

STRATEGIC PLAN (REVISED)



2025 TO 2030



home affairs

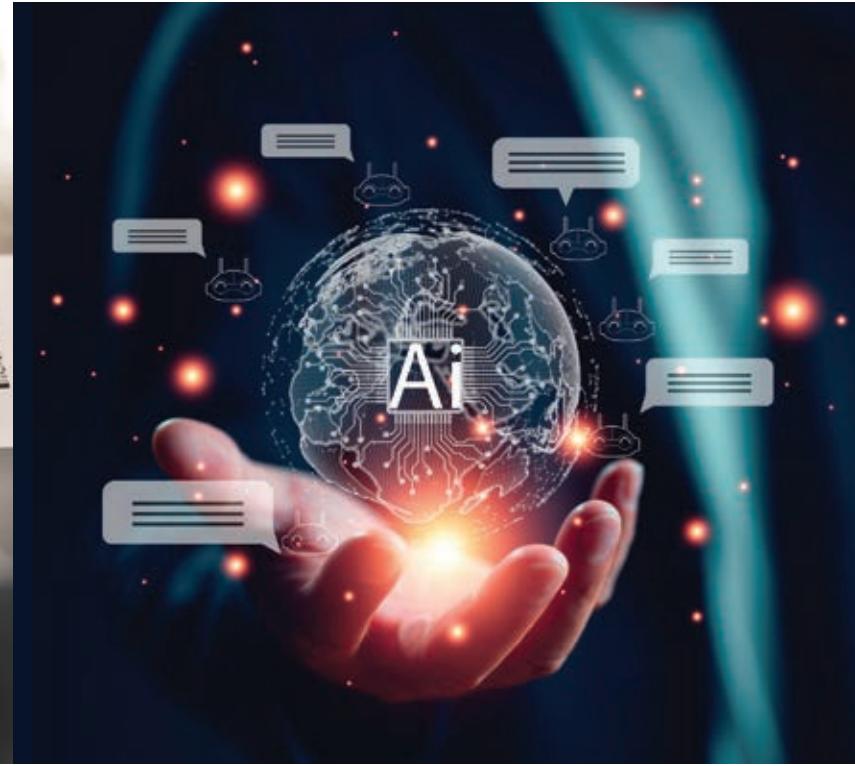
Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



We Care!



STRATEGIC PLAN (REVISED)



2025 TO 2030

DATE OF TABLING: JUNE 2025

OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Home Affairs under the guidance of Minister Dr L A Schreiber.

Consider all the relevant policies, legislation and other mandates for which the Department of Home Affairs is responsible.

Accurately reflects the Impact, Outcomes and Outputs which the Department of Home Affairs will endeavour to achieve over the period 2025 to 2030.

Mr Leon du Preez
Chief Information Officer



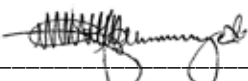
Signature

Mr Gordon Hollamby
Chief Financial Officer



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Mr Thulani Mavuso
Head of Planning



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Mr Albert Matsaung
Immigration Services



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Mr Livhuwani Makhode
Accounting Officer



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Approved by:

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Adv Constance Moitse
Counter Corruption and Security Services



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ACRONYMS

Abbreviation	Definition
ABIS	Automated Biometric Identification System
AI	Artificial Intelligence
APP	Advance Passenger Processing System (Immigration) Annual Performance Plan (Strategic Planning)
ASM	Asylum Seeker Management
ASMS	Asylum Seeker Management System
BABS	Branch Appointment Booking System
BACSA	Business Against Crime South Africa
BASA	Banking Association of South Africa
BBBEE	Broad Based Black Economic Empowerment
BMA	Border Management Authority
BMCS	Biometric Movement Control System
BMD	Birth, Marriage and Death
BCM	Business Continuity Management
CCSS	Counter Corruption and Security Services
COVID-19	Coronavirus Disease
CSIR	Council for Scientific and Industrial Research
DCPI	Department of Priority Crime Investigation
DDG: CS	Deputy Director-General: Civic Services

Abbreviation	Definition
DDG: HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IS	Deputy Director-General: Information Services
DDG: OPS	Deputy Director-General: Operations
DDM	District Development Model
DG	Director-General
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DIRCO	Department of International Relations and Cooperation
DPME	Department of Planning, Monitoring and Evaluation
DPSCA	Department of Public Service and Administration
DPW&I	Department of Public Works and Infrastructure
EA	Enterprise Architecture
EMCS	Enhanced Movement Control System
EOC	Enterprise Operation Centre
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development Cluster
ETA	Electronic Travel Authorisation
EXCO	Executive Committee

Abbreviation	Definition
GBVF	Gender-based Violence and Femicide
GDP	Gross Domestic Product
GNU	Government of National Unity
GPW	Government Printing Works
GSCID	Governance, State Capacity and Institutional Development Cluster
HANIS	Home Affairs National Identification System
HDP	Human Development Product
HRM&D	Human Resource Management and Development
ICT	Information Communication Technology
ID	Identity Document
IEC	Electoral Commission of South Africa
IMS	Immigration Services
IOS	Internetwork Operating System
IS	Information Services
IT	Information Technology
ITIL	Information Technology Infrastructure Library
JCPS	Justice Crime Prevention and Security (Cluster)
LRB	Late Registration of Birth
M&E	Monitoring and Evaluation
MDTT	Multi-Disciplinary Task Team

Abbreviation	Definition
MoU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NA	Not Applicable
NAC	Network Access Control
NDP	National Development Plan
NIS	National Identity System
NOC	Network Operation Centre
NPR	National Population Register
NSDF	National Spatial Development Framework
NSC	National Security Committee
NSP	National Strategic Plan
NSS	National Security Strategy
NT	National Treasury
OIDM	Official Identity Management Policy
OSBP	One-stop Border Post
PAIA	Promotion of Access to Information Act
PBS	Points-based System
PES	Presidential Employment Stimulus

Abbreviation	Definition
PFMA	Public Finance Management Act
PI	Performance Indicator
PMO	Project Management Office
PNR	Passenger Name Record
POPIA	Protection of Personal Information Act
PPP	Public-Private Partnership
PR	Population Register
RAASA	Refugee Appeals Authority of South Africa
RSA	Republic of South Africa
RSDO	Refugee Status Determination Officer
SA	South Africa
SADC	Southern African Development Community
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Service
SASSA	South African Social Security Agency
SCRA	Standing Committee on Refugee Affairs
SDG	Sustainable Developmental Goals
SIU	Special Investigating Unit
SITA	State Information Technology Agency

Abbreviation	Definition
SLA	Service Level Agreement
SOC	Security Operations Centre
SONA	State of the Nation Address
SOP	Standard Operating Procedure
SSA	State Security Agency
TES	Trusted Employer Scheme
TTOS	Trusted Tour Operator Scheme
U-AMP	User Asset Management Plan
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
VAS	Visa Adjudication System
ZEP	Zimbabwean Exemption Permit



EXECUTIVE AUTHORITY STATEMENT

The Strategic Plan for 2025 to 2030 forms the bedrock of our vision to digitally transform the Department of Home Affairs (DHA) during the 2025 to 2030 government cycle. This vision for a digital-first organisation, expressed through our commitment to deliver “Home Affairs @ home,” informs all of the projects, initiatives and targets that DHA will pursue over this period. Our desired end-state is to deliver a digitally transformed organisation where all civics, immigration and refugee services are delivered in a decentralised manner through electronic channels, to dramatically expand inclusion and deliver dignity for all.

This vision gives expression to the apex priorities of the Government of National Unity (GNU), which is anchored in the need to grow the economy and create jobs, reduce poverty, and build a capable state. A digitally transformed DHA will make a substantial contribution to the fulfilment of all three of these priorities, by positioning the Department as an economic enabler through immigration reform, expanding access to enabling documents to all, and using technology to revolutionise the way in which government delivers services in South Africa.

Two examples of the initiatives pursued under this plan serve to illustrate the scale of change we have embarked upon.

The first is the introduction of Digital ID. Under this project, DHA will first ensure access to smart ID cards and new e-passports to all South Africans by expanding the successful pilot project that currently provides these services in about three dozen bank branches. The 2025 to 2030 strategic plan aims to expand this to more than a thousand locations around the country. Next will come the introduction of digital channels, whereby clients will be able to order these enabling documents online, and then have the option to deliver the documents to their doorstep. Finally, South Africans will gain access to a fully-fledged Digital ID system, enabling them to store and access enabling documents virtually, and introducing a unique verifiable credential enabling a user to securely certify their identity.

A second transformative project is the creation of an Electronic Travel Authorisation (ETA) system to automate and digitalise the visa process from beginning to end. This reform will not only tackle the scourge of fraud and corruption in the immigration sector, but will dramatically increase the efficiency of the visa process, thereby boosting tourism and the attraction of critical skills into the economy to create jobs. The ETA will be coupled with the Border Management Authority's (BMA) introduction of automated entry-and-exit at all of the country's ports of entry, which will enhance the security and efficiency of cross border travel.

The digital transformation of Home Affairs has the potential to unlock further additional benefits, by providing a central platform to digitalise additional government services. Unlocking this value is what motivates us to:

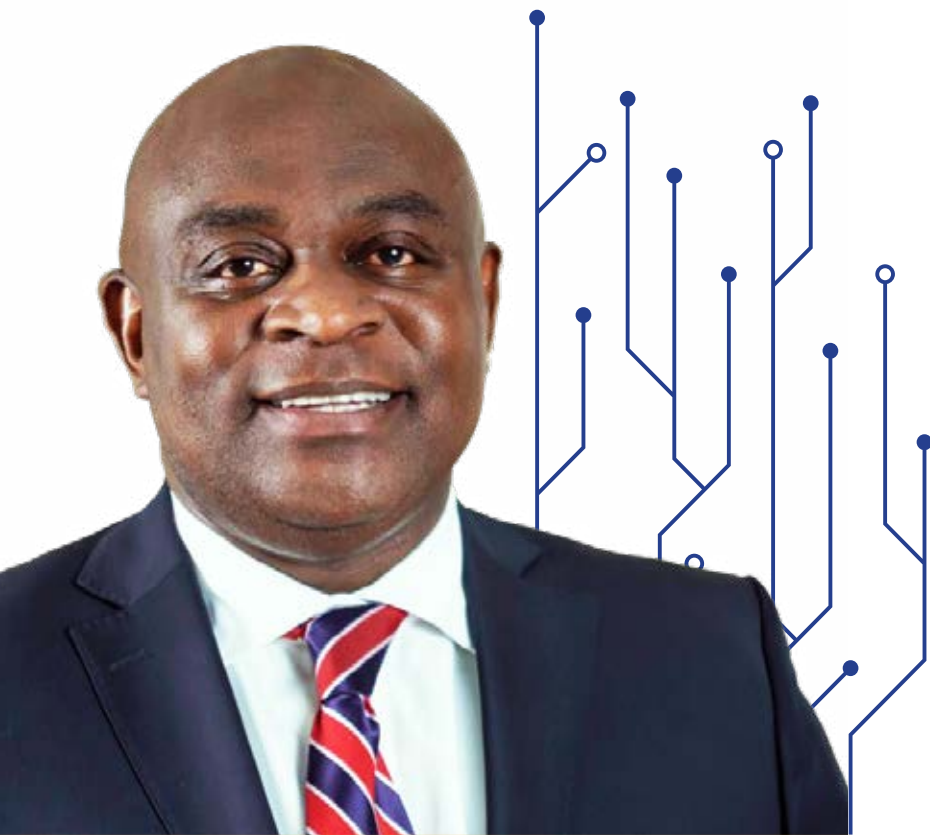
- Adopt new digital tools and technologies;
- Rethink business processes and models;
- Change organisational culture and mind-set;
- Improve customer experiences through digital channels; and
- Leverage data analytics for better decision making.

In delivering on this vision for digital transformation, the DHA recognises the urgency of implementation. The challenges of slow economic growth and poor service delivery means that we have no time to lose.

The DHA will also endeavour to meet the ever-increasing demands and expectations from all of its clients despite a very difficult and challenging fiscal and economic environment. The new vision of a digitally transformed Home Affairs is the only way to deal with the numerous systematic challenges the DHA is faced with. The Annual Performance Plan for 2025/26 and subsequent plans will elaborate on the realisation of a digitally transformed Home Affairs.

I hereby endorse the 2025 to 2030 Strategic Plan and call upon all stakeholders and role-players in government and the private sector to support the DHA with the implementation of this very ambitious strategy.

DR LA SCHREIBER, MP
MINISTER OF HOME AFFAIRS



ACCOUNTING OFFICER STATEMENT

The DHA has embarked on an ambitious but exciting journey for the next five years. The vision statement of the DHA is central to citizen empowerment and inclusivity, economic development and national security. The mandates of the DHA not only outline the complex nature of the DHA but also the fundamental impact it has on the country and the lives of its citizens.

In order to achieve the vision, the DHA will embark on a digital transformation programme. The digital transformation of the public service is a strategic priority in the 2024 to 2029 Medium Term Development Plan. The reality is that the DHA is grossly underfunded and has a dependency on third parties for the provision of some of its most critical services, foremost being the provision of networks and connectivity to ensure uninterrupted front line service delivery. Digital transformation is also more than just a technology intervention, but entails a holistic review of operating systems, business procedures and access to appropriately skilled resources who will be able to lead and deliver on the achievement of the identified milestones set by the DHA. Our journey towards this, requires that we timeously evaluate whether our trajectory is on course, and in parallel, that daily operations remains structured and enabled to ensure the department delivers services to its citizens, clients, travellers, international tourism operators and large corporates.

How we position ourselves to service the latter is a non-negotiable instrument of our success to introduce efficiency and ease of transaction in conducting business in South Africa by having access to visas and permits that will allow for professional, highly-skilled resources, to effortlessly travel, reside, work and invest in South Africa. As such the DHA is regarded as an economic enabler to large corporates in the provision and rendering of pivotal solutions recognising priority to be accorded when processing corporate, critical skills and business visas. The DHA holds responsibility at a national level to support Apex projects in the development, growth and expansion of the South African economy, and we do so through the facilitation of critical infrastructure, technology and investment into skills programmes that will place South Africa at the centre of global trade and compete equivalently with other developing nations.

So, our digital transformation programme entails investment into people, systems and resources that must ensure that our officials and stakeholders are able to transition the path of progressing from a former reliance on outdated business process of manual applications and legacy systems towards a reenergised public service model that will truly allow for a foundation of a digital-enabled customer-service experience rendering the vision of “*home affairs@home*”.

As we navigate this journey, we are reminded in our redress of system and service challenges, that DHA is still constrained by pre-1994 operational, organisational and funding models and has little capacity to protect its data and enforce its mandatory legislation. As currently positioned, Home Affairs cannot deliver adequately against its full mandate with the total staff composition comprising only around 40% of our optimal post-establishment should the DHA be fully funded against its approved post-establishment. Therefore, in recognition of the constraints within government as a collective, attention to alternative sources of funding, substitution of manual for automated services, and reliance on technology, becomes the go-to preference for the development of a fit-for-purpose public institution that must be re-modelled to support its mandate.

In any country the management of identity and migration is central to security at all levels which has informed the repositioning of the Department of Home Affairs as an integral member of the national security architecture and systems of the state. Our position within the heart of the Justice, Crime Prevention and Security Cluster (JCPS), as well as our participation in the National Security Council (NSC) and contribution to the National Security Strategy (NSS) of government, is a reflection of this and articulates the transformation of the DHA from an administrative department to an institution that is central to the security of the state. By illustration, where an identity is stolen, it affects an individual's personal well-being and compromising their constitutional rights as a citizen, their right to security, integrity and their dignity, as such a loss of identity may not only restrict their access to essential services, but may, in fact, deny it entirely. Accurate knowledge of identity and immigration is essential to safety and security

in a globalised world faced with threats such as transnational crime, terrorism and pandemics. The security of our natural resources, water and food is not only a matter of countering crime and of enforcement. It also requires planning and management systems that depend on accurate statistics which only the DHA can provide. A secure and modern DHA will enable South Africa to confront geo-political developments, global tensions and critical socio-economic developments that lie at the heart of a stable South African and continental society.

The DHA is aware of its central role in government and in society and will therefore strive to, as far as possible, maintain and improve on performance standards despite a very difficult and bleak economic outlook. The strategic plan and subsequent annual performance plans must find the balance between the ever-increasing expectations of clients and dwindling resources. In order for the DHA to achieve the ambitious journey it has embarked on, a whole of government approach will be required.

The DHA has set for itself a very ambitious programme of action as part of the Medium Term Development Plan (MTDP) for 2024 to 2029. The MTDP outcomes to be supported by the DHA include:

- Structural reform of the economy to drive growth and competitiveness through initiatives to attract skills, promote investment and grow the tourism sector. The successful introduction of Trusted Employer Scheme (TES) - which is regarded as a “one-stop shop” for business applications - was recently acknowledged as a critical enabler to business as a model that can be emulated, and the DHA is now able to process related business visas (within the TES programme) on an average of 20 days, as opposed to 22 weeks prior to its introduction. Similarly, the DHA has launched its Trusted Tour Operator Scheme (TTOS) which is designed as a platform to increase tourism from major source markets with the onboarding of 65 tour operators from South Africa, China and India. This will soon be followed by implementation of an electronic travel authorisation (ETA) system which will further boost incentive and ease of access when travelling to South Africa.

- Social cohesion and nation-building through ensuring that all South Africans have access to smart and digital IDs and e-passports, promoting the rights of women, youth, children and persons with disabilities, implementing the National Strategic Plan on Gender-Based Violence and Femicide and rendering procurement support to women-owned businesses.
- Effective border security and safer communities through conducting law enforcement operations / inspections, deportations of illegal immigrants, capacitating the JCPS cluster departments to effectively combat crime and corruption by means of technological advancements

In addition to the digital transformation of the DHA, other key priorities to be implemented over the next 5 years include:

- The continued implementation of the DHA Repositioning Programme to give effect to the White Paper on Home Affairs through a fit for purpose regulatory framework; service delivery, operational and organisational models aligned to a digitally transformed Home Affairs; implementation of revenue generation initiatives and appropriate service delivery channels and infrastructure.
- The digitisation of more than 340 million paper-based South African civic records and the modernisation of civic services as announced by the President in various State of the Nation Addresses.
- The automation and digital transformation of core and support business processes and service offerings.
- The discontinuation of the green barcoded identity documents through the use of digital platforms.
- The formation of partnerships to enable the digital transformation of the DHA and allow DHA services to even reach citizens in remote areas without costly infrastructure expansions, e.g. the banking sector.
- To obtain and maintain a clean audit outcome.

- Providing support to the objectives of the District Development Model (DDM).
- The continued implementation of the DHA plan to eradicate GBVF. Issues of gender, the youth and persons with disabilities will be promoted.

I am confident that the leadership, management and staff of the DHA together with the support from stakeholders and role-players can meet the expectations of the public and achieve the outcomes we have set for ourselves and those of government.

LT MAKHODE
DIRECTOR-GENERAL



PART A: OUR MANDATE

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The policy framework and laws that enable the state to establish the legal status of every individual in South Africa is the foundation of our sovereignty and the legitimate exercise of state power. Affirming the identity and status of every citizen at birth is indispensable for the state, which must respect, protect, promote and fulfil their constitutional rights.

The third clause of the founding provisions in Chapter 1 of the Constitution of the Republic of South Africa (1996) states: “National legislation must provide for the acquisition, loss and restoration of citizenship”. Without a national register of citizens, this obligation cannot be fulfilled and there cannot be “universal adult suffrage and a national common voter’s roll...” as prescribed in the first clause.

Civil registration is defined as the continuous/permanent, compulsory, universal recording of the occurrence and characteristics of vital events pertaining to the population, as provided through decree or regulation in accordance with the legal requirements in each country, with full respect of rules regulating the protection and privacy of individual information. Every person has the right to an identity as bestowed through civil registration (*Handbook on Civil Registration and Vital Statistics Systems – United Nations Statistics Division, 2017, p. 8*). This means the state must record all the events in an individual’s life that could affect their legal status, such as birth, marriage or death. This must be done in line with the laws of the country. There is also a need to respect the privacy of this information and protect it.

The Constitution has four basic elements that are closely related to and rely on the DHA performing its core functions efficiently and effectively. The first element is national sovereignty and self-determination. The sovereignty of any state is at risk if it does not know who its citizens are. The DHA is central to providing the state with information on the identity and status of all the people within the country. Without this information the integrity, security and sovereignty of the state itself cannot be guaranteed. As a state institution, the DHA is constitutionally bound to work closely with the security services and other institutions to protect the state’s sovereignty and the rights of citizens to safety and security.

The second element is to access the rights set out in the Bill of Rights. The Constitution states that the Bill of Rights is a cornerstone of South Africa’s constitutional democracy. Section 7(2) of the Constitution obliges all state institutions to respect,

protect, promote and fulfil the Bill of Rights. The DHA is mandated to develop and manage an identification system that serves the Constitution. This includes the Bill of Rights, all constitutional rights and obligations that depend on our functions, and a just and efficient administration as defined in Chapter 10: Public Administration of the Constitution. The DHA has the sole mandate to affirm and regulate official identity and South African citizenship. Specifically, according to the Constitution:

- “No citizen may be deprived of citizenship” - *section 20*
- “Every child has the right to a name and a nationality from birth” - *section 28(1)(a)*
- “Everyone has the right to leave the Republic” - *section 21(2)*
- “Every citizen has the right to a passport” - *section 21(4)*.

By affirming citizenship, we essentially build a single national identity and enable the state to provide access to, and administer, services efficiently and securely. This key role ensures that individuals are able to access all the rights set out in the Bill of Rights. Citizens who cannot affirm their official identity cannot access social services, participate in an election, legally cross a border, open a bank account, travel by aircraft or sign a contract. They are also not added to the official statistics used to plan and to provide services, and future generations will not know they existed as they are not recorded on the civil register.

The third element is national security. Section 12 of the Constitution guarantees people freedom and security. In Chapter 11 of the Constitution, national security is linked to preserving and enhancing social justice and rights. As made clear in the Constitution, this is grounded on the sovereignty, integrity (territorial and institutional) and values of our nation. The Constitution repeatedly upholds the principle that national security is the responsibility of every citizen, Parliament and every organ of state.

The DHA clearly plays a key role in national security on two levels. On the first level, we enable and empower all citizens and institutions to access their rights and exercise their responsibilities. On the second level the DHA actively assists national security as a key element of the security architecture and systems of the state; for example, the movement control system detects persons who are wanted by the South African Police Service (SAPS). To deliver against this mandate, the DHA must operate in a highly secure environment. No country trusts a passport that is not secure. Protecting the integrity of the Population Register (PR) enables the state to use it to secure the nation. An attack on the integrity of the PR strikes at the heart of any nation and the sovereignty of any state. National security can be broadly defined as a nation defending its sovereignty and the integrity of its state and institutions; ensuring safety and security; and providing for its people.

The fourth element is managing international migration. This mandate plays a key role in determining how South Africa relates to the rest of humanity, globally and regionally. The world is politically and geographically divided into more than 200 states that are interconnected. South Africa is signatory to many agreements and conventions governing the movement of persons, such as visa agreements and the United Nations and African Union protocols on asylum seekers and refugees.

2. LEGISLATIVE AND POLICY MANDATES

BIRTHS, MARRIAGES AND DEATHS

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

IDENTITY DOCUMENTS AND IDENTIFICATION

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

CITIZENSHIP

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

TRAVEL DOCUMENTS AND PASSPORTS

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

IMMIGRATION

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

OTHER PRESCRIPTS RELEVANT TO THE MANDATE OF HOME AFFAIRS

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

OTHER LEGISLATIVE MANDATES

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

The DHA transfers funds to institutions reporting to the Minister of Home Affairs and exercises oversight in that regard as prescribed by the Public Finance Management Act, 1999 (Act No. 1 of 1999), Treasury Regulations and the acts establishing the entities.

The institutions reporting to the Minister of Home Affairs, and the legislation administered by the said institutions, are as follows:

THE ELECTORAL COMMISSION (IEC) – CHAPTER 9 INSTITUTION

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

THE GOVERNMENT PRINTING WORKS (GPW) - GOVERNMENT COMPONENT

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

BORDER MANAGEMENT AUTHORITY (BMA)

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

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

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

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

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

The outcomes of the Government of National Unity (GNU) and strategic priorities of the Medium Term Development Plan (MTDP) are closely aligned. The GNU outcomes are:

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

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

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

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

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

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

The DHA contribution to the strategic priorities are listed below:

- Drive inclusive growth and job creation: Reform the visa regime to attract skills, promote investment and grow tourism. Key priorities include the implementation of the trusted tour operator scheme, the expansion of the trusted employer scheme to qualifying employers; issuance of critical skill and general work visa outcomes as per set standards and the implementation of the ETA for all visa categories.
- Reduce poverty and tackle the high cost of living: The digital transformation of Home Affairs will lead to significant increases in efficiencies and security of enabling documents in support of executing its constitutional mandate. The expansion of the DHA footprint through digital means and partnerships with the private sector will limit travelling to and from Home Affairs with significant savings to clients.

- Build a capable, ethical and developmental state: The digital transformation of Home Affairs is at the forefront of supporting this strategic priority. The aim is to ensure that all South Africans can obtain smart and digital IDs and e-Passports. Key priorities include the discontinuation of the green barcoded ID book, the expansion of the rollout of live capture functionality to 1 000 bank branches, the introduction of digital identity and the issuance of e-Passports. A further objective is to contribute to the mainstreaming of gender and the empowerment of the youth and persons with disabilities as well as the eradication of gender-based violence and femicide. The DHA will in collaboration with the Border Management Authority contribute to effective border security. The priorities which form part of the strategic priority of inclusive growth and job creation will play a significant role in building a capable, ethical and developmental state as well. The cross-cutting role of the DHA across the three strategic priorities underpins the centrality of the DHA mandates.

State of the Nation Address 2025:

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

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

Digital transformation of the Department of Home Affairs:

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

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

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

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

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

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

This Strategic Plan and subsequent annual performance plans will focus on the strategic vision to turn Home Affairs into a digital-first department during the 2024-2029 term of office. This new approach, dubbed *Home Affairs @ Home*, envisions an ambitious new future where no one has to visit a Home Affairs office in-person again to

access routine services. Instead, our vision directs that, over the next five years, all of the department's services must become fully automated, digitalised and offered online at the fingertips of our clients, from the comfort of their own homes.

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

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

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

evade detection, while providing biometric information on all foreigners in the country to enable instant verification of their status.

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

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

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

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

A key driver of this transformation is the department's partnerships with all major banks, including Capitec, Standard Bank, Absa, FNB, and Nedbank. These collaborations aim to integrate AI and machine learning into critical functions such as visa processing, border control, and identity verification. By automating these processes, the DHA expects to significantly reduce waiting times, enhance service delivery efficiency, and

improve security. These banks are also pivotal in expanding DHA's reach through digital platforms, enabling services to be accessed more easily, particularly in rural and remote areas.

In parallel, the DHA is working closely with the South African Reserve Bank (SARB) to develop a robust digital identity system. This system will use facial recognition as the primary biometric modality and fingerprints as the secondary, significantly enhancing national security and reducing the risk of fraud. The digital identity initiative will streamline immigration processes and ensure that services are more efficient and secure. Additionally, digital identity to become a reality in 2028/9.

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

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

Other Departmental Priorities

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

- The continued implementation of the DHA Repositioning Programme to give effect to the White Paper on Home Affairs. The repositioning programme has identified six key pillars which will play a significant role in the digital transformation of the DHA:
 - Policy and legislation
 - Service delivery, operational and organisational models
 - Modernisation programme
 - A capable and developmental department
 - Revenue generation and
 - Service delivery channels and purpose-build infrastructure

- The DHA will contribute to public and social employment through the appointment of unemployed young people for the digitisation of more than 340 million paper-based South African civic records and the modernisation of civic services as announced by the President in the State of the Nation Addresses in February 2022.
- The continued information and communication technology (ICT) modernisation of the DHA, including digital transformation initiatives, ensuring network and system stability, design and rollout of virtual interactive self-service machines (kiosks) for the application of smart ID cards and passports as well as for the re-print of birth, marriage and death certificates in non-modernised and modernised offices and improvement of the queue management system in offices. This will deal decisively with the challenge of long queues at offices.
- An accelerated rollout of the smart ID card to all eligible persons. The main aim is to ensure eligible citizens are in possession of smart ID cards and to discontinue the issuance of the green barcoded ID book. The issuance of smart ID cards will be expanded to naturalised citizens. Universal enrolment in the Smart ID system is planned for 2029.
- The automation of the birth registration process for citizens and foreigners.
- The formation of public-private partnerships (PPP) to assist with economical, effective and efficient service delivery.
- The provision of equitable access and footprint development to improve the coverage and reach of DHA services, including the redesign of a DHA model office to facilitate the efficient processing of applicants in offices, and non-traditional channels such as mobile offices and partnerships with public and private institutions.
- To obtain and maintain a clean audit outcome.
- Implementation of the Protection of Personal Information Act, 2013 (Act No 4 of 2013) or POPIA. The POPIA requires all public and private organisations to handle personal information in a lawful manner and not to infringe on the right to privacy in relation to such information nor breach the confidentiality of such information. POPIA gives effect to Section 14 of the Constitution of the Republic of South Africa Act, 1996 – the constitutional right to privacy.
- The DHA will continue to support the objectives of the District Development Model (DDM), mainly by providing services to access enabling documents.
- The DHA will continue to implement its plan to fight against GBVF. Issues of gender, the youth and persons with disabilities will be promoted.
- The DHA will align itself with the Just Transition Framework.

- Compliance with international, regional and national commitments.

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

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

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

4. RELEVANT COURT RULINGS

This aspect will be covered in the various Annual Performance Plans.



PART B: STRATEGIC FOCUS

PART B: STRATEGIC FOCUS

5. VISION

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

6. MISSION

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

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

7. VALUES

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

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

8. DHA MANDATES

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

9. DHA OUTCOMES

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

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

10. SITUATIONAL ANALYSIS

The 2019 to 2024 Medium Term Strategic Framework (MTSF) and 2020 to 2025 Strategic Plan period were characterised by the following key developments:

- Establishment of the Border Management Authority (BMA) as a schedule 3A public entity and the operationalisation of the BMA.
- Continuous review of the visa regime to facilitate the attraction and importation of critical skills into the country to grow the economy and create jobs as well as the promotion of tourism as informed by State of the Nation Address (SONA) commitments and Operation Vulindlela recommendations.
- Continued implementation of the ICT modernisation programme, characterised by projects such as the introduction of the Automated Biometric identification System (ABIS) for phase 1 and 2, rollout of biometric functionality at ports of entry, rollout of the e-visa system (tourism module), rollout of the Asylum Seeker Management and Refugee System to replace the National Immigration Information System (NIIS), rollout of an integrated case management system, rollout of the Branch Appointment Booking System (BABS), and modernisation of offices.
- Renewed focus on early birth registration within 30 calendar days (including the rollout of an online birth registration system at high volume health facilities and commencement with e-Birth registration).

- Accelerated rollout of the smart ID card to all eligible persons.
- Development of policies and legislation aligned to a repositioned DHA.
- Repositioning of the DHA as a secure and modern department that is located within the security system of the State.
- Commencement of the digitisation of civic service records.
- Implementation of the project on Protection of Personal Information Act.
- Access and footprint development to improve the reach of DHA services, including purpose-fit DHA physical infrastructure, expansion of the mobile office fleet, partnerships with banks and opening of DHA offices in malls. These were informed by the approval of the DHA Hybrid Access Model (2021/22 and refined in 2022/23), Service Delivery Model (SDM) in March 2022; SDM Implementation Framework (2023/24) and Footprint Development Strategy (Mar 2023).
- Preparatory work conducted on the upgrading and redevelopment of the six (6) key land ports of entry to one-stop border posts.
- Support provided to external ministerial committees such as a Multi-Disciplinary Task Team (MDTT) under a joint venture “CAJV” assigned to further investigate and coordinate prosecutorial measures against officials implicated in corrupt activities and the Departmental Advisory Committee on Zimbabwean Exemption Permit (ZEP) dealing with the preparation of waiver letters based on applications received.
- Review of existing and development of a new operating model for the DHA.
- Continued fight against fraud and corruption.
- Improving capacity for DHA to deliver services through the submission of capacitation business cases to National Treasury in 2021/22 and 2023/24.
- Implementation of the DHA plan on support to Gender-based Violence and Femicide.
- Continued operations during the COVID-19 pandemic.

COVID-19 are testimony to this. The DHA maintains a high level of consistency in the issuance of key enabling documents such as passports and smart ID cards which ensures readily access to rights and services for citizens. The DHA partnered with the Electoral Commission to ensure successful voter registration and elections in 2019 and 2024.

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

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

The following progress was achieved against the 2019 to 2024 Medium Term Strategic Framework commitments relevant to the DHA:

10.1 INTERNAL ENVIRONMENT ANALYSIS

The DHA continues to make a positive contribution to the National Development Plan and priorities of government. The advancements made with the overhaul of the visa regime, the continued implementation of a risk-based approach to immigration (e.g. establishment of the BMA, enforcing immigration legislation), implementation of key State of the Nation Address commitments (e.g. digitisation of civic records, fight against fraud and corruption), the meaningful contribution of the DHA to the National Strategic Plan on Gender-based Violence and Femicide, and critical role played during

Table 1: Progress Against 2019 to 2024 Medium Term Strategic Framework Commitments

APEX Priority	Revised MTSF Commitment 2024	Progress as at 31 March 2024
Economic transformation and job creation	Implementation of a revised visa regime through 95% of visa applications adjudicated within 4 weeks by 2022/23	• 2019/20: 86.7% • 2020/21: 91.1% • 2021/22: 57.2% • 2022/23: 7.6% • 2023/24: 52% Strategies to improve performance include: • Review of delegations to decrease the number of stages in the adjudication process. • The removal of ZEP applications from the calculation methodology of targets in support of economic growth and job creation due to dependencies on outside stakeholders in the adjudication process. • Increase in capacity of staff for adjudication of application.
Social cohesion and safer communities	BMA established by 2021/22 BMA operational by 2023/24 at 18 ports of entry; 6 segments of the land border law enforcement area and 1 community crossing point BMA rolled out to an additional 7 ports of entry and 1 additional segment of the land border law enforcement area by 2024	• The BMA was established as a Schedule 3(A) Public Entity on 1 April 2023 responsible for the implementation of border law enforcement functions across South African ports of entry and the border law enforcement areas. • President Cyril Ramaphosa officially launched the BMA on 5 October 2023 as the country's third national armed law enforcement authority of the Republic. • The BMA was successfully established through the integration of the various border law enforcement functions, and the accompanying staff complement from the four government departments (Home Affairs, Health, Agriculture and the Environment) into an integrated single entity with a single command and control. • The BMA operates at the country's 71 ports of entry of which 52 are land, 10 international airports and 9 seaports, including the border law enforcement areas which stretches for 10 kilometres from the internationally recognised border line.
Social cohesion and safer communities	100% of selected ports of entry equipped with biometric functionality by March 2024	A total of 68 ports of entry was identified and equipped with biometric functionality.
Social cohesion and safer communities	DHA Automated Biometric Identification System (ABIS) implemented by 2022/23	The completion of ABIS Phase 2 (iris, footprint and palm-print back-end recognition capability) was delayed due to delays with the development of live capture integration (inability of the service provider to enhance and integrate the live capture front end application with the three modalities). ABIS phase 2 back-end development was completed in February 2024. The front-end integration is expected to be completed in 2025/26 financial year.

The table below contains the progress recorded against the Strategic Plan 2025 outcome targets:

Table 2: Progress Against 2020 to 2025 Strategic Plan Outcome Indicators and Targets

Outcome	Outcome Indicator	2025 Target	Progress up to 31 March 2024
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	International migration managed in support of national objectives	Risk-based approach to managing international migration implemented	The White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) was approved by Cabinet on 10 April 2024. Biometric functionality was introduced at 68 identified ports of entry. Total of 3 232 inspections / law enforcement operations were conducted between 1 Apr 2020 and 31 Mar 2024. The Advance Passenger Processing System is used for pre-departure screening of all passengers and crew travelling to, from or through South Africa by air or sea. The Passenger Name Recognition System is being procured through an open tender process led by the State Information Technology Agency (SITA). The system data elements include passenger data from airline reservation systems such as payment details, travel itinerary and baggage information.
		Developmental approach to managing international migration implemented	<u>85% pf permanent residence applications adjudicated within 8 months:</u> • 2020/21: 43.7% (Not Achieved) • 2021/22: 85.6% (Achieved) • 2022/23: 38.8% (Not Achieved) • 2023/24: 92% (Achieved) <u>95% of critical skills visas adjudicated within 4 weeks:</u> • 2020/21: 91.1% (Achieved) • 2021/22: 57.2% (Not Achieved) • 2022/23: 7.6% (Not Achieved) • 2023/24: 52% (Not Achieved) <u>90% of business visa applications adjudicated within 8 weeks:</u> • 2020/21: 83.3% (Not Achieved) • 2021/22: 89.2% (Not Achieved) – Combined with general work visas • 2022/23: 62.8% (Not Achieved) – Combined with general work visas • 2023/24: 61% (Not Achieved) – Only business visas

Outcome	Outcome Indicator	2025 Target	Progress up to 31 March 2024
			<u>90% of general work visa applications adjudicated within 8 weeks:</u> • 2020/21: 83.3% (Not Achieved) • 2021/22: 89.2% (Not Achieved) – Combined with business visas • 2022/23: 62.8% (Not Achieved) – Combined with business visas • 2023/24: 10% (Not Achieved) – Only general work visas
	International migration managed in support of national objectives	Developmental approach to managing international migration implemented	<u>Permanent Residence</u> A total of 3 332 permanent residence applications per year were adjudicated within 8 months since 1 April 2020 – 31 March 2024: 3 332 out 6 163 (54,06%) <u>Business and General Work Visas</u> A total of 2 465 business and general work visas were adjudicated in 8 weeks between 1 April 2020 – 31 March 2024: 2 465 out 7 901 (31,01%) <u>Critical Skills Visas</u> A total of 6 582 critical skills visas were adjudicated in 4 weeks since 1 April 2020 – 31 March 2024: 6 582 out 13 974 (47,10%)
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	International migration managed in support of national objectives	Developmental approach to managing international migration implemented	Second Amendment of the Immigration Regulations, 2014 gazetted in May 2024. • Tourism module rolled out to 34 countries. • E-Visa system for business visas was successfully deployed in Germany and intra-company transfer visa was deployed successfully in 2 countries (Japan and France)
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	Integrated identity system operational	Single view of citizens and foreigners	• Asylum Seeker Management and Refugee System was developed and successfully implemented in all 5 refugee centres and 2 statutory bodies in 2023/24. It was further integrated with Case Management System. • The DHA could not proceed with the preferred procurement modality to ensure a single view of a traveller due to PFMA constraints.

Outcome	Outcome Indicator	2025 Target	Progress up to 31 March 2024
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Number of enabling documents issued to citizens by 2024/25 (birth registration within 30 calendar days and smart ID card issuance)	Minimum of 13 508 754 enabling documents issued to citizens by 2025 • Births 3.8m • Smart cards 9 708 754	• 3 072 875 births registered within 30 calendar days were registered during the period 1 April 2020 – 31 March 2024. • 9 038 478 Smart ID Cards were issued from 1 April 2020 – 31 March 2024.
DHA positioned to contribute positively to a capable and developmental state	Regulatory framework fit for a repositioned DHA	DHA policies and legislation aligned to a repositioned DHA in respect of: • White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) and subsequent legislation (Bill approved by Cabinet for public consultation) • Marriage Policy and subsequent legislation approved by Cabinet for tabling in Parliament • Official Identity Management Policy (OIDM) and subsequent legislation approved by Cabinet for tabling in Parliament • OSBP Policy and subsequent legislation approved by Cabinet for tabling in Parliament • White Paper on Home Affairs approved by Cabinet • Draft Home Affairs Bill approved by Minister	• White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) was approved by Cabinet on 10 April 2024. • Cabinet approved three DHA policies for implementation as official policies of government: • White Paper on Marriages in South Africa • Official Identity Management (OIDM) Policy • One-stop Border Post (OSBP) Policy. • Bills approved by Cabinet to obtain approval to table in Parliament: • Marriage Bill in November 2023 • OSBP Bill in November 2023 • National Identification Bill (OIDM Policy) was gazetted for public comments in 2023/24. • White Paper on Home Affairs was approved by Cabinet in March 2019. • Home Affairs Framework Bill is still under development.

Outcome	Outcome Indicator	2025 Target	Progress up to 31 March 2024
DHA positioned to contribute positively to a capable and developmental state	New DHA operating model fit for a repositioned DHA	Operating model for a repositioned DHA as outlined in the White Paper on Home Affairs approved by DG	• DHA Hybrid Access Model approved in 2021/22 and refined in 2022/23 • Service Delivery Model (SDM) approved by Minister on 29 March 2022 • Footprint Development Strategy approved on 28 March 2023 • SDM Implementation Framework was approved by the DG in 2023/24 • Operating model presented to EXCO for approval on 24 Apr 2024

Table 3: Progress Against Minister Of Home Affairs' Amended Performance Agreement 2023

Minister's Performance Agreement (Amended)	
2023/24 Target	Progress up to 31 March 2024
Immigration amendment Regulations, 2014, gazetted	The Second Amendment of the Immigration Regulations, 2014 was gazetted on 20 May 2024.
91 Priority 2 & 3 health facilities equipped with online birth registration system (issuing birth certificates on the spot)	A total of 8 out of the 91 health facilities was equipped with online birth registration system (issuing birth certificates on the spot). Challenges were experienced with connectivity and limited IT capacity to fast track connectivity of IT equipment and 3G cards.
100% of identified ports of entry equipped with biometric functionality by March 2024 (68 ports of entry in total)	BMCS was rolled out to 68 ports of entry.
e-Visa system for study, business and intra-company transfer visas piloted in 3 countries	Tourism module rolled out to 34 countries. E-Visa system for business visas was successfully deployed in Germany and intra-company transfer visa was deployed successfully in 2 countries (Japan and France).

In the addition to progress recorded against the 2019 to 2024 MTSF and commitments in the 2020 to 2025 Strategic Plan, the key achievements for the 6th Administration of government are outlined below:

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

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

Cabinet approved the following policies as official policies of government for the 2019 to 2025 period:

- The White Paper on Home Affairs was approved by Cabinet in March 2019. The White Paper provides a coherent policy framework, grounded on the constitutional principles and national goals, to support the full mandate of the DHA. It will inform the drafting of the anchor legislation in the form of a Home Affairs Bill. This will inform the development of legislation during the 2025 to 2030 period.

- White Paper on Marriages in South Africa. The marriage legislation is not supported by an overarching policy framework that is based on fundamental constitutional values like equality, non-discrimination and human dignity. In 1994 South Africa inherited a marriage regime that was based on the Calvinist Christian tradition which stemmed from the era where the state and church were mutually reinforcing if not synonymous. 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. As a result, there are now parallel legislation, structures and processes that regulate marriages (The Marriage Act 25 of 1961, Recognition of Customary Marriages Act 120 of 1998, and the Civil Unions Act 17 of 2006).

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 embarked on a process of developing a marriage policy that will provide a policy foundation for drafting new marriage legislation. The Marriage Bill is before Parliament, and once passed into law, will enable South Africans of different religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality as encapsulated in the Constitution of the RSA.

- Official Identity Management (OIDM) Policy. The policy regulates the manner in which official personal information (identity and status) will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information contained in the Protection of Personal Information Act, 2013 (Act No 4 of 2013) and the Cybercrimes and Cybersecurity Bill. The policy sought to reposition the Department of Home Affairs as a modern and critical enabler of government digitisation, e-government and e-commerce.
- One-stop Border Post (OSBP) Policy. One of the modern approaches for improving border operations in the world is the establishment of one-stop border posts. The OSBP concept (as described in the OSBP framework approved by Cabinet in December 2018) 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. Following the approval of the OSBP Policy in March 2022, the DHA commenced the planning process for redeveloping six (6) priority land ports of entry as one-stop border posts. Additionally, the OSBP Bill was introduced in Parliament in September 2024 with the intention to have the Bill signed into law once all parliamentary processes have been finalised.

- The White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) was approved by Cabinet on 10 April 2024. A Draft Amended White Paper will be developed in the 2025/26 financial year to align the White Paper with the digital transformation of the DHA, constitutional imperatives and to address possible gaps. This will inform the development of legislation during the 2025 to 2030 period.

The following legislative reforms were approved and introduced in Parliament in the 6th Administration:

- Border Management Authority Act, 2020 (Act No 2 of 2020) – which established the armed service and facilitate and manage the legitimate movement of persons and goods within the border law enforcement area and ports of entry. The aim is to secure the borders of the Republic and protecting the national interests.
- The Electoral Amendment Act, 2023 (Act No 1 of 2023) was introduced in Parliament and signed into law by the President in April 2023 – the Act, in part, provides for the nomination of independent candidates to contest elections in the National Assembly and provincial legislatures; the requirements which must be met by persons who wish to be nominated as independent candidates; to provide for the inspection of copies of lists of independent candidates and accompanying documents and the objections to independent candidates.
- Electoral Laws Amendment Act, 2021 (Act No 4 of 2021) – The President signed, and assented to, this Act on 26 May 2021. The Act seeks to amend the—
 - Electoral Commission Act, 1996, so as to insert certain definitions; 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; to repeal obsolete provisions;
 - Electoral Act, 1998, so as to insert certain definitions; to delete 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 amend provisions relating to the procedure concerning provisional results and voting materials; to provide for the limited applicability of the Code; to amend Schedule 3; and

- Local Government: Municipal Electoral Act, 2000, so as to insert and delete certain definitions; to amend the requirements for parties contesting elections by way of party lists and for a ward candidate to contest elections; to authorise the Commission to prescribe a different voting procedure for those voters whose names appear on the voters' roll, without addresses; to amend provisions relating to the effect of certain irregularities, and to deal with matters connected thereto.

- Electoral Matters Amendment Act, 2024 (Act No 14 of 2024) – The President signed, and assented to, this Act on 4 May 2024. This Act seeks to amend the Political Party Funding Act, 2018, so as to provide for the regulation of the private and public funding of independent candidates and independent representatives and matters incidental thereto; to amend the title, long title and preamble; to insert and substitute definitions; to amend the name of the Represented Political Party Fund; to preclude the Electoral Commission from accepting donations to the Multi-Party Democracy Fund which it has reason to believe is the proceeds of crime; to empower the Commission to invest money in the Funds in any bank registered in terms of the Banks Act, 1990; to proscribe the attachment of money in the Funds by certain persons; to provide for the right of political parties, independent candidates and independent representatives to refuse donations; to provide for prohibition on donations to a member of a political party, independent representative or independent candidate other than for political purposes; to amend the provisions relating to the accounting obligations of represented and unrepresented political parties; to provide for independent representatives and independent candidates to account for income; to provide for offences by a member of a political party, independent representative or independent candidate of accepting a donation to circumvent the provision of Chapter 3 or appropriating the donation for themselves; to amend the powers of the President to make regulations on certain matters; to amend Schedule 2 in respect of the formula for the allocation of money in the Funds on a proportional and equitable basis, in respect of the upper limit of donations and the disclosure limit for donations; and to amend the Electoral Act, 1998, the Electoral Commission Act, 1996, the Electronic Communications Act, 2005, and the Financial Management of Parliament and Provincial Legislatures Act, 2009, so as to make consequential amendments resulting from the introduction of independent candidates to contest elections of the National Assembly and provincial legislatures.
- Civil Union Amendment Act, 2020 (Act No 8 of 2020) – This was a private members' Bill as contemplated in section 73(2) of the Constitution of the Republic of South Africa, 1996. The President signed, and assented to, this Act

on 20 October 2020. This Act seeks to amend the Civil Union Act, 2006, by repealing a section; and to provide for matters connected therewith.

- Introduction in Parliament of the Draft Bill for Marriages, Immigration Amendment Bill, 2024 [B8-2024] and the One-Stop Border Post Bill during the 2023/24 financial year set the foundation for advancement of other key pieces of legislation, including the National Identification and Registration Bill which was gazetted for public comments in 2023/24.

The list below outlines the Regulations that were developed during the period 2019 to 2024:

- Refugees Regulations, 2018 – came into operation on 27 December 2019;
- South African Citizenship Act, 1995 (Act No 88 of 1995): First Amendment of the Regulations on the South African Citizenship Act, 1995 – came into operation on 7 July 2023;
- Second Amendment of the Immigration Regulations, 2014 – gazetted on 20 May 2024; and
- Third Amendment of the Immigration Regulations, 2014 – gazetted in October 2024.

Other significant improvements in service delivery relate to:

- Deployment of the mobile office fleet consisting of 220 fully equipped mobile offices to render frontline civic services. This is particularly relevant in response to providing ease of access to services and ensuring that formerly disadvantaged communities, as well as those that reside outside urban metropolises, receive DHA services. The mobile fleet was also deployed to render services during natural disasters.
- Opening of DHA offices in shopping malls, including Menlyn Mall in Pretoria, Pavilion Mall in Durban and Cresta Mall in Johannesburg.
- The DHA relocated to more suited leased offices: Benoni, Boksburg, Chatsworth, Epping, Mitchells Plain and Polokwane. The following new offices were built by the Department of Public Works and Infrastructure (DPWI): Lusikisiki in the Eastern Cape and Mokopane in Limpopo. In Matatiele (Eastern Cape) the DHA was offered space by the Municipality and concluded construction of a new office.
- Rollout of BABS in modernised frontline offices to improve queue management.

- Digitisation of civic records as part of the Presidential Employment Stimulus (PES). More than 40 million records have been digitised and employment provided to around 3 000 unemployed youth.

Through the ICT modernisation programme the DHA has ensured higher efficiencies and predictability in its business processes and products, for example, the issuance of smart ID cards, passports and permits directed at economic growth. The turnaround times for the issuance of passports for both adults and children within stipulated timeframes were above 95% in the 2023/24 financial year. Business processes and systems have been made more secure and modern. The integrity of DHA products was also significantly enhanced through the use of modern information security whilst the service delivery environment was improved through the modernisation of offices and the provision of alternative service delivery channels such as banks. Significant strides were made in the combatting fraud and corruption through the implementation of counter corruption strategies and modernisation of the DHA. The appointment of a Multi-Disciplinary Task Team to eradicate corruption and malfeasance demonstrates a commitment to a new public service that is intolerant to corruption and instead uses systems to gain and hold efficiencies. Syndicates that corrupt DHA officials or systems are being systematically dismantled.

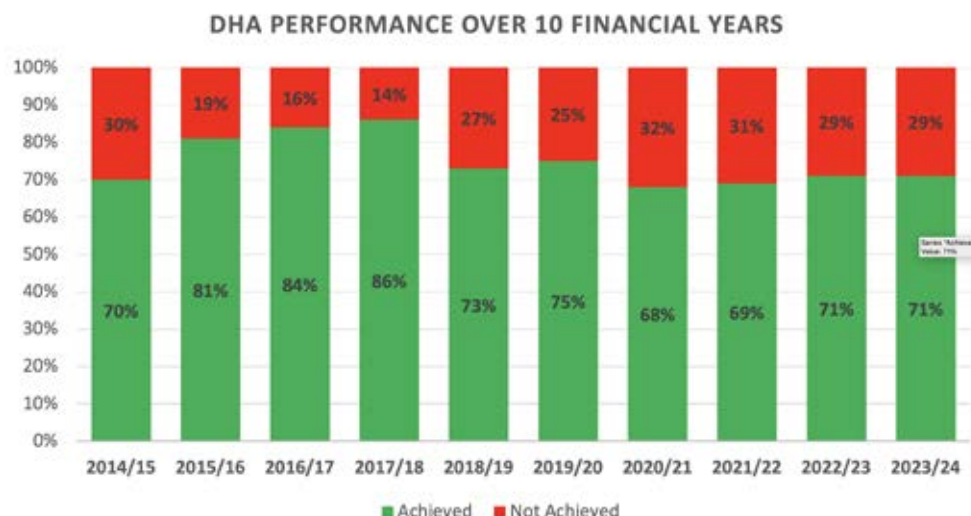
The DHA will continue to implement its Gender-based Violence and Femicide Plan in support of the National Strategic Plan (NSP) on Gender-based Violence and Femicide and endeavour to achieve the national targets set to promote the priority of dealing with gender, the youth and persons with disabilities.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

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

Home Affairs will impact significantly on human resource capacity constraints in the future.

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

Figure 1: DHA Organisational Performance 2014 to 2024



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

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

- Enforce accountability for under / poor performance through weekly monitoring of targets at risk of not being achieved.
- Ensure alignment between individual and organisational performance management linked to the new vision of a digitally transformed DHA.

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

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

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

Table 4 below depicts the challenges with a brief description and ideal state to be achieved.

Table 4: Challenges / Weaknesses Experienced by the DHA

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

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

Area of Weakness	Description	Ideal State
	Lack of integrated planning in service delivery / new initiatives / projects	
	Historical under-funding of the DHA	

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

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

To address the digital divide and connectivity challenges, the DHA has implemented measures to bridge the digital divide and improve service accessibility, particularly for those in remote areas without internet access or feature-rich smartphones. To expand its reach, the DHA is deploying mobile offices equipped with its systems to underserved areas, ensuring that essential services are available beyond urban centers. Additionally, through partnerships with banks, DHA services are being integrated into bank branches, reducing the need for physical DHA offices. The DHA is also enhancing online service channels, allowing citizens to apply for identity documents, passports, and other services via mobile applications and web platforms. Furthermore, a premium document delivery service will enable IDs and passports to be delivered directly to applicants' homes, further reducing the necessity for in-person visits.

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

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

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

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

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

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

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

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

It is generally accepted that the existing physical footprint of the DHA is inadequate and that most of the offices / facilities used for front line services are not conducive for service delivery or even compliant in many instances. In addition, half of the current property portfolio is leased from private landlords. This acknowledgement led to the adoption of the strategy to procure or build purpose-built facilities on state owned land. This strategy is costly and will take decades to implement. In 2019 the DHA commissioned the CSIR to conduct a comprehensive and inclusive geographic accessibility study to assess the provision and geographic location of the DHA's footprint in relation to where people live and work within the country. The ultimate goal of the study was to determine the optimal number and location of service points required by the DHA to meet the service delivery needs of the population.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Pillar 1: Prevention

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

Pillar 2: Detection

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

Pillar 3: Investigations

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

Pillar 4: Resolution

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

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

The execution of the civics mandate is aimed at every citizen. This Strategic Plan 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.

10.2 EXTERNAL ENVIRONMENT ANALYSIS

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

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

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

KEY SERVICES RENDERED BY THE DEPARTMENT OF HOME AFFAIRS

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

The following civic services are rendered at front offices:

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

Immigration services entail the provision of policy direction, setting of standards and managing back and front office processes. The purpose is to regulate the secure movement of people through ports of entry into and out of the RSA; determine the status of asylum seekers; regulate refugee affairs; and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration law enforcement.

The following immigration services are rendered:

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

OPPORTUNITIES FOR THE DHA

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

Mobile Technology is growing at a rapid pace in South Africa. In January 2023, South Africa had 112.7 million mobile connections, an increase of 4.1 million from the previous year, highlighting the growing importance of mobile technology in everyday life and business operations. This expansion presents an opportunity for the DHA to capitalise on the ubiquity of mobile devices by integrating mobile-based platforms for service delivery. As more citizens and businesses become reliant on mobile technology, the DHA can streamline access to its services, offering faster, more convenient options for processes such as visa applications, identity verification and

document renewals. This growing mobile penetration aligns with the department's partnerships with banks, which aim to leverage digital platforms for expanding service accessibility (DataReportal – Global Digital Insights) (Labour Research SA, 2023).

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

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

- Political: Immigration policies are evolving, and IT systems must adapt to shifting regulations. Government reforms, particularly in digital governance, also shape the DHA's modernisation projects.
- Economic: Budget constraints and economic downturns present challenges for modernisation, but foreign investment and international partnerships offer potential funding opportunities. These factors directly influence the scope and speed of the DHA's digital projects.
- Social: Public expectations for faster, more efficient immigration services are growing, driven by rising digital literacy rates. As the population increases, there is a need for more robust IT infrastructure to handle higher volumes of migration and civic processes.
- Technological: Technological advancements in AI, cloud computing, and blockchain present opportunities for the DHA. However, these also come with cybersecurity threats that require continuous attention. Additionally, the development of digital identity systems, like the one being developed in partnership with SARB, is key to modernising identity verification and border control.
- Environmental: The pressure to adopt sustainable technologies is growing, particularly in energy-intensive IT operations. The DHA must balance modernisation with the need to reduce its carbon footprint.
- Legal: The DHA's systems must comply with data privacy regulations like

POPIA, as well as immigration laws that are constantly changing. Compliance with intellectual property laws is also essential as the DHA implements new technology systems.

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

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

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

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

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

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

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

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

- Reduce capacity constraints through the re-training and redeployment of staff in needy areas.

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

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

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

THE MAIN THREATS CONFRONTING THE DHA

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

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

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

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

SA acceded to the 1951 Convention and the 1967 Protocol without reservations

and exceptions permitted in terms of international law. The asylum regime is in many instances conflated with economic migrants, resulting in overburdening the asylum system. Criminal syndicates, including human traffickers and smugglers, have the networks to exploit the refugee and immigration systems to carry out their nefarious activities with impunity.

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

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

There is an urgent need to completely overhaul the three pieces of legislation to meet the new challenges facing South Africa and introduce single legislation dealing with citizenship, immigration and refugee protection. The DHA will at SADC level engage in multilateral consultations on the implementation of SADC policies in support of

regional economic development, peace and security. SADC needs to implement key strategic decisions to harmonise the economic and social stability of the region. South Africa cannot manage this burden alone. Immigration Services has conducted joint inspections with Botswana, Namibia and Uganda. The DHA will continue to conduct these joint inspections with other countries.

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

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

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

DHA to mitigate risks, optimise partnerships, and improve resource allocation to meet its transformation targets efficiently.

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

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

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

processes and requirements can result in exploitation by fraudsters who target vulnerable individuals.

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

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

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

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

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

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

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

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

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

PART C:
MEASURING PERFORMANCE

PART C: MEASURING PERFORMANCE

11. INSTITUTIONAL PERFORMANCE INFORMATION

11.1 MEASURING THE IMPACT

Impact Statement	The complete digital transformation of Home Affairs into a digital-first department to ensure citizen empowerment and the delivery of dignified services to clients
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The DHA commitments in support of the Medium Term Development Plan 2024 to 2029 are included in table 5 below:

Table 5: DHA Commitments to the 2024 To 2029 Medium Term Development Plan

Strategic Priority	MTDP Outcome	Outcome Indicator	MTDP Outcome target 2029/30	Strategic Intervention	Strategic Intervention Indicators	Mid Term Targets	End of Term Targets 2029
Drive inclusive growth and job creation	Enabling environment for investment and improved competitiveness through structural reforms	Percentage GDP growth	GDP growth of 3% or more by 2029	Reform the visa regime to attract skills, promote investment and grow tourism in support of economic growth and job creation	Initiatives implemented to attract skills, promote investment and grow the tourism sector	Trusted Tour Operator Scheme implemented	NA
						Trusted Employer Scheme expanded to all qualifying employers	NA
					Reduction in processing time for work visas	95% of critical skills and general work visa outcomes issued within 4 weeks	95% of critical skills and general work visa outcomes issued within 4 weeks
					Implementation of Electronic Travel Authorisation (ETA) system for automated digital application and adjudication of visas	ETA implemented for tourist and short-stay visas	ETA or designated electronic system implemented for all visa categories

Strategic Priority	MTDP Outcome	Outcome Indicator	MTDP Outcome target 2029/30	Strategic Intervention	Strategic Intervention Indicators	Mid Term Targets	End of Term Targets 2029
Build a capable, ethical and developmental state	Digital transformation across the state	South Africa's ranking in the World Bank GovTec Maturity Index	South Africa is ranked within the top 50 in the GovTech Index	Ensure all South Africans can obtain smart and digital IDs and e-Passports	Replacement of Green-barcoded IDs with smart ID cards	Issuance of green ID books discontinued	Universal enrolment in smart ID system
					Introduction of digital ID with remote authentication	Digital ID created Digital wallet launched	15 additional documents / credentials added to wallet
					Number of bank branches equipped with live capture functionality	Live capture functionality extended to 1 000 bank branches	NA
					Introduction and issuance of e-Passports	NA	e-Passports issued

11.2 MEASURING OUTCOMES

The DHA Outcome Indicators and Targets for 2025 to 2030 are included in table 6 below:

Table 6: DHA Outcome Indicators and Targets for 2025 to 2030

Outcomes	Outcome Indicators	Baseline	Five-year target
MTDP Strategic Priority: Drive inclusive growth and job creation			
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	International migration managed in support of national objectives	Visa regime reformed to attract skills, promote investment and grow tourism: • Second Amendment of the Immigration Regulations, 2014 gazetted in May 2024. • Third Amendment of the Immigration Regulations, 2014 gazetted in October 2024. • E-Visa (tourism module) rolled out to 34 countries. • E-Visa system for business visas was deployed in Germany and intra-company transfer visa was deployed in 2 countries (Japan and France) • Visas and permits issued to support economic growth and job creation, e.g. critical skills, business and general work visas	Developmental approach to managing immigration implemented (initiatives to grow the economy and create jobs)
MTDP Strategic Priority: Build a capable, ethical and developmental state			
Efficient asylum seeker and refugee system in compliance with domestic and international obligations	Percentage of new asylum applications adjudicated within 180 working days from date of registration on the ASM system (inclusive of appeals and reviews)	New PI	90% of new asylum seeker applications adjudicated within 180 working days (inclusive of appeals and reviews)
MTDP Strategic Priority: Drive inclusive growth and job creation; reduce poverty and tackle the high cost of living; and build a capable, ethical and developmental state			
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Number of enabling documents issued to citizens and permanent residents by 2029/30: • Birth registration within 30 calendar days and • Smart ID cards issued	Minimum of 14 162 004 enabling documents issued to citizens by 2025 • Births – 3 446 484 (by 30 Sep 2024) • Smart ID Cards Issued– 10 715 520 (by 30 Sep 2024)	Minimum of 17 085 500 enabling documents issued to citizens and permanent residents by 2030: • Births – 3 335 500 • Smart ID cards – 13 750 000

Outcomes	Outcome Indicators	Baseline	Five-year target
	Replacement of green barcoded IDs with smart ID cards	Green barcoded IDs issued at non-modernised offices Smart ID cards issued at modernised offices	Universal enrolment in smart ID system
Secure population register to empower citizens, enable inclusivity, economic development and national security	Integrated Identity System operational	Specifications for National Identity System approved by DG e-Visa prototype developed: AI enabled adjudication process for visas for tourism purposes	Single view of travellers (SA citizens and foreigners)
MTDP Strategic Priority: Build a capable, ethical and developmental state			
DHA positioned to contribute positively to a capable and developmental state	Identified DHA services available online	E-Recruitment	Digitally transformed DHA: • Identified DHA services (core and support) offered online
	Introduction of digital ID with remote authentication	New performance indicator	15 additional documents / credentials added to wallet (digital identity)
	Percentage of 340 million civic paper based records digitised by 2030	12% (projected 40 million records)	36.8% (125 million) civic records digitised between 2025 and 2030
	Regulatory framework fit for a repositioned and digitally transformed DHA	• White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) approved by Cabinet in April 2024 • Marriage Policy and subsequent legislation approved by Cabinet for tabling in Parliament • OI DM and subsequent legislation approved by Cabinet for tabling in Parliament • OSBP Policy and subsequent legislation approved by Cabinet for tabling in Parliament • Draft Home Affairs Bill submitted to OCSLA for preliminary certification	DHA policies and legislation aligned to a repositioned and digitally transformed DHA in respect of: • Amended White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) submitted to Cabinet for approval by 31 March 2026 • Citizenship, Immigration and Refugee Protection legislation submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Digital Identity Policy submitted to Cabinet for approval by 31 March 2026 • National Identification Registration Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Home Affairs Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28

11.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

Every South African citizen and foreigner is a client of the DHA as the department is the sole provider of official identity and immigration services. The section dealing with the mandate of the DHA clearly outlines the constitutional obligations of the DHA. Affirming the identity and status of every citizen at birth is indispensable for the state, which must respect, protect, promote and fulfil its constitutional rights. The provision of enabling documents to eligible citizens is important in order to access rights and services they are entitled to. It is important to know who enters the country, their intended purpose of stay, period of stay and exit from the country to promote national security.

Outcome: Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments

a. The contribution of each of the outcomes towards the achievement of the Medium Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

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 immigration, as well as the facilitation of investment, business and critical skills through a visa regime that is administratively efficient and secure (developmental aspect).

The National Development Plan 2030 requires the country to adopt a more open approach to immigration in order to expand the supply of skills required in a manner that contributes to economic growth and job creation. The permitting regime must support and drive an economic agenda that facilitates economic growth. The strategic issuance of visas and permits are in support of the 2024 to 2029 MTDP strategic priority of driving inclusive growth and job creation. The overhaul of the visa regime is a topic which featured in numerous State of the Nation Addresses in the past as well as the Opening of Parliament Address in July 2024. The DHA has identified a number of permits/ visas that contribute to economic growth and job creation, such as critical skill visas, general work and business visas and selected permanent residence permits (section 26 (a), 27 (b) and 27 (c)). The risk-based approach to immigration will be supported through the conducting of law enforcement inspections / operations and deportations of illegal migrants.

In contributing to the achievement of priorities in respect of women, youth and people with disabilities, public service employment equity targets will inform the appointment of women, youth and people with disabilities.

b. The rationale for the choice of the outcome indicators relevant to the respective outcomes.

The impact to be brought about by the developmental aspect of immigration will be achieved through greater efficiency and security such as ease of access (online) and shortened turnaround times which are critical pull factors into the country. The visa and permit categories as well as other initiatives such as the Trusted Tour Operator Scheme included in the annual performance plans of the DHA will support the MTDP strategic priority of driving inclusive growth and job creation. The emphasis is on the efficient issuance of these permits and visas as well as the proactive attraction, recruitment and retention of critical skills needed by the economy.

The development of the ETA will be expanded to all visa categories (11) and permits (4) and be available online. This will simplify the application process and improve the turnaround times for issuance of permits and visas. The Trusted Tour Operator Scheme will have a beneficial impact on promoting tourism to the country, especially for countries such as India and China. The Trusted Employer Scheme will facilitate the efficient importation of skills into the country. The indicators make an important contribution to the economy in infrastructure, manufacturing, energy, retail, professional and financial services, research and development and tourism in order to grow the economy. The indicators dealing with deportations and law enforcement are geared to reduce illegal immigration within the country and protect South African jobs.

c. Explanation of enablers to achieve the 5 year target(s).

The following key enablers are included for the achievement of the 5-year targets, namely:

- Policy and legislation - the development of a Draft Amended White Paper in support of the White Paper on Citizenship, Immigration and Refugee Protection (Towards a complete overhaul of the migration system in South Africa) to ensure alignment with the new vision of a digitally transformed DHA and to address specific gaps in the White Paper which was approved by Parliament in April 2024. The White Paper will inform the development of the Citizenship, Immigration and Refugees Bill to be developed over the

medium term. The implementation of the Second and Third Amendment of the Immigration Regulations, 2014 give effect to recommendations from Operation Vulindlela, e.g. remote worker visa and points-based system);

- The use of technology to facilitate the application, adjudication and issuance of visas and permits through systems such as the ETA. The continued and expedited rollout of the modernisation programme is central to the implementation of the developmental and strategic approach to immigration. The capacitation of the information services branch in the DHA is therefore an important enabler to ensure the required systems are in place to facilitate a developmental and risk-based approach to immigration.
- Eradication and prevention of backlogs.

d. Explanation of the outcomes' contribution to the achievement of impact.

The ultimate objective of a digitally transformed Home Affairs and repositioned Home Affairs is to be a modern, professional and secure DHA that delivers its full constitutional mandate efficiently, thus creating the conditions for citizen empowerment, inclusive development and national security.

The mandates of Home Affairs are:

- Management of citizenship and civil registration.
- Management of international migration.
- Management of refugee protection.

Each of these mandates is supported by a specific outcome which forms the basis of the DHA planning instruments. The outcomes are as follow:

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

Two cross-cutting outcomes have also been identified and should result as a consequence of implementing the DHA mandate. These are:

- The DHA plays an active part in national security, within its mandate, and as part of the security system of the state.
- Contribution to the priorities of women, children and persons with disabilities.

Paragraph "d" is relevant to all of the identified outcomes.

Outcome: Efficient asylum seeker and refugee system in compliance with domestic and international obligations.

a. The contribution of each of the outcomes towards the achievement of the Medium Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

This outcome applies specifically to the protection of persons who have been granted refugee status in accordance with the Refugees Act and those who apply for asylum. This Act is directly based on South Africa's ratification of the Geneva Conventions, which define a refugee as someone who has a well-founded fear of persecution. The DHA that we are building has officials and systems that can manage the adjudication of asylum seekers efficiently and securely, in collaboration with relevant stakeholders.

b. The rationale for the choice of the outcome indicators relevant to the respective outcomes.

The indicator dealing with 90% of new asylum seeker applications adjudicated within 180 working days, inclusive of appeals and reviews, deals with the complete value chain for the processing of new asylum applications. It includes the contribution of the DHA as well as the statutory bodies of the Standing committee on Refugee Affairs (SCRA) and Refugee Appeals Authority of South Africa (RAASA).

The Asylum Seeker Management System was developed and will form a critical part of an integrated identity system to provide a single view of the traveller. The system administers the asylum process from registration to deportation or asylum recognition, including processes at statutory bodies in a predominantly paperless environment.

c. Explanation of enablers to achieve the 5 year target(s).

The following key enablers are included for the achievement of the 5 year targets, namely the:

- Policy and legislation - the development of a Draft Amended White Paper in support of the White Paper on Citizenship, Immigration and Refugee Protection (Towards a complete overhaul of the migration system in South Africa) to ensure alignment with the new vision of a digitally transformed DHA and to address specific gaps in the White Paper which was approved by Parliament in April 2024. The White Paper will inform the development of the Citizenship, Immigration and Refugees Bill to be developed over the medium term.
- Continued implementation of the modernisation programme to provide support to systems in this environment.
- Adequate capacitation of the Asylum Seeker Management Chief Directorate and statutory bodies for processing of applications.
- Eradication and prevention of backlogs.

Outcome: Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations.

a. The contribution of each of the outcomes towards the achievement of the Medium Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

The outcome primarily involves the secure and inclusive capture of civil registration data relating to the vital events of the lives of all South African citizens globally, starting with the capture of details of their birth, nationality and parents; and ending with their death. This enables citizens to access fundamental rights and services. It is also the basis of the national and international statistical systems used for planning and policy development. The mandate and outcome give direct effect to Chapter 1, Clause 3 of the Constitution (Founding Provisions), dealing with citizenship; and Chapter 2 (Bill of Rights) Clauses 20 and 28b. These clauses respectively state that “No Citizen shall be deprived of citizenship” and that “Every child – has a right to a name and nationality from birth”.

There are international guidelines published by the United Nations Statistics Office on what standard data should be captured in a civil registration system. Key civic records such as birth, death and marriage data are kept in the

population register along with other data specified in legislation, which in South Africa is the Identification Act, 1997. A secure and inclusive civic registration system is the foundation of a sound population register, which is used across the state and society to verify official identity and civic status, linked to a unique identity number and biometric data that currently consists of fingerprints, photographs and signatures.

Affirming the identity and status of every citizen at birth is indispensable for the state, which must respect, protect, promote and fulfil its constitutional rights. The outcome is also in support of Sustainable Developmental Goal (SDG) 16.9 dealing with legal identity.

b. The rationale for the choice of the outcome indicators relevant to the respective outcomes.

Early Birth Registration

South Africa is among the African countries with the highest developed civil (birth) registration system. Since the 2009/10 financial year, the DHA has endeavoured to establish optimal, accessible and sustainable ways to improve or accelerate civil registration and early birth registration within 30 days and thereby ensure all South Africans could claim their identity, rights and civil status.

In 2012, the Human Rights Council adopted a resolution on birth registration as a human right. This follows the mounting evidence on the need for individuals to have a legal identity if they are to be able to realise their rights or obtain benefits and opportunities provided by the state. The registration of births is therefore a key responsibility of government and an essential component of security, good governance and sound administration. Birth registration is enshrined in international human rights through the Convention on the Rights of the Child (Article 7). Birth registration should take place “immediately” following birth, and the standard measure being within 30 days of birth (UNHCR 1990).

Early registration of birth is essential to ensure the integrity and credibility of the NPR, which is used to affirm the identity, status and rights of citizens. Furthermore, the optimisation of early birth registration is aligned to the United Nations’ Sustainable Development Goal 16, which is aimed at providing access to justice, ending the scandal of invisibility, trafficking of children and providing legal identity for all, including birth registration by 2030. Various public service institutions depend on the availability of the official birth registration figures for planning purposes. Currently the DHA is registering around 80% of births within 30 calendar days as a percentage of all births registered. Initiatives such as

e-Birth registration for first time birth registrations and foreign birth registration will enhance efficiency and security.

Identity Documents / Smart ID Cards

The green barcoded identity document was issued to all race groups with effect from 1 July 1986 through the Identification Act. The ID played a key role in the endeavour to forge a new, common, national identity and served as a prerequisite for access to various services, including voting.

In 1997, Cabinet approved the passing of the Identification Act which repealed the 1986 Act. One of the key features was the introduction of the smart ID card that would ultimately replace the green ID book. Some of the challenges with the green barcoded ID book are around security, human manipulation and susceptibility to fraud.

The DHA has a long standing commitment to discontinue the issuance of the green-barcoded ID book and replace it with the smart ID card to all eligible citizens and permanent residents. The objective of rolling-out the live capture system was to ensure that the DHA replaces over 38 million green bar-coded identity books and eventually discontinue the production of green bar-coded identity documents. The green barcoded ID book will be discontinued in this cycle and be replaced by smart ID cards and digital identity.

Some of the benefits of the rollout of the smart ID cards to all citizens and permanent residents include the following:

- Reduction of fraud risk caused by dual systems.
- Enablement of e-government and e-commerce services through the digital enabled smart ID card.
- Provision of a single digital card that can store and verify all types of service licenses; e.g. driver's and gun licenses, etc.
- Instant verification of identity by all service departments and agencies through a biometric enabled smart ID card.

A critical aspect of securing citizenship and civil registration is the move to digital identity. The DHA aims to issue digital identity by 2029.

Passports

The timely issuance of passports to South African citizens, thus enabling international mobility, is one of the key elements to grow the economy and create jobs in the country. The rollout of e-Passports is aligned to International Civil Aviation Organization (ICAO) standards. The e-Passports are being adopted by countries across the world due to the advanced security measures with the addition of chip technology that heightens authenticity of the passports and its information, which prevents counterfeiting and better links the passports to their respective owners. The DHA aims to implement e-Passports by 2029.

c. Explanation of enablers to achieve the 5-year target(s).

- The early registration of birth and the replacement of the green ID book with smart ID cards and digital identity will necessitate a whole-of-government approach. In order to expedite the rollout of the smart ID cards and birth registration, critical enabling conditions such as the use of digital channels, improved footprint development, formation of partnerships, advocacy, public education and the use of mobile technology will need to be considered and put in place.
- The rollout of the modernisation programme is central to the implementation of improved service delivery to clients. Both modernised IT systems (integrated front-end and back-end systems) and stable networks are critical in order for the DHA to enable e-government and e-commerce. The capacity of the DHA, especially in areas requiring specialist skills such as the ICT environment as well as areas impacting on national security and service delivery, will need to be enhanced if the DHA is to fulfil its critical role in society.
- The DHA remains a records dependent institution. The digitisation of records project is therefore of the utmost importance to facilitate service delivery. The benefits of digitising all records include decentralisation of some amendment functions, issuance of unabridged birth, marriage and death certificates on the spot and generally faster processing of any applications forwarded to the back office for processing.
- Policy and legislation - the development of a Draft Amended White Paper in support of the White Paper on Citizenship, Immigration and Refugee Protection (Towards a complete overhaul of the migration system in South Africa) to ensure alignment with the new vision of a digitally transformed DHA and to address specific gaps in the White Paper which was approved

by Parliament in April 2024. The White Paper will inform the development of the Citizenship, Immigration and Refugees Bill to be developed over the medium term

Outcome: Secure population register to empower citizens, enable inclusivity, economic development and national security.

a. The contribution of each of the outcomes towards the achievement of the Medium Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

The DHA has the responsibility for a modern and fully inclusive population register. The population register will store records that are produced in real time by modernised civic registration and immigration systems. Given the rapid advance in technological solutions the population register must be digital, integrated and operate in the cyber environment using e-identity.

The population register will be a critical enabler of access to efficient services and inclusive economic growth. Policy and legislation will specify the data that must be reflected in the population register, and govern its use. The population register and other systems in the immigration environment must be able to provide the DHA and other cluster departments with a single view of citizens and travellers. The development of systems that will provide a single view of the citizen and traveller will be the backbone of e-government and e-commerce, enabling all citizens and organisations to access information and services.

b. The rationale for the choice of the outcome indicators relevant to the respective outcomes.

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.

The DHA is currently operating without an approved identity policy. Such a policy will regulate the manner in which official personal information (identity and status) will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information contained in the Protection of Personal Information Act, 2013 (Act No 4 of 2013) and the Cybercrimes and Cyber-security Bill. The policy will seek to reposition

the Department of Home Affairs as a modern and critical enabler of government digitisation, e-government and e-commerce.

A number of other indicators will contribute to this priority. Within the civics environment, the early registration of birth (within 30 days of the birth event), issuance of smart ID cards, introduction of digital identity and the e-Passport will contribute to this outcome. The introduction of an ETA and related systems within immigration will assist with the provision of a single view of foreign travellers.

c. Explanation of enablers to achieve the 5 year target(s).

- The modernisation programme of the DHA is key to the development of new and integrating existing systems. The appointment of suitable service provider(s) will also be required as well as the provision of adequate funding, especially for maintenance, support and technology refresh.
- The development of a Digital Identity Policy will be undertaken in this cycle.
- The digital transformation of Home Affairs in respect of the provisioning of services online, especially in the civic and immigration environment.

Outcome: DHA positioned to contribute positively to a capable and developmental state.

a. The contribution of each of the outcomes towards the achievement of the Medium Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

The Constitution of the Republic of South Africa (1996) envisages a public service that is professional, accountable, people-centred and development-oriented. The NDP highlights the need for well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the nation's developmental objectives. It envisions a capable and developmental state: capable in that it has the capacity to formulate and implement policies that serve the national interest; developmental in that those policies focus on overcoming root causes of poverty and inequality, and building the state capacity to fulfil this role.

The DHA, through its digital transformation programme, will actively use its mandate to enable efficient, accountable administration and inclusive

development. The key focus areas will be on putting in place the required policies and legislation, developing a new organisational design, the digitisation of civic services records and the digital transformation of the DHA.

A repositioned and digitally transformed DHA is a critical enabler of a capable, ethical and developmental state.

b. The rationale for the choice of the outcome indicators relevant to the respective outcomes.

The DHA is unable to fully deliver its constitutional mandate as required in a sovereign, democratic state. This could be attributed to various factors, including:

- The DHA's legacy model (policy, legislation, systems, organisational, operating and funding) is outdated.
- DHA does not have an anchor legislation that provides for a coherent legal framework for its mandate, competence and appropriate institutional instruments for a department that is a critical element of the national security system. If the DHA (offices, systems, data and personnel) is not secure, the security of all other institutions and every person in South Africa is at risk.

Key targets for the next five years will therefore include the development of a Draft Amended White Paper in support of the White Paper on Citizenship, Immigration and Refugee Protection (Towards a complete overhaul of the migration system in South Africa) and subsequent legislation, a Digital Identity Policy, DHA Act; the introduction of digital identity; the digitisation of civic records and the overall digital transformation of the DHA.

c. Explanation of enablers to achieve the 5 year target(s).

- The development of policy and legislation to reposition the DHA to play its rightful role in society.
- The overall digital transformation of Home Affairs.
- The development of modernised IT systems and stable networks are critical in order for the DHA to enable e-government and e-commerce.
- The professionalisation of DHA human capital.

12. KEY RISKS

Table 7: Key Risks

Explanatory note: The risks relating to support branches such as Information Services will cut across a number of the outcomes.

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

No	Outcome	Key risk	Risk mitigation
	- 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.		For electronic records: - Adequate space for keeping of records – with IS. - Procurement of service provider for the design of Record and Archive Management IT System. - Review for approval the DHA Records and Archive Management Strategy. - Perform Occupational Health and Safety Act compliance assessment in the selected records keeping storage areas.
4.	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.	Inability to adhere to 120 days detention period	- Engagements with Department of Justice. - Diplomatic channels through DIRCO.
5.	- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. - Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. - Efficient asylum seeker and refugee system in compliance with domestic and international obligations. - Secure population register to empower citizens, enable inclusivity, economic development and national security. - DHA positioned to contribute positively to a capable and developmental state.	Insufficient funding of DHA to optimally deliver on its mandate	- Utilise opportunity to increase revenue collection through increasing of tariffs. - Introduce cost cutting measures. - Close monitoring of budget expenditure. - Align planning with available budget/funding. - Executive to sign off for budget availability aligned to APP and AOP targets. - M&E to review the departmental quarterly performance report to ensure management report on targets against the budget and expenditure for each target. - Project management training to support strategic planning.
6.	- Secure population register to empower citizens, enable inclusivity, economic development and national security. - DHA positioned to contribute positively to a capable and developmental state.	Lack of strategies for business continuity	- Identify critical points of failure. - Develop a business case to establish the most appropriate response strategy towards ensuring business continuity.

No	Outcome	Key risk	Risk mitigation
7.	- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. - Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. - Efficient asylum seeker and refugee system in compliance with domestic and international obligations. - Secure population register to empower citizens, enable inclusivity, economic development and national security. - DHA positioned to contribute positively to a capable and developmental state.	Failure of corporate governance	1. Appoint a service provider/s for the implementation of compliance and governance functions. 2. Appoint a service provider to design and implement the process of monitoring compliance and report on areas and risks of non-compliance to laws, regulations and supply chain management processes. 3. Review of the Policy Development Framework to include the policy communication strategy for internal users and public education.
8.	- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. - Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments.	Inability to deliver on major / key DHA projects	1. All senior managers to be trained on project management and regular refresher training programme to be developed. 2. The process and interval of project management assurance to be included in the project management process of the Department for compliance by project managers.
9.	- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. - Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. - Efficient asylum seeker and refugee system in compliance with domestic and international obligations. - Secure population register to empower citizens, enable inclusivity, economic development and national security. - DHA positioned to contribute positively to a capable and developmental state.	Insufficient capacitation of DHA to optimally deliver on its mandate	1. Complete the second capacitation business case to request additional funding from National Treasury (With the purpose of increasing capacity level from 44% to 60% over the MTEF period). 2. Total of 454 unfunded natural attrition and new prioritised positions to be filled from the allocation of R216 million received (Need to obtain concurrence from DPSA). 3. To conduct skills audit to determine if officials are correctly placed based on their skills. 4. Review of the functional organisational structure and post establishment.

No	Outcome	Key risk	Risk mitigation
10.	- Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. - DHA positioned to contribute positively to a capable and developmental state.	Ineffectiveness of the laws, regulations, processes and systems to cater for the evolving challenges in the immigration services	- Revision of Immigration law in line with the recommendation of the Vulindlela Report and the UN related to API/PNR. - Procurement of hand-held devices. - Create awareness to report matters relating to immigration or illegal immigrants through the indicated e-mail (cle.investigation@dha.gov.za) and contact Centre (HACC). - Increase number of law enforcement operations in key areas. - Business case for filling of posts in identified missions.
11.	- Efficient asylum seeker and refugee system in compliance with domestic and international obligations. - DHA positioned to contribute positively to a capable and developmental state.	Abuse of refugee and asylum seeker system	- Review the standard operating procedures to accommodate developments in directive controls. - Ensure that all new asylum applications are adjudicated, finalised and referred within the prescribed turnaround times. - Capacitate, train and equip refugee reception centres with personnel, country research, training and functioning interpretation services. Submit comprehensive requirements.
12.	- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. - Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. - Secure population register to empower citizens, enable inclusivity, economic development and national security.	Cyber-attacks on critical systems	- Procurement of anti-malware licenses (dependency on SITA supply chain management processes) or procurement of anti-malware through internal supply chain management processes (Deviation). - Adopt and implement an Information Security Policy. - Perform a gap analysis and create an information security roadmap. - Source funding to implement the Information Security Roadmap. - Establish an Enterprise Operation Centre (EOC) inclusive of Network Operation Centre (NOC) and Security Operation Centre (SOC), which will assist with monitoring infrastructure and applications, as well as security events and threats. - Retire legacy systems through the implementation of the following systems in phases: ABIS, ASM and BMCS as outlined in the annual performance plans. - Conduct compliance audits on the IAM policy. - Encryption of data at rest on endpoints. - Conduct surveys and simulate cyber activity to assist in evaluating the effectiveness of the annual security awareness campaign amongst end users. (Ongoing improvement) - Ensure all systems are being backed up and media stored off-site.

No	Outcome	Key risk	Risk mitigation
			11. Appoint data management stewards per chief directorate to manage the migration of data to DHA systems. 12. Establish SharePoint data structure per branch and grant access to data stewards. 13. Migrate data into SharePoint and assign access according to approved rights. 14. Educate and train users in the use of SharePoint (Self-help content and classroom-based). 15. Review the Patch Management Policy. 16. Implement Patch Management Policy. 17. Source funding to implement a Network Access Control (NAC) solution to detect unknown devices on the network. 18. Develop the Bring Your Own Device policy to provide guidance on the use of personal devices within the network. 19. Develop the Mobile Device Management policy to provide guidance on the use of mobile devices within the network. 20. Frequent access reviews. 21. Constant monitoring of service provider activities on systems. 22. Regular vetting of service providers. 23. Capacitating IS Branch to reduce the reliance on 3rd parties.
13.	- Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. - Efficient asylum seeker and refugee system in compliance with domestic and international obligations. - Secure population register to empower citizens, enable inclusivity, economic development and national security.	IT system unavailability	1. Implement the recommendations of the network capacity management plan (investment plan). Recommendations: a) Consider the replacement of hardware reaching the end of life in line with the architecture strategy. b) Remediate network device software vulnerabilities. c) Upgrade bandwidth at offices lacking stable connections and transactions. d) Secure maintenance contracts with 3rd parties. e) Implement a configuration review in line with best practice deployments and security objectives.

No	Outcome	Key risk	Risk mitigation
			2. Implement system monitoring tools and high availability proxy (HA). 3. Develop and implement an infrastructure maintenance plan. 4. Improve end-to-end monitoring capability. 5. Procure and implement the asset management module on the manage engine. 6. Develop a Cloud Policy. 7. Develop a Cloud Strategy. 8. Adoption of Cloud Strategy 9. Review and improve release management practices to ensure up-to-date hardware and software. 10. Implement failover and redundancy for core systems to ensure business continuity. 11. Review solutions architecture and incorporate architecture recommendations from the Systems Diagnostic Assessment Project.
14.	- Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations. - Secure population register to empower citizens, enable inclusivity, economic development and national security.	Population Register contamination and vulnerabilities resulting in compromised national security and negative economic development	1. Review the approved standard operating procedure to include the process for fraudulently registered births, deaths and marriages. 2. Resuscitate and review Managers Handbook/Toolkit to improve on quality control measures on birth, death and marriage registration process. 3. Information Services to review approval for the User Access Management Procedure – standard operating procedure that includes the process of user access review. 4. Monitoring compliance of the revised and approved standard operating procedure of the late registration of birth process. Automation of the late registration of birth process. 5. 47 health facilities with automated birth functionality. 6. Strategy: identification and ring-fencing of all vulnerable ID numbers. Limit access to these ID numbers. (IS to implement the change request submitted by CS). 7. Conduct regular spot checks on access to Function 005.

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

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

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

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

13. PUBLIC ENTITIES

Name of public entity	Mandate	Outcomes
Border Management Authority	The functions of the Authority are to — • facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry • facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry • co-operate and co-ordinate its border law enforcement functions with other organs of state, border communities or any other persons	• Institutional excellence distinguished by digital transformation, good corporate governance and ethical leadership • Secure borders that protect national interests and enhance national security • Improved cross-border ecosystem for the legitimate movement of goods • Improved cross-border ecosystem for the legitimate movement of person • Strengthened co-ordination and co-operation with local and international stakeholders within the border management environment

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



PART D: TECHNICAL INDICATOR DESCRIPTORS (TID)

PART D: TECHNICAL INDICATOR DESCRIPTION

Developmental approach to migration	
Indicator title	International migration managed in support of national objectives
Target title(s)	Developmental approach to managing international migration implemented (initiatives to grow the economy and create jobs)
Definition	The indicator refers to the management of international migration according to a developmental approach to ensure maximum benefits and minimising risks to the country. The developmental approach to immigration is in support of the APEX priority dealing with inclusive growth and job creation. The aim is to use the immigration system to facilitate economic growth through policies, processes and a visa system that will attract business, investment and skills into the country as mentioned in various State of the Nation Addresses by the President. It also refers to the facilitation of the movement of skilled migrants into the country through the issuance of relevant visas and permits, thereby contributing to the NDP and implementing the Vulindlela Report recommendations. Initiatives will include adjudication of visas and permits using artificial intelligence.
Source of data	• Visa waiver agreements • Reports/statistics for issuance of visas and permits to grow the economy • Critical Skills List • Vulindlela progress reports
Method of calculation/assessment	• Vulindlela Report recommendations implemented relating to the developmental approach – Points-based system implemented, remote worker visa implemented, trusted employer scheme expanded, trusted tour operator scheme implemented; electronic visa system fully operational • 95% of critical visas outcomes issued within 4 weeks by 2030 • 95% of general work visa outcomes issued within 4 weeks by 2030 • Critical Skills List updated, as required
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Desired performance	Achievement of the outcome will be determined through achieving the deliverables listed in the method of calculation column
Indicator responsibility	DDG: IMS, DDG: IS and DGs Office

Asylum Seeker management – New applications	
Indicator title	Percentage of new asylum applications adjudicated within 180 working days from date of registration on the ASM system (inclusive of appeals and reviews)
Target title	90% of new asylum applications adjudicated within 180 working days (inclusive of appeals and reviews)
Definition	The indicator focuses on adjudication of 90 percent new asylum applications at the level of the Status Determination Officer (RSDO) within 30 working days from the date of registration on the ASM system. The target is part of the 180 working days of adjudication of new asylum application by the DHA which include reviews and appeals. IMS will account for 30 working days of the 180 working days, whilst RAASA and SCRA consider the remaining 150 working days for finalisation of appeals and reviews.
Source of data	Asylum seeker management system
Method of calculation/assessment	The calculation will be based on the methodology outlined in the DHA annual performance plans and as agreed with the statutory bodies.
Assumptions	System will be available, all applications will be captured on the system and all adjudications done using the adjudication module of the ASM system
Disaggregation of beneficiaries (where applicable)	As outlined in the TIDs in the APP for each of these areas
Spatial transformation (where applicable)	NA
Desired performance	90% of new asylum applications adjudicated within 180 working days (inclusive of appeals and reviews)
Indicator responsibility	DDG: IMS and Statutory Bodies

Civic enabling documents	
Indicator title	Number of enabling documents issued to citizens and permanent residents by 2029/30 (Birth registration within 30 calendar days and smart ID card issued)
Target title	Minimum of 17 085 500 enabling documents issued to citizens and permanent residents by 2030 (3 335 500 births registered within 30 calendar days and 13 750 000 smart ID cards issued)
Definition	The indicator and target deal with the registration of South African births within 30 calendar days of the birth event as legislated. The aim is to register 3 335 500 births within 30 days of the birth event between 2025 and 2030. The indicator/target also deals with the issuance of smart ID cards to eligible South African citizens, including naturalised citizens and permanent residents. The aim is to issue 13 750 000 smart ID cards between 2025 and 2030. First and re-issues are included under this target. (In this case, “issued” means all smart ID cards that have been systematically reconciled as received at the office of application).

Civic enabling documents	
Source of data	Information relating to births registered is obtained from Notices of Birth (DHA-24) forms. The information on these forms is used to capture the relevant birth/s onto the NPR at local offices. Captured data is extracted from the NPR to determine the level of achievement. Online applications will serve as source once e-Birth has been implemented. A list of unique reference numbers for persons who were issued with smart ID cards is extracted from the live capture system. Each reference number is supported by a branch office complete date and finalised date to confirm date of issue.
Method of calculation/assessment	The annual calculation of birth registration within 30 calendar days and the issuance of smart ID cards are contained in the technical indicator descriptions in the APP. The total number of births registered between 2025 and 2030 will be compared with the set target for the 2025 – 2030 period. The total number of smart ID cards issued between 2025 and 2030 will be compared with the set target for the 2025 – 2030 period.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The indicator is focused on new-born children and providing access to parents (mothers and fathers) to obtain birth certificates as well as the youth turning 16 years of age or all other eligible applicants who qualify for smart ID cards. E-birth will make provision for the registration of foreign children as well.
Spatial transformation (where applicable)	Birth trends per local, provincial or national spheres of the country can be used to forecast expansion in public services such as education, health, policing, social grants, etc. The discontinuation of the green barcoded identity document depends on live capture systems being installed in departmental offices or through other modes of delivery.
Desired performance	The desired performance is the registration of 3 335 500 births (minimum) over the five-year period and 13 750 000 million smart ID cards to all persons 16 years and older (South Africans, including naturalised citizens, and permanent residents).
Indicator responsibility	DDG: Civic Services

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

Universal enrolment in smart ID system	
Desired performance	The discontinuation of the green barcoded identity document depends on live capture systems being installed in departmental offices or through other modes of delivery such as partnerships with banks, rollout of kiosks to especially non-modernised offices and deployment of mobile offices.
Indicator responsibility	The discontinuation of the issuance of green barcoded ID books and issuance of smart cards as an official form of identity.
	DDG: Civic Services, DDG: IS

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

Digital transformation of DHA	
Indicator title	Availability of identified DHA services online
Target title	Digitally transformed DHA: DHA services (core and support processes) offered online
Definition	The indicator will focus on the automation, digitalisation and offering of core business (civic and immigration) services as well as identified support business processes online. The following services have been identified: • IMS: Visa categories (11), Permits (4), Appeals, Extension of sections 22 and 24, e-Waiver module, e-Exemption module, Trusted Tour Operator Scheme, upliftment of undesirable and prohibition status and facial recognition for Inspectorate verification processes, e-Submission for over-stayers, e-Good cause, e-Form 20 and verification of all IMS products. • Civics: Birth registration, passports, smart ID cards, digital identity, e-Marriage registration and citizenship • Support processes: e-Leave, e-PMDS, e-Invoice Tracking, e-Reporting, DHA verification portal
Source of data	Business and technical specifications
Method of calculation/assessment	Digitally transformed DHA: Identified core and support services fully automated, digitised and offered online
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	As outlined in the TIDs in the APP for each of these areas
Spatial transformation (where applicable)	NA
Desired performance	Digitally transformed DHA: Identified DHA services (core and support processes) offered online
Indicator responsibility	DDG: IS; DDG: CS; DDG: OPS, DDG: IMS

Digital Identity	
Indicator title	Introduction of digital ID with remote authentication
Target title	15 additional documents / credentials added to wallet (digital identity)
Definition	The indicator and target are in support of the MTDP 2024 to 2029 priority of a digital state. The DHA, in collaboration with SARS and the SARB, will issue a digital wallet. The establishment of a public key infrastructure (PKI) ecosystem is a key deliverable for this priority. The digital wallet requires verifiable credentials that can be issued on the PKI infrastructure. The 15 additional documents / credentials is still work-in-progress at this stage and will be explained in annual performance plans leading up to 2030.
Source of data	Business and technical specifications

Digital Identity	
Method of calculation/assessment	The existence of a digital wallet and the inclusion credentials
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The focus is on all South African citizens
Spatial transformation (where applicable)	NA
Desired performance	Credentials added to wallet (digital identity)
Indicator responsibility	DDG: IS; DDG: CS; DDG: OPS

Digitisation of records	
Indicator title	Percentage of 340 million civic paper-based records digitised by 2030
Target title	36.8% (125 million) civic records digitised between 2025 and 2030
Definition	The indicator will focus on the digitisation of the 340 million civic records over the duration of the project. • ‘Civic records’ refer to birth, marriage and death records, amendments, identity and passport records. A record is linked to an application. • A ‘record’ refers to an application form and supporting documents.
Source of data	Records of citizens; servers containing scanned electronic records; and reports from system.
Method of calculation/assessment	125 million records digitised between period 2025 to 2030
Assumptions	• 95% uninterrupted production • Sufficient supply of records to all facilities • Sufficient storage capacity for digital images • Sufficient bandwidth capacity to transfer digitised images between production and storage sites • Sufficient staff complement
Disaggregation of beneficiaries (where applicable)	As outlined in the TIDs in the APP for each of these areas
Spatial transformation (where applicable)	NA
Desired performance	125 million records digitised between period 2025 to 2030
Indicator responsibility	DDG: OPS

DHA policies and legislation	
Indicator title	Regulatory framework fit for a repositioned and digitally transformed DHA
Target title	DHA policies and legislation aligned to a repositioned and digitally transformed DHA in respect of: • Amended White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) submitted to Cabinet for approval by 31 March 2026 • Citizenship, Immigration and Refugee Protection legislation submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Digital Identity Policy submitted to Cabinet for approval by 31 March 2026 • National Identification Registration Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Home Affairs Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28
Definition	The indicator and target deal with the policies and legislation which need to be reviewed or developed to ensure the DHA regulatory framework is aligned to a repositioned DHA as outlined in the White Paper on Home Affairs and the vision of a digitally transformed DHA. The policies and legislation in the target title are of note.
Source of data	The various policies listed above and subsequent legislation
Method of calculation/assessment	• Amended White Paper on Citizenship, Immigration and Refugee Protection (Towards a Complete Overhaul of the Migration System in South Africa) submitted to Cabinet for approval by 31 March 2026 • Citizenship, Immigration and Refugee Protection legislation submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Digital Identity Policy submitted to Cabinet for approval by 31 March 2026 • National Identification Registration Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28 • Home Affairs Bill submitted to Cabinet for approval to introduce in Parliament by 2027/28
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	As outlined in the TIDs in the APP for each of these areas
Spatial transformation (where applicable)	NA
Desired performance	Policies approved by Cabinet and legislation submitted for introduction in Parliament.
Indicator responsibility	DDG: OPS and DG's Office

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: NATIONAL SPATIAL DEVELOPMENT FRAMEWORK AND DISTRICT DEVELOPMENT MODEL

Area of Intervention in NSDF and DDM	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X	Latitude (North/South/-Y
Infrastructure	Infrastructure improvements	Whittlesea	R10 188 213 (for 2025/26)	Chris Hani district Municipality (Enoch Mgijima local Municipality)	Whittlesea	Mr V Nxasana	• Municipalities • Provincial government • DPW&I	32.1760 S	26.7909 E
Access	Rollout of online birth registration system	Ability to register births and issue certificates on the spot at health facilities	R21 million (for 2025/26)	Refer to relevant annexures in annual performance plans	Refer to Annexure in 2025/26 APP	Ms L Masilo	• Department of Health	Refer to relevant annexures in annual performance plans	Refer to relevant annexures in annual performance plans
Access	Modernisation of offices	Deployment of live capture functionality to issue passports and smart ID cards	R16 million (for 2025/26)	Refer to relevant annexures in annual performance plans	• Citrusdal • Middelburg • Stutterheim • Matatiele • Orange Farm • Port St Johns • Bulwer • Zastron • Mutale • Laingsburg	Ms G Sekhu	• Service providers • OPS • CS	Refer to relevant annexures in annual performance plans	Refer to relevant annexures in annual performance plans

Area of Intervention in NSDF and DDM	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X	Latitude (North/South/-Y
Information technology	Health facilities with automated birth functionality	Electronic registration of births for SA citizens and foreigners	R16 million	Refer to relevant annexures in annual performance plans	Refer to relevant annexures in annual performance plans	Ms G Sekhu	• Department of Health • Service providers • SITA • IS • OPS • CS	Refer to relevant annexures in annual performance plans	Refer to relevant annexures in annual performance plans
Access	Mobile offices	Deployment of mobile offices to expand footprint coverage	R77 million	As per provincial deployment plans	As per provincial deployment plans	Mr M Modiba	• Department of Basic Education • COGTA • IEC	NA	NA

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