with neighbouring countries across SADC and the continent.</li> <li>Faster and more efficient and economic facilitation of movement for legitimate goods, conveyances and persons through land ports of entry.</li> <li>Better enabling conditions for trade facilitation, inclusive of economic growth and job creation.</li> <li>A flexible corridor system that is managed strategically using digital technology.</li> <li>Collective responsibility for national and regional security enhanced, including management of threats to territorial integrity, biosecurity, public health and the environment.</li> <li>Honouring of human rights and humanitarian obligations in line with the constitution and international agreements.</li> </ul> |
| <b>Source of data</b>                                     | <ul style="list-style-type: none"> <li>South African Constitution</li> <li>Relevant international law and agreements</li> <li>2017 White Paper on the International Migration</li> <li>Immigration Act No 13 of 2002</li> <li>Border Management Authority Act No 3 of 2020</li> </ul>   |
| <b>Method of calculation / assessment</b>                 | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the heading "Means of verification".   |
| <b>Means of verification</b>                              | <p>The following milestones will constitute the achievement of the target:</p> <ul style="list-style-type: none"> <li>Undertaking of NEDLAC consultations on the Draft OSBP Policy.</li> <li>Submission of draft OSBP Policy, incorporating public and NEDLAC comments, to Minister for approval.</li> <li>Submission of the SEIAS Report to DPME for approval.</li> <li>Submission of the OSBP Policy to JCPS, ICTS and ESEID Clusters for recommendation to Cabinet.</li> <li>Submission of the Final OSBP Policy to Cabinet for approval by 31 March 2022.</li> </ul>  |
| <b>Assumptions</b>  | Relevant stakeholders will be available for consultation.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | The establishment of the OSBPs with neighbouring countries will enable SA to extend its borders. That is, the OSBP will enable SA to apply its border management controls extra-territorially while granting the same privilege to an adjoining State. The will reduce time spent by travellers and traders in the OSBP.  |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Non-cumulative  |



| ONE-STOP-BORDER POST POLICY (OSBP)      |  |
|---|--|
| <b>Availability of total population</b> | All research and policy documents as per quarterly and annual targets.   |
| <b>Reporting cycle</b>                  | Quarterly and Annually.  |
| <b>Desired performance</b>              | Submission of the Final OSBP Policy to Cabinet for approval by 31 March 2022   |
| <b>Indicator responsibility</b>         | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? BMA: PMO / Acting Commissioner / Commissioner</li> <li>Who extracts data and frequency? Senior Specialist: Director: Policy Development (IPS)</li> <li>Who checks data extraction? BMA: PMO (ASD)</li> <li>Who does the calculation? Director: Policy Development (IPS)</li> <li>Who checks the calculation? BMA: PMO (ASD)</li> </ul> |

| THREAT AND RISK ASSESSMENTS (TRA)                         |  |
|---|--|
| <b>Indicator title</b>                                    | Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information - (MISS) and / or Physical Security Standards (MPSS).  |
| <b>Target title</b>                                       | 40.  |
| <b>Definition</b>   | <p>The target aims 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:</p> <ul style="list-style-type: none"> <li>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.</li> <li>Conducting of security threat and risk assessments in the DHA in accordance with the applicable prescripts.</li> <li>The criteria used is informed by the MISS and MPSS.</li> </ul> |
| <b>Purpose</b>  | The purpose of the indicator is to mitigate security threats and risks which may adversely affect DHA operations.  |
| <b>Source of data</b>                                     | Information is gathered from relevant and/or identified offices.   |
| <b>Method of calculation / assessment</b>                 | The extent to which the planned TRAs in identified offices has been completed (planned vs actual).   |
| <b>Means of verification</b>                              | Signed off TRAs.   |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA   |
| <b>Spatial transformation (where applicable)</b>          | NA   |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | List of TRAs conducted.  |

| THREAT AND RISK ASSESSMENTS (TRA) |  |
|-----------------------------------|--|
| <b>Reporting cycle</b>            | Quarterly and annual.  |
| <b>Desired performance</b>        | 40 TRAs conducted.   |
| <b>Indicator responsibility</b>   | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? CD: Security Services</li> <li>Who resolves internal disputes on performance reports / matters? DDG: CCSS</li> </ul> |

| VETTING   |   |
|---|---|
| <b>Indicator title</b>                                    | Number of vetting files referred to State Security Agency (SSA) for evaluation.   |
| <b>Target title</b>                                       | 300.  |
| <b>Definition</b>   | <p>The target aims at conducting vetting on the set number of DHA officials and refer the vetting files to the State Security Agency (SSA) for evaluation.</p> <p>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.</p> <p>The number of vetting files to be referred to SSA are 300. 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).</p> |
| <b>Purpose / importance</b>                               | <p>The purpose of the indicator is to ensure that appointed officials meet the security requirements of their posts.</p> <p>To ensure that appointed officials meet the security requirements of their posts.</p>   |
| <b>Source of data</b>                                     | Completed Z204 (vetting application form) and annexures as well as references as per Z204 form the basis.   |
| <b>Method of calculation / assessment</b>                 | Actual number of vetting files completed and referred to and acknowledged by SSA vs planned.  |
| <b>Means of verification</b>                              | Signed acknowledgements of receipt of submitted files by SSA.   |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).  |
| <b>Availability of total population</b>                   | List of all staff vetted.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | Higher than targeted performance is desirable.  |

| VETTING                          |  |
|----------------------------------|--|
| Availability of total population | List of officials vetted.  |
| Reporting cycle                  | Quarterly and annual.  |
| Desired performance              | 300 vetting files referred to SSA.   |
| Indicator responsibility         | <ul style="list-style-type: none"> <li>Specialist: Vetting</li> <li>Who extracts data and frequency? SAO: Vetting (manual collation of SSA acknowledgement of receipt documentation)</li> <li>Who checks data extraction? DD: Vetting</li> <li>Who does the calculation? SAO: Vetting</li> <li>Who checks the calculation? Specialist: Vetting</li> <li>Who resolves internal disputes on performance reports / matters? SAO: Vetting</li> </ul> |

| INVESTIGATIONS – FRAUD AND CORRUPTION |  |
|---------------------------------------|--|
| Indicator title                       | Percentage of reported cases on fraud and corruption finalised within 90 working days.   |
| Target title                          | 50%.   |
| Definition                            | <p>The target aims at finalising the set percentage of cases on fraud and corruption within 90 working days.</p> <p>The responsibility of CCSS is to conduct and conclude the investigation dealing with cases on fraud and corruption.</p> <ul style="list-style-type: none"> <li>“Finalised” includes cases unfounded, or referred to Employee Engagement, or referred for criminal process, or referred to line function for recommendations.</li> <li>“Nature of cases” refers to fraud and corruption related matters.</li> </ul>                     |
| 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    | <p>The clock starts when a case is reported.</p> <ol style="list-style-type: none"> <li>Group all cases reported between 23 Nov 2020 and 23 Nov 2021.</li> <li>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).</li> <li>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).</li> </ol> |

| INVESTIGATIONS – FRAUD AND CORRUPTION              |  |
|--|--|
|  | <ol style="list-style-type: none"> <li>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 23 Nov 2020 until 23 Nov 2021, equals to percentage of cases finalised within 90 working days.</li> <li>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.</li> </ol> |
| Means of verification                              | Copies of reported (database administered by Analysis) and finalised 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                                | 50% of reported cases on fraud and corruption finalised within 90 working days.  |
| Indicator responsibility                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? CD: Investigations</li> <li>Who extracts data and frequency? D: Investigations/Internal Hotline</li> <li>Who checks data extraction? CD: Investigations</li> <li>Who does the calculation? D: Investigations/Internal Hotline</li> <li>Who checks the calculation?: CD: Investigations</li> <li>Who resolves internal disputes on performance reports / matters? DDG: CCSS</li> </ul>                          |

| DETECTION REVIEWS |   |
|-------------------|---|
| Indicator title   | Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.   |
| Target title      | One (1) - (One consolidated report on process evaluation to focus on the 6 identified areas).   |
| Definition        | <p>The target seeks to evaluate selected business processes to identify possible vulnerabilities to fraud, corruption and security breaches.</p> <p>One DHA process has been identified for review namely: Process evaluation conducted on the BMA in identified borders (ORTIA, King Shaka, Lebombo, Maseru, Cape Town International Airport and Beitbridge) to ensure that systems are secured.</p> <p>Responsibility for implementation of recommendations rests with the affected branch / business unit.</p> |
| Purpose           | The purpose is to mitigate fraud and corruption risks in DHA processes as well as to enhance DHA systems.   |

| DETECTION REVIEWS                                  |   |
|--|---|
| Source of data                                     | <ul style="list-style-type: none"> <li>Information is gathered from relevant and/or identified offices for analysis and scrutiny.</li> <li>Signed off business process reviews.</li> </ul>                        |
| 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                                | One (1) business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.   |
| Indicator responsibility                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? D: Prevention</li> <li>Who resolves internal disputes on performance reports / matters? DDG:CCSS</li> </ul> |

| BIOMETRIC MOVEMENT CONTROL SYSTEM (BMCS) |  |
|--|--|
| Indicator title                          | Number of selected ports of entry with biometric movement control system (BMCS) implemented as per approved specifications.  |
| Target title                             | 23.  |
| Definition                               | <p>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 23 ports of entry. The identified ports of entry are subject to change should service delivery conditions necessitate a change.</p> <p>The 23 ports are: Beit Bridge, Lebombo (including Km 7 and 4), Maseru Bridge, Ficksburg, Oshoek, Kopfontein, Caledonspoort, Ramathlabama, Groblers Bridge, Jeppes Reef, Golela, Mahamba, Skilpadshek, Van Rooyens Gate, Mananga, Kosibay, Vioolsdrift, Emahlatini, Telle Bridge, Durban Harbour - Crew and Passenger Liners, Cape Town Harbour, Quachasnek and Nakop.</p> |
| 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.  |
| 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.   |

| BIOMETRIC MOVEMENT CONTROL SYSTEM (BMCS)           |   |
|--|---|
| Means of verification                              | Test results and transaction data.  |
| Assumptions  | NA  |
| Disaggregation of beneficiaries (where applicable) | NA  |
| Spatial transformation (where applicable)          | NA  |
| Calculation type                                   | Cumulative (Year to date).  |
| Availability of total population                   | IMS business requirements, technical specifications and user acceptance testing.  |
| Reporting cycle                                    | Quarterly and annual.   |
| Desired performance                                | Rollout of BMCS to 23 ports of entry or more ports.   |
| Indicator responsibility                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IS</li> <li>Who resolves internal disputes on performance reports / matters? DG</li> </ul> |

| E-VISA INTEGRATION |  |
|--------------------|--|
| Indicator title    | e-Visa modules quality assured as per approved specifications for each of the identified phases (Output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year will be on the e-Visa phase 2 module quality assured as per approved specifications).   |
| Target title       | e-Visa phase 2 module developed onto live capture and deployed in quality assurance (QA) environment:<br><br><u>Temporary Residence Visas (TRV):</u><br>Critical skills visa and Business visa<br><br><u>Permanent Residence Permits (PRP):</u><br>General work, section 26(a); Critical skills, section 27(b), Business, and section 27(c)  |
| Definition         | The e-Visa phase 2 module will be added to e-Visa phase 1 tourism module that has been developed onto live capture. Temporary residence visa and permanent residence permit modules will be developed in phases prioritising the following:<br><br><u>Temporary Residence Visas:</u><br>Critical skills visa and Business visa<br><br><u>Permanent Residence Permits:</u><br>General work, section 26(a); Critical skills, section 27(b); Business, section 27(c)<br><br>By quality assurance environment, the module will be tested in a non-live / non-production environment. A project plan to outline all modules and deliverables is in place. |

| E-VISA INTEGRATION  |   |
|---|---|
| <b>Purpose / importance</b>                               | Automate the visa application process for both TRV and PRP applicants to remove administrative burdens.   |
| <b>Source of data</b>                                     | IMS business requirements and technical specifications.   |
| <b>Method of calculation / assessment</b>                 | The module must be able to perform as per business specifications, exchanging of data amongst all identified systems.   |
| <b>Means of verification</b>                              | Quality assurance reports.<br>e-Visa application outcomes.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Non-cumulative (Year to date).  |
| <b>Availability of total population</b>                   | IMS business requirements, technical specifications, e-Visa application outcomes.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | E-Visa phase 2 module developed onto live capture and deployed in quality assurance (QA) environment.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IS</li> <li>Who resolves internal disputes on performance reports / matters? DG</li> </ul> |

| ASYLUM SEEKER AND REFUGEE SYSTEM |  |
|----------------------------------|--|
| <b>Indicator title</b>           | <p>Prototype of Asylum Seeker and Refugee system piloted by 2022/23 (Output indicator for 2021 to 2024).</p> <p>The focus of the 2021/22 financial year will be on the development of Asylum Seeker and Refugee system onto live capture as per approved specifications (prototype)).</p>  |
| <b>Target title</b>              | Asylum Seeker and Refugee system developed onto Live Capture - Prototype   |
| <b>Definition</b>                | The automation of asylum seeker management processes refers to the automated verification and risk assessment 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. The process will be integrated with live capture which will have a single view of all citizens and asylum seekers to eliminate fraud.   |
| <b>Purpose / importance</b>      | 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 Board) 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. |

| ASYLUM SEEKER AND REFUGEE SYSTEM                          |   |
|---|---|
| <b>Source of data</b>                                     | Business requirements and technical specifications.   |
| <b>Method of calculation / assessment</b>                 | Developed asylum seeker and refugee system onto live capture in a quality assurance environment (prototype).  |
| <b>Means of verification</b>                              | Business requirements.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Non-cumulative (Year-end).  |
| <b>Availability of total population</b>                   | NA  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | Asylum seeker and refugee system developed onto live capture - Prototype.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IS</li> <li>Who resolves internal disputes on performance reports / matters? DG</li> </ul> |

| IMPLEMENTATION OF NATIONAL STRATEGIC PLAN (NSP) ON GENDER BASED VIOLENCE AND FEMICIDE (GBVF) |  |
|--|--|
| <b>Indicator title</b>   | Number of awareness sessions on Gender-based Violence and Femicide, Gender and Disability Mainstreaming conducted.   |
| <b>Target title</b>  | 13.  |
| <b>Definition</b>  | The indicator / target deals with the DHA's contribution to implementing the NSP on GBV. The NSP was approved by Cabinet for implementation by all departments. The indicator/target also deal with the raising of awareness on gender and disability mainstreaming.   |
| <b>Purpose / importance</b>  | <p>The President convened a gender based violence summit and the summit resolved to create a national strategic plan on gender based violence and femicide. The NSP was approved by cabinet and all departments have targets that must be implemented and periodic reports sent through to the Department of Women, Youth and Persons with Disabilities (DWYPD) for consolidation and forwarding to cabinet and parliament.</p> <p>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.</p> |
| <b>Source of data</b>  | <ul style="list-style-type: none"> <li>Attendance registers to meetings/awareness sessions, agendas and invitations.</li> <li>Reports on the marriage policy drafting process.</li> <li>Copies of awareness raising materials and/or training material.</li> </ul>   |
| <b>Method of calculation / assessment</b>  | Quarterly reports on the progress DHA is making in implementing the NSP (actual vs planned sessions conducted).  |
| <b>Means of verification</b>   | Copies of attendance registers, agendas, presentations and marriage policy/drafts.   |

| IMPLEMENTATION OF NATIONAL STRATEGIC PLAN (NSP) ON GENDER BASED VIOLENCE AND FEMICIDE (GBVF) |   |
|--|---|
| <b>Assumptions</b>   | All units responsible for parts of the NSP on GBV continues to work towards the implementation.   |
| <b>Disaggregation of beneficiaries (where applicable)</b>                                    | Male and female employees of the DHA from all age and level within the department.  |
| <b>Spatial transformation (where applicable)</b>   | N/A   |
| <b>Calculation type</b>  | N/A   |
| <b>Availability of total population</b>  | DHA reports on implementation of the NSP on GBVF submitted to DWYPD.  |
| <b>Reporting cycle</b>   | Quarterly and annual reporting.   |
| <b>Desired performance</b>   | NSP on GBVF implemented within the DHA and awareness on Gender and Disability Mainstreaming raised (at least 13 sessions conducted).  |
| <b>Indicator responsibility</b>  | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: HRM&amp;D</li> <li>• Who extracts data and frequency? Assistant Director: Gender and Disability Mainstreaming.</li> <li>• Who checks data extraction? Acting Director: Transformation and Gender</li> <li>• Who does the calculation? ASD: Gender and Disability Mainstreaming</li> <li>• Who checks the calculation? Acting Director: Transformation and Gender</li> <li>• Who resolves internal disputes on performance reports / matters? Chief Director: Employee Engagements</li> </ul> |

| SERVICE DELIVERY MODEL |   |
|------------------------|---|
| <b>Indicator title</b> | Phased implementation of the revised Service Delivery Model (Output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year will be on the approval of Revised Service Delivery Model by Minister).  |
| <b>Target title</b>    | Revised Service Delivery Model approved by Minister.  |
| <b>Definition</b>      | <p>A Service Delivery Model (SDM) will provide a vision on how the department 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 and to achieve this, the DHA needs to understand what is required to deliver on its constitutional mandate. A SDM will provide the DHA with the instrument required to fully deliver on its mandate. The SDM consists of nine (9) dimensions, including:</p> <ul style="list-style-type: none"> <li>- "Value proposition" which will address the goods and services the DHA delivers in line with its constitutional mandate.</li> <li>- "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.</li> </ul> |

| SERVICE DELIVERY MODEL      |  |
|-----------------------------|--|
|                             | <ul style="list-style-type: none"> <li>- "Channels dimension" 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.</li> <li>- "Customer relationships".</li> <li>- "Revenue streams".</li> <li>- "Key resources".</li> <li>- "Partners".</li> <li>- "Key activities" to be executed to deliver on the constitutional mandate of the DHA.</li> <li>- "Costs structure" addresses the cost implications for the delivery of value proposition of the DHA.</li> </ul> <p>The focus of the 2021/22 target is to have the revised service delivery model approved by Minister.</p> |
| <b>Purpose / importance</b> | <p>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.</p> <p>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.</p>  |
| <b>Source of data</b>       | 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.   |

| SERVICE DELIVERY MODEL                                    |  |
|---|--|
| <b>Method of calculation / assessment</b>                 | <p>How the performance is calculated (quantitative)</p> <ul style="list-style-type: none"> <li>Approval of reviewed dimensions of service delivery model by DDG: IPS.</li> <li>Consultation with internal and external stakeholders.</li> <li>The approval of the revised service delivery model by Minister.</li> </ul> <p>How the performance is assessed (qualitative)</p> <ul style="list-style-type: none"> <li>Approval of reviewed dimensions of service delivery model by DDG: IPS.</li> <li>Consultation with internal and external stakeholders.</li> <li>The approval of the revised service delivery model by Minister.</li> </ul> <p><u>Internal Stakeholders:</u> Civic Services including provinces, Immigration Services, HRM&amp;D, IPS, Finance (Revenue Management) and IS.</p> <p><u>External Stakeholder:</u> DPSA, GPW, DPW, Statistics South Africa, Department of Health, Banking sector, SAPO, service providers, partners in the delivery of services.</p> |
| <b>Means of verification</b>                              | <p>Approval by Minister (submission).</p> <p>Revised service delivery model.</p>   |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | A SDM will provide the strategies and mechanisms to develop channels which aim to address imbalances of the past with specific focus on women, youth and people with disabilities.   |
| <b>Spatial transformation (where applicable)</b>          | A footprint development plan will be developed in line with the South African Spatial Data Infrastructure (SASDI) and the standards and management of spatial data will align to the national standards of the South African Bureau of Standards and international standards on geographic information, ISO 19111.   |
|   | Footprint of the DHA will utilise spatial information to determine the optimal locations for physical offices in order to improve geographic access to services. Furthermore, the spatial information with regard to road network and geographical coordinates will be utilised to develop strategies and mechanisms for improving geographic access to services, plan the creation of new service delivery infrastructure, as well as to monitor the delivery at service points, taking their spatial distribution into account. The impact on the use of spatial information will have a bearing on the planning and maintenance of facilities and infrastructure, including planning and management of the deployment and utilisation of staff at service points.   |
| <b>Calculation type</b>                                   | Non-cumulative.  |
| <b>Availability of total population</b>                   | Revised service delivery model and presentation to Minister.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | Revised Service Delivery Model approved by Minister.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IPS (Directorate: Footprint Development and Hospitals).</li> </ul>  |

| SERVICE DELIVERY MODEL |   |
|------------------------|---|
|                        | <ul style="list-style-type: none"> <li>Who extracts data and frequency? DD / Service Provider</li> </ul>              |
|                        | <ul style="list-style-type: none"> <li>Who checks data extraction? Director</li> </ul>                                |
|                        | <ul style="list-style-type: none"> <li>Who does the calculation? DD / Service Provider</li> </ul>                     |
|                        | <ul style="list-style-type: none"> <li>Who checks the calculation? Director</li> </ul>                                |
|                        | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? DG</li> </ul> |

| DHA ACCESS MODEL            |  |
|-----------------------------|--|
| <b>Indicator title</b>      | <p>Phased implementation of DHA Access Model through Footprint Optimisation Plan / User Asset Management Plan (UAMP) – Output indicator for 2021 to 2024.</p> <p>The focus of the 2021/22 financial year will be on “DHA Footprint Optimisation Project Plan (Infrastructure plan / UAMP) submitted to DPW for submission to National Treasury”.</p>   |
| <b>Target title</b>         | DHA Access Model implemented through revised Footprint Optimisation Plan or User Asset Management Plan (U-AMP) and submitted to DPW for submission to National Treasury.   |
| <b>Definition</b>           | <p>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.</p> <p>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 (UAMP), which is submitted to DPW for the acquisition of service points as well as funding of infrastructure.</p> <p>Implementation for the 2021/22 financial year means that the DHA Footprint Optimisation Project Plan (Infrastructure plan / UAMP) will be submitted to DPW for submission to National Treasury.</p> |
| <b>Purpose / importance</b> | 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.  |

| DHA ACCESS MODEL  |  |
|---|--|
| <b>Source of data</b>                                     | DHA Access Model and revision thereof.<br><br>The DHA Access Model will be generated by incorporating the spatial information into the accessibility modeling 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.<br><br>Spatial information will be 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. |
| <b>Method of calculation / assessment</b>                 | <ul style="list-style-type: none"> <li>• DHA Footprint Development Strategy developed in line with the approved Access Model and approved by DG and Minister.</li> <li>• DHA Footprint Optimisation Plan developed, costed and approved by the Minister.</li> <li>• DHA Footprint Optimisation Project Plan (Infrastructure/UAMP) submitted to DPW for submission to National Treasury.</li> </ul>   |
| <b>Means of verification</b>                              | Refer to "Method of calculation".<br><br>DHA Footprint Optimisation Project Plan (Infrastructure plan / UAMP).   |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA   |
| <b>Spatial transformation (where applicable)</b>          | Refer to headings "Definition" and "Source Data".  |
| <b>Calculation type</b>                                   | Non-cumulative (Year-to-date).   |
| <b>Availability of total population</b>                   | All supporting documents in support of quarterly targets and annual target.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | DHA Access Model implemented through revised Footprint Optimisation Plan / User Asset Management Plan (U-AMP) and submitted to DPW for submission to National Treasury.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: IPS (The Directorate: Footprint Development and Hospitals).</li> <li>• Who extracts data and frequency? Deputy Director</li> <li>• Who checks data extraction? Director</li> <li>• Who does the calculation? Deputy Director</li> <li>• Who checks the calculation? Director</li> </ul>   |

| COMMUNICATION STRATEGY AND PLAN                           |  |
|---|--|
| <b>Indicator title</b>                                    | Compliance with set number of interventions implemented in support of communication strategy.  |
| <b>Target title</b>                                       | DHA Communication Strategy implemented through: 20 media engagements, 6 outreach engagements and 3 campaigns.  |
| <b>Definition</b>   | 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.   |
| <b>Purpose / importance</b>                               | <ul style="list-style-type: none"> <li>• To support the programmes of the ministry and DHA.</li> <li>• 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.</li> </ul> <p>Outreach engagements are an alternative name for Izimbizo, meaning they are the same concept and the evidence remains the same.</p> |
| <b>Source of data</b>                                     | Media briefings/ statements, ministerial dialogues and interventions, such as outreach programmes and campaigns, etc.  |
| <b>Method of calculation / assessment</b>                 | Number of initiatives performed vs planned.  |
| <b>Means of verification</b>                              | DHA website / intranet, reports, images and video recordings.  |
| <b>Assumptions</b>  | Adequate support from ministry and DHA branches.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | All clients of the DHA are targeted. The target group will also be affected by the nature of the communication intervention performed, including women, youth and people with disabilities.  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | List of all the initiatives as referred in the communication plan (20 media engagements, 6 outreach engagements and 3 campaigns).  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | Completeness of identified number of initiatives or more.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• DDG: IPS (Chief Director: Communication Services).</li> </ul>   |

| OFFICIAL IDENTITY MANAGEMENT POLICY       |  |
|---|--|
| <b>Indicator title</b>                    | Submission of the Official Identity Management Policy (OIDM) to Cabinet for approval.  |
| <b>Target title</b>                       | OIDM Policy submitted to Cabinet for approval.   |
| <b>Definition</b>                         | <p>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.</p> <p>The focus for 2021/22 is on the submission of the OIDM policy to Cabinet for approval.</p> |
| <b>Purpose / importance</b>               | The OIDM Policy 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.   |
| <b>Source of data</b>                     | <ul style="list-style-type: none"> <li>• South African Constitution</li> <li>• Relevant international law and agreements</li> <li>• 2018 White Paper on Home Affairs</li> <li>• Identification Act, 1997 (Act No. 68 of 1997)</li> <li>• Alteration of Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003)</li> <li>• Research reports</li> </ul>  |
| <b>Method of calculation / assessment</b> | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the definition.   |
| <b>Means of verification</b>              | <p>Proof of:</p> <ul style="list-style-type: none"> <li>• Final SEIAS Report submitted to DPME for approval.</li> <li>• OIDM Policy submitted to the JCPS, GSCID and ESEID Clusters for recommendation to Cabinet.</li> <li>• OIDM Policy submitted to Cabinet for approval by 31 March 2022.</li> </ul>   |
| <b>Assumptions</b>                        | Relevant stakeholders will be available for consultation.  |

| OFFICIAL IDENTITY MANAGEMENT POLICY                       |   |
|---|---|
| <b>Disaggregation of beneficiaries (where applicable)</b> | <p>In order to safeguard the personal information of citizens and residents, the OIDM Policy enjoins the DHA to introduce the following reforms:</p> <ul style="list-style-type: none"> <li>• Amendment of the Identification Act No 68 of 1997 and Alteration of Sex Description and Sex Status Act No. 49 of 2003 in line with the Constitution of the Republic of South Africa, 1996, and the Protection of Personal Information (POPI) Act No. 4 of 2013. The amendments will introduce clear rules and systems that will govern collection, storage, accessing and processing of the personal information;</li> <li>• Enhancement of the population register records by ensuring that no one, irrespective of their status, is left behind without a legal record of existence; and</li> <li>• Integration of the NPR and other DHA systems to a biometric-enabled National Identity System (NIS). The NIS will enable a single view of a person (identity and status) and interface with other government and private sector identity management systems. The NIS will further enable the tracking of the movement and transactions undertaken by migrants, especially those who have overstayed in the country.</li> </ul> |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Non-cumulative.   |
| <b>Availability of total population</b>                   | All research and policy documents as per quarterly and annual targets.  |
| <b>Reporting cycle</b>                                    | Quarterly and Annually.   |
| <b>Desired performance</b>                                | Submission of the Final OIDM Policy to Cabinet for approval by 31 March 2022  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: IPS</li> <li>• Who extracts data and frequency? Senior Specialist: Director: Policy Development (IPS)</li> <li>• Who checks data extraction? CD: P&amp;SM (ASD)</li> <li>• Who does the calculation? Director: Policy Development (IPS)</li> <li>• Who checks the calculation? CD: P&amp;SM (ASD)</li> </ul>   |



| DHA ACT                                   |  |
|---|--|
| <b>Indicator title</b>                    | Promulgation of DHA Bill (Output indicator for 2021 to 2024).<br><br>(The focus of the 2021/22 financial year is on the submission of DHA Bill to Cabinet for approval).   |
| <b>Target title</b>                       | DHA Bill submitted to Cabinet for approval.  |
| <b>Definition</b>                         | 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.<br><br>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. |
| <b>Purpose / importance</b>               | 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: <ul style="list-style-type: none"> <li>• 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.</li> <li>• Provisions for a differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions.</li> <li>• 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.</li> <li>• 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).</li> </ul>   |
| <b>Source of data</b>                     | The White Paper on Home Affairs, White Paper on International Migration, 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. A service provider will be appointed to develop the legislation.   |
| <b>Method of calculation / assessment</b> | DHA Bill submitted to Cabinet for approval.  |

| DHA ACT   |  |
|---|--|
| <b>Means of verification</b>                              | <ul style="list-style-type: none"> <li>• Legal research.</li> <li>• DHA Bill (Draft Zero).</li> <li>• Legal opinion.</li> <li>• Workshop report.</li> <li>• Draft DHA Bill.</li> </ul>   |
| <b>Assumptions</b>  | N/A  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | The following groups will benefit from the DHA Act: <ul style="list-style-type: none"> <li>• Citizens when applying for civic services in a modern and secure environment.</li> <li>• Foreign nationals when applying for immigration services in a modern and secure environment.</li> <li>• Business when varying identity and status of their clients in a modern and secure environment.</li> <li>• Government when planning for service delivery and safety and security of the country.</li> </ul>                   |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Non-cumulative (Year-end).   |
| <b>Availability of total population</b>                   | Draft of the DHA Bill.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual reporting.  |
| <b>Desired performance</b>                                | DHA Bill submitted to Cabinet for approval.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Chief Director: Legal Services</li> <li>• Who extracts data and frequency? Deputy Director: Legal Drafting</li> <li>• Who checks data extraction? Director: Legal Drafting</li> <li>• Who does the calculation? Assistant Director: Legal Drafting</li> <li>• Who checks the calculation? Director: Legal Drafting</li> <li>• Who resolves internal disputes on performance reports / matters? DDG: IPS</li> </ul> |

# 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)<br>Annual Performance Plan (Planning) |
| BACM     | Biometric Access Control Management   |
| BBBEE    | Broad Based Black Economic Empowerment  |
| BMA      | Border Management Authority   |
| BMP      | Budget Mandate Paper  |
| 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: HR  | Deputy Director-General: Human Resources  |

| Acronym   | Definition  |
|-----------|---|
| 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                                     |
| DPME      | Department of Performance Monitoring and Evaluation                             |
| DPWI      | 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   |
| 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   |

| Acronym | Definition  |
|---------|---|
| 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  |
| IBMS    | Integrated Border Management System   |
| 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)   |
| LAN     | Local Area Network  |
| LEI     | Leadership Effectiveness Index  |
| 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                   |
| 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           |
| NOC       | Network Operations Centre                         |
| NPR       | National Population Register                      |
| NSP       | National Strategic Plan                           |
| NT        | National Treasury                                 |
| OAG       | Office of the Accountant-General                  |
| ORTIA     | Oliver Tambo International Airport                |
| OSBP      | One-stop Border Post                              |

| Acronym  | Definition   |
|----------|--|
| 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  |
| RAB      | Refugee Appeal Board   |
| RITO     | Regional Information Technology Officer                                  |
| RPPF     | Represented Political Parties Fund                                       |
| RSA / SA | Republic of South Africa / South Africa                                  |
| SABRIC   | South African Banking Risk Information Centre                            |
| SADC     | Southern African Development Community                                   |
| SAPS     | South African Police Service   |
| SARS     | South African Revenue Service  |
| SCRA     | Standing Committee on Refugee Affairs                                    |
| 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   |

| Acronym | Definition   |
|---------|--|
| SONA    | State of the Nation Address                                |
| SPCHD   | Social Protection, Community and Human Development Cluster |
| SSA     | State Security Agency                                      |
| TA      | Treasury Approval  |
| TIC     | Temporary Identity Certificate                             |
| TRA     | Threat and Risk Assessment                                 |
| TRV     | Temporary Residence Visa                                   |
| UAMP    | User Asset Management Plan                                 |
| UAT     | User Acceptance Testing                                    |
| UNHCR   | United Nations High Commissioner for Refugee Affairs       |
| VAS     | Visa Adjudication System                                   |
| VFS     | Visa Facilitation Centre                                   |
| VUCA    | Volatile, Uncertain, Changing and Ambiguous environment    |
| WAIO    | Who Am I Online  |
| WAN     | Wide Area Network  |
| WPIM    | White Paper on International Migration                     |
| 4th IR  | Fourth Industrial Revolution                               |

# 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)  |
|--|--|--|---|--|
| <b>MTSF Priority: Social Cohesion and Safe Communities</b>   |  |  |   |  |
| Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments | Risk-based and strategic immigration approach implemented against predetermined measures that ensures sovereignty, national security, public safety, stability and development | BMA legislation enacted  | BMA incrementally rolled out as per the BMA Roadmap 2032 to: <ul style="list-style-type: none"> <li>• 36 ports of entry</li> <li>• 10 segments of the land borderline and</li> <li>• Two (2) community crossing points</li> </ul>   | BMA incrementally rolled out as per the BMA Roadmap 2032 to: <ul style="list-style-type: none"> <li>• 36 ports of entry</li> <li>• 10 segments of the land borderline and</li> <li>• Two (2) community crossing points</li> </ul>  |
|  |  | 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   | Construction and redevelopment of six (6) priority land ports of entry as one-stop border posts completed by 2025  |
|  |  | BMCS piloted at two (2) additional ports of entry<br><br>Draft Immigration Bill (including amendments to the Refugees Act) submitted to Minister for approval<br><br>160 law enforcement operations/inspections conducted to ensure compliance with immigration and departmental legislation | Risk-based and strategic approach to immigration implemented in respect of: <ul style="list-style-type: none"> <li>• Legislation implemented to support the White Paper on International Migration and Refugee Protection; and</li> <li>• Secure entry, documented stay and departure of persons through the rollout of biometric functionality and law enforcement operations</li> </ul> | Risk-based and strategic approach to immigration implemented in respect of: <ul style="list-style-type: none"> <li>• Legislation implemented to support the White Paper on Citizenship, International Migration and Refugee Protection; and</li> <li>• Secure entry, documented stay and departure of persons through the rollout of biometric functionality and law enforcement operations</li> </ul> |

| Outcome  | Outcome Indicator / Measure   | Baseline (2019)  | Five year target (As per Strategic Plan tabled in March 2020)   | Five year target (Reviewed)   |
|--|---|--|---|---|
| <b>MTSF Priority: Economic Transformation and Job Creation, A better Africa and World</b>  |   |  |   |   |
| Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments | Risk-based and strategic issuing of visas and permits against predefined, percentage-based targets to grow the economy by 2024/25 | 100% compliance with set service standards for: <ul style="list-style-type: none"> <li>• Permanent residence permits</li> <li>• Business and general work visas</li> <li>• Critical skill visas</li> </ul> | 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: <ul style="list-style-type: none"> <li>• Permanent residence permits.</li> <li>• Business and general work visas.</li> <li>• Critical skill visas.</li> </ul> | 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: <ul style="list-style-type: none"> <li>• Permanent residence permits.</li> <li>• Business and general work visas.</li> <li>• Critical skill visas.</li> </ul> |
|  | Risk-based and strategic visa system implemented  | Pilot of e-Visa (Phase 1 - temporary residence visa for tourist module) in six (6) missions  | E-Visa rolled out to all selected countries (106) by 2025   | E-Visa rolled out to all selected countries (106) by 2025   |
| <b>MTSF Priority: Social Cohesion and Safe Communities</b>   |   |  |   |   |
| Efficient asylum seeker and refugee system in compliance with domestic and international obligations                                     | Effective and efficient recording and monitoring of asylum seekers and refugees   | New PI   | Asylum Seeker and Refugee System implemented  | Asylum Seeker and Refugee System implemented  |
| <b>MTSF Priority: Capable, Ethical and Developmental State, Economic Transformation and Job Creation</b>                                 |   |  |   |   |
| Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations             | Percentage of identified citizens and holders of permanent residence permits to which enabling documents are issued by 2024/25    | 100%<br><br>(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<br><br>(Smart ID cards – 11 million, Births registered within 30 days – 3 930 000)  | Enabling documents issued to 100% of citizens and holders of permanent residence permits A minimum of 13 280 000 enabling documents issued <ul style="list-style-type: none"> <li>• Birth registration: 3 580 000</li> <li>• Smart ID cards: 9 700 000 (projected)</li> </ul>   |
|  | Legislation in operation in respect of a new Marriage Act   | Green Paper on the recognition of marriages submitted to the Minister for approval   | New Marriage Act implemented to regulate all marriages  | Citizenship, Immigration and Refugees Bill submitted to Parliament for approval   |

| Outcome  | Outcome Indicator / Measure   | Baseline (2019)   | Five year target (As per Strategic Plan tabled in March 2020)  | Five year target (Reviewed)  |
|--|---|---|--|--|
|  | Percentage of compliance with service standards set for adult passports issued (new live capture system) by 2024/25 | 100% compliance with set service standard   | 100%   | 100%   |
| <b>MTSF Priority: Capable, Ethical and Developmental State, Economic Transformation and Job Creation</b>       |   |   |  |  |
| Secure population register to empower citizens, enable inclusivity, economic development and national security | National Identity System (NIS) operational as per requirements  | Specifications for NIS approved by DG   | NIS operational by 2025  | NIS operational by 2025  |
|  | Legislation in operation to regulate the collection, storage, accessing and processing of personal information      | Official Identity Management Policy submitted to Cabinet for public consultation  | Civil Registration and Citizenship Act implemented   | Citizenship, Immigration and Refugees Bill submitted to Parliament for approval                              |
| <b>MTSF Priority: Capable, Ethical and Developmental State</b>   |   |   |  |  |
| DHA positioned to contribute positively to a capable and developmental state                                   | Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state | White Paper on Home Affairs submitted to Cabinet for approval                     | DHA Act implemented to effect repositioning of the department as a secure and modern department              | DHA Act implemented to effect repositioning of the department as a secure and modern department              |
|  |   | Final draft of DHA Bill submitted to Cabinet for approval for public consultation |  |  |
|  |   | New PI  | Service Delivery Model revised and implemented in line with repositioned DHA                                 | Service Delivery Model revised and implemented in line with repositioned DHA                                 |
|  |   | DHA Access model approved by MMM  | DHA Access Model implemented in support of repositioning of the DHA  | 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   | 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 | 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.



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