

## TECHNICAL INDICATOR DESCRIPTION – ADDENDUM 2020/21

| EARLY BIRTH REGISTRATION (BIRTHS 0 -30 DAYS)              |   |
|---|---|
| <b>Indicator title</b>                                    | Number of births registered within 30 calendar days.  |
| <b>Target title</b>                                       | 750 000.  |
| <b>Definition</b>   | The indicator / target deals with the registration of births within 30 calendar days of the birth event as legislated. The indicator measures the number of children who are registered within 30 calendar days of the birth event.   |
| <b>Purpose / importance</b>                               | To secure the integrity of the National Population Register (NPR), it is essential that the public are encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ultimately ensure that registration at birth is the only entry point to the National Population Register (NPR).  |
| <b>Source of data</b>                                     | Information relating to births registered is obtained from Notices of Birth (DHA-24) forms. The information on these forms is used to capture the relevant birth/s onto the NPR and live capture systems at local offices.  |
| <b>Method of calculation / assessment</b>                 | <p>To calculate the recorded achievement, the actual births registered within 30 calendar days of birth per quarter are compared against the planned target for the relevant quarter, in order to determine a percentage of compliance. At the end of each financial year, the total births registered within 30 calendar days is compared against the annual target to determine the level of compliance / achievement.</p> <p>To calculate the births, data is imported into an analytics software programme for calculation. There are two sources for data. The first being text files extracted from the National Population Register (NPR). The second file is extracted from the service manager and represents all births captured through the live capture systems.</p> <p>The transactions extracted from the NPR are directly imported into analytics software programme for calculation and isolation of any transactions above the age of 30 calendar days. The source data extracted from the service manager must be calculated using a hybrid calculation method. Firstly, csv file is converted to excel file where after the number of calendar days is inserted alongside each transaction using the following formula: =INT(DATEDIF(START DATE,END DATE,"D")). Thereafter, the excel file is imported into the existing analytics software programme for births and accordingly calculated.</p> |
| <b>Means of verification</b>                              | To verify the number of births registered, there are two recommended approaches. The first is extracting original application forms from the archives to verify transaction information and compliance. The second approach is the re-extraction of annual data on births registered and comparing this re-extraction with the monthly extracts provided as part of the portfolio of evidence.  |
| <b>Assumptions</b>  | Regulations, legal framework, directives and system stability that allows for registration of births.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.   |
| <b>Availability of total population</b>                   | 750 000 individual births registered on the NPR - age group 0 to 30 calendar days (list of all births within 30 calendar days).   |
| <b>Reporting cycle</b>                                    | Monthly, quarterly, bi-annual and annual reporting.   |
| <b>Desired performance</b>                                | 750 000 (or higher) births registered within 30 calendar days of the birth event.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Director: Births, Marriages &amp; Deaths</li> <li>• Who extracts data and frequency? Senior Specialist: Application Management (Information Services) monthly and quarterly.</li> <li>• Who checks data extraction? Deputy Director: Planning, Monitoring &amp; Evaluation</li> <li>• Who does the calculation? Deputy Director: Planning, Monitoring &amp; Evaluation</li> </ul>   |

| EARLY BIRTH REGISTRATION (BIRTHS 0 -30 DAYS) |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>Who checks the calculation? Director: Operational Support</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support</li> </ul> |

| SMART ID CARDS  |  |
|---|--|
| <b>Indicator title</b>                                    | Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above.  |
| <b>Target title</b>                                       | <p>100% fully functional front offices - Issue 28 smart cards per FLOs per day) – Levels 1 &amp; 2 lockdown – 776 160 per quarter.</p> <p>50% functional front offices - Issue 14 smart cards per FLOs per day) - Levels 1 &amp; 2 lockdown – 388 080 per quarter.</p> <p>33.3% functional front offices - Issue 9 smart cards per FLOs per day)- Levels 1 &amp; 2 lockdown – 249 480 per quarter.</p>   |
| <b>Definition</b>   | <p>Following on the successful launch of the smart ID card during the 2013/14 financial year, the DHA is committed to expand the number of citizens in possession thereof. The focus is to replace old ID documents with smart cards. Issued refers to the smart card being ready for collection at office of application. First and re-issues are included under this target.</p> <p>Issued means all smart ID cards that have been systematically reconciled as received in the office of application.</p> |
| <b>Purpose / importance</b>                               | The indicator aims at measuring the number of smart ID cards issued to citizens 16 years and older, noting that implementation of the smart ID card will progressively phase out the green barcoded identity documents. The smart ID card has very important historical connotations as it seeks to restore the dignity of citizens, especially those previously disadvantaged and to enhance nation building and social cohesion.   |
| <b>Source of data</b>                                     | A list of unique reference numbers for persons who were issued with smart ID cards extracted from live capture system. Each reference number is supported by branch office complete date and finalised date to confirm date of issue.  |
| <b>Method of calculation / assessment</b>                 | The number of smart ID cards issued to customers per month, quarter and during the year is used for calculation. Actual performance is compared against the target. (Number of FLOs to issue 28 smart cards per FLO. However, this number will be aligned to available resources as prescribed by legal frameworks and legislation e.g. COVID-19 pandemic and functions allowed to be performed during different lockdown levels with social distancing as a determining factor).                            |
| <b>Means of verification</b>                              | Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.   |
| <b>Assumptions</b>  | <p>Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of smart ID cards.</p> <p>Front offices efficiently functional with 100% of staff complement.</p>  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.  |
| <b>Availability of total population</b>                   | The population refers to the number of persons issued with smart ID cards during the review period, as per data extracted from the live capture sub-systems.   |
| <b>Reporting cycle</b>                                    | Monthly, quarterly, bi-annual and annual reporting   |
| <b>Desired performance</b>                                | To issue the targeted number (or more) of smart ID cards as identified per lockdown level in the "Target Title" column.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? Director: Application Processing</li> <li>Who extracts data and frequency? Services Providers extract monthly and quarterly.</li> </ul>  |

| <b>SMART ID CARDS</b> |   |
|-----------------------|---|
|                       | <ul style="list-style-type: none"> <li>Who checks data extraction? Deputy Director: Planning, Monitoring &amp; Evaluation</li> </ul>                      |
|                       | <ul style="list-style-type: none"> <li>Who does the calculation? Deputy Director: Planning, Monitoring &amp; Evaluation</li> </ul>                        |
|                       | <ul style="list-style-type: none"> <li>Who checks the calculation? Director: Operational Support</li> </ul>   |
|                       | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support</li> </ul> |

| <b>PASSPORTS - ADULTS</b>                 |   |
|---|---|
| <b>Indicator title</b>                    | <p>Percentage (%) of machine readable adult passports (new live capture process) issued within stipulated timeframe for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</p> <ul style="list-style-type: none"> <li>Percentage (%) of machine readable adult passports (new live capture process) issued within 42 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</li> <li>Percentage (%) of machine readable adult passports (new live capture process) issued within 32 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</li> <li>Percentage (%) of machine readable adult passports (new live capture process) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).</li> </ul> |
| <b>Target title</b>                       | <p>90% of machine readable adult passports (new live capture process) issued within 42 working days – Level 3.</p> <p>90% of machine readable adult passports (new live capture process) issued within 32 working days – Level 2.</p> <p>90% of machine readable adult passports (new live capture process) issued within 13 working days – Level 1.</p>  |
| <b>Definition</b>                         | <p>To issue 90% of adult passports (new live capture process) within stipulated timeframes. This applies to the new live capture process.</p> <ul style="list-style-type: none"> <li>Level 5: No services.</li> <li>Level 4: No services.</li> <li>Level 3: 90% of adult passports issued within 42 working days.</li> <li>Levels 2: 90% of adult passports issued within 32 working days.</li> <li>Levels 1: 90% of adult passports issued within 13 working days.</li> </ul>  |
| <b>Purpose / importance</b>               | <p>The department's service standards in terms of the issuance of passports is critical to ensure that our clients receive transparent services with a level of predictability in terms of the duration required to finalise / issue live capture passports. This is also critical to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on economic development for the country.</p>   |
| <b>Source of data</b>                     | <p>The live capture system.</p>   |
| <b>Method of calculation / assessment</b> | <p>The number of adult passports issued to customers per month, quarter and during the year is used for calculation. Actual performance is compared against the target.</p> <p>Data is extracted from the service manager. The data provides two critical dates used for the calculation. These dates are (1) branch process complete date and (2) date product was received at the local office. All data is imported into an excel spreadsheet for purposes of calculation. The following formula is used for measurement of each set of dates: =networkingdays(start date, end date,public holidays). Once calculated, a summary is created depicting the total number of applications finalized within the threshold versus those processed above the threshold. The total number of applications processed within the threshold is then compared against the total population of passports issued in order to deduce a percentage. (net working days = working days). Once calculated, the excel document is imported into analytics software for calculation of the results.</p>  |
| <b>Means of verification</b>              | <p>Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.</p>   |
| <b>Assumptions</b>                        | <p>Regulations, legal framework, directives and system stability that allows for capturing of applications and issuance of adult passports.</p>   |

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

| <b>MARRIAGE POLICY</b>      |   |
|-----------------------------|---|
| <b>Indicator title</b>      | Gazetting of Marriage Policy for public comments.   |
| <b>Target title</b>         | Draft Marriage Policy gazetted for public comments.   |
| <b>Definition</b>           | <p>Despite all the changes that have been made in the marriage legislation post 1994, there are still serious gaps in the current legislation. For instance, the current legislation does not regulate some religious marriages such as the Hindu, Muslim and other customary marriages that are practiced in some African or royal families. Given the diversity of the SA population it is virtually impossible to pass legislation governing every single religious or cultural marriage practice. It is against this background that the DHA is embarking in the process of developing a marriage policy that will lay a policy foundation for drafting a new single or omnibus legislation.</p> <p>The envisaged marriage policy and legislation is intended to enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the values of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA.</p> |
| <b>Purpose / importance</b> | <p>The marriage policy will provide a constitutionally sound policy framework for regulating the following critical elements of a marriage statute:</p> <ul style="list-style-type: none"> <li>• Recognition of the equality, non-discrimination and human dignity values in the marriage legislation.</li> <li>• Indiscriminative solemnisation and registration of all civil marriages/unions.</li> <li>• Alignment of the marriage, matrimonial property and divorce legislation to address matrimonial property and intestate succession matters in the event of the marriage dissolution.</li> <li>• Equitable treatment and respect for religious and customary beliefs in line with Section 15 of the constitution.</li> <li>• Solemnisation and registration of marriages that involve foreign nationals</li> <li>• Alignment of age of majority in the marriage legislation to the Children's Act.</li> </ul>  |

| MARRIAGE POLICY   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>Solemnisation and registration of customary marriages that involve non-citizens especially cross-border communities or citizens of our neighbouring countries.</li> </ul>   |
| <b>Source of data</b>                                     | The South African Law Reform Commission Paper on the Single Marriage Statute, research papers and reports of the ministerial dialogues on marriage will be used as basis for drafting the eventual White Paper for regulating Civil Marriages. A service provider will be appointed to develop the policy.   |
| <b>Method of calculation / assessment</b>                 | <p>Assessment of the completeness of the White Paper against the critical elements in the heading "Purpose /Importance".</p> <p>Draft Marriage Policy gazetted for public comments.</p>  |
| <b>Means of verification</b>                              | <p>Marriage Policy research</p> <p>Reports on ministerial dialogues</p> <p>Draft Marriage Policy</p> <p>Gazette</p>  |
| <b>Assumptions</b>  | Continued solemnisation, registration and dissolution of marriages.  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | <p>The following groups will benefit from the White Paper for regulating Civil Marriages:</p> <ul style="list-style-type: none"> <li>Couples whose religious and customary marriages are not recognised by the current legislation.</li> <li>Women and children.</li> <li>Couples who are discriminated against on the basis of their gender and sexual orientation.</li> <li>Marriage officers.</li> <li>Communities along the border.</li> </ul> |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | Draft Marriage Policy for regulating marriages gazetted for public comments.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual reporting.  |
| <b>Desired performance</b>                                | Draft Marriage Policy for regulating marriages gazetted for public comments  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: Civic Services.</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who extracts data and frequency? Assistant Director: Policy Research</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Who checks data extraction? Chief Director: Policy and Strategic Management</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who does the calculation? Assistant Director: Policy Research</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who checks the calculation? Chief Director: Policy and Strategic Management</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? DDG: Civic Services and DDG: IPS through the Repositioning Steering Committee.</li> </ul>  |

| <b>POLICY DISCUSSION PAPER ON CITIZENSHIP SUBMITTED TO MINISTER FOR APPROVAL</b> |  |
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| <b>Indicator title</b>   | Submission of the Citizenship Policy Discussion Paper to Minister for approval.  |
| <b>Target title</b>  | Citizenship Discussion Paper submitted to Minister for approval.   |
| <b>Definition</b>  | <p>The following milestones will constitute the achievement of the target:</p> <ol style="list-style-type: none"> <li>1. DG approval of the Concept Paper for the White Paper on Citizenship by 30 September 2020.</li> <li>2. DDG: CS approval of the diagnostic assessment report by 31 December 2020.</li> <li>3. DDG: CS approval of the Law review report by 31 December 2020.</li> <li>4. DDG: CS approval of the international benchmarking study by 31 December 2020.</li> <li>5. Submission of the Policy Discussion Paper on Citizenship to the Minister for approval by 31 March 2021.</li> </ol>   |
| <b>Purpose / importance</b>  | <p>The Policy Discussion Paper on Citizenship will make policy and strategic recommendations in the following areas:</p> <ol style="list-style-type: none"> <li>1. Citizenship Policy Paradigm (restrictive, liberal or hybrid approach).</li> <li>2. Legacy citizenship issues.</li> <li>3. Routes to citizenship.</li> <li>4. Statelessness.</li> <li>5. Dual or multiple citizenship.</li> </ol> <p>The Policy Discussion Paper on Citizenship, together with the Policy Discussion on Civil Registration will constitute the base document for drafting a new White Paper on Citizenship and Civil Registration. The White Paper will provide a constitutionally sound policy framework for the drafting of legislation for management Citizenship and Civil Registration in South Africa.</p> |
| <b>Source of data</b>  | <ol style="list-style-type: none"> <li>1. Concept Paper for the White Paper on Citizenship.</li> <li>2. Policy Discussion Paper on Citizenship.</li> <li>3. Other documents in support of the achievement.</li> </ol>  |
| <b>Method of calculation / assessment</b>  | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy discussion paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the definition.  |
| <b>Means of verification</b>   | <ol style="list-style-type: none"> <li>1. DG approval of the Concept Paper for the White Paper on Citizenship and Civil Registration by 30 September 2020.</li> <li>2. DDG: CS approval of the diagnostic assessment report by 31 December 2020.</li> <li>3. DDG: CS approval of the Law review report by 31 December 2020.</li> <li>4. DDG: CS approval of the international benchmarking study by 31 December 2020.</li> <li>5. Submission of the Policy Discussion Paper on Citizenship to the Minister for approval by 31 March 2021</li> </ol>  |
| <b>Assumptions</b>   | Relevant stakeholders will be available for consultation.  |
| <b>Disaggregation of beneficiaries (where applicable)</b>                        | The Policy Discussion Paper on Citizenship will enable the country to manage the granting of citizenship in a manner that protects the rights of the people of South Africa and its sovereignty. It will also ensure that the naturalization of foreign nationals is done in a manner that promotes nation building, development and security. The naturalization approach will be based on demand as opposed to the current approach that does not take into consideration the socio-economic and population dynamics. State resources that would have been spent on the new naturalized citizens would be channeled to programmes that are aimed at protecting the poor, women and children.   |
| <b>Spatial transformation (where applicable)</b>                                 | N/A  |
| <b>Calculation type</b>  | Submission and approval of research and policy documents as per quarterly and annual targets.  |
| <b>Availability of total population</b>  | All research and policy documents as per quarterly and annual targets.   |
| <b>Reporting cycle</b>   | Quarterly and Annually.  |
| <b>Desired performance</b>   | Submission of the Policy Discussion Paper on Citizenship to Minister for approval by 31 March 2021   |
| <b>Indicator responsibility</b>  | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: CS</li> <li>• Who extracts data and frequency? Director: Policy Development (IPS)</li> <li>• Who checks data extraction? Deputy Director: Planning, Monitoring &amp; Evaluation</li> <li>• Who does the calculation? Deputy Director: Planning, Monitoring &amp; Evaluation</li> </ul>  |

**POLICY DISCUSSION PAPER ON CITIZENSHIP SUBMITTED TO MINISTER FOR APPROVAL**

- Who checks the calculation? Director: Operational Support

**POLICY DISCUSSION PAPER ON CIVIL REGISTRATION SUBMITTED TO MINISTER FOR APPROVAL**

|   |  |
|---|--|
| <b>Indicator title</b>                                    | Submission of the Civil Registration Discussion Paper to Minister for approval.  |
| <b>Target title</b>                                       | Civil Registration Discussion Paper submitted to Minister for approval.  |
| <b>Definition</b>   | <p>The following milestones will constitute the achievement of the target:</p> <ol style="list-style-type: none"> <li>1. DG approval of the Concept Paper for the White Paper on Civil Registration by 30 September 2020.</li> <li>2. DDG: CS approval of the diagnostic assessment report by 31 December 2020.</li> <li>3. DDG: CS approval of the Law review report by 31 December 2020.</li> <li>4. DDG: CS approval of the international benchmarking study by 31 December 2020.</li> <li>5. Submission of the Policy Discussion Paper on Civil Registration to the Minister for approval by 31 March 2021.</li> </ol>   |
| <b>Purpose / importance</b>                               | <p>The Policy Discussion Paper on Civil Registration will make policy and strategic recommendations in the following areas:</p> <ol style="list-style-type: none"> <li>1. Birth registration.</li> <li>2. Death registration.</li> <li>3. Marriage registration.</li> <li>4. Identification.</li> <li>5. Travel documents and passports.</li> </ol> <p>The Policy Discussion Paper on Civil Registration, together with the Policy Discussion on Citizenship will constitute the base document for drafting a new White Paper on Citizenship and Civil Registration. The White Paper will provide a constitutionally sound policy framework for the drafting of legislation for management Citizenship and Civil Registration in South Africa.</p> |
| <b>Source of data</b>                                     | <ol style="list-style-type: none"> <li>1. Concept Paper for the White Paper on Civil Registration.</li> <li>2. Policy Discussion Paper on Civil Registration.</li> <li>3. Other documents in support of the achievement</li> </ol>   |
| <b>Method of calculation / assessment</b>                 | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the definition.   |
| <b>Means of verification</b>                              | <ol style="list-style-type: none"> <li>1. DG approval of the Concept Paper for the White Paper on Civil Registration by 30 September 2020.</li> <li>2. DDG: CS approval of the diagnostic assessment report by 31 December 2020.</li> <li>3. DDG: CS approval of the Law review report by 31 December 2020.</li> <li>4. DDG: CS approval of the international benchmarking study by 31 December 2020.</li> <li>5. Submission of the Policy Discussion Paper on Civil Registration to the Minister for consideration by 31 March 2021.</li> </ol>   |
| <b>Assumptions</b>  | Relevant stakeholders will be available for consultation.  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | The Policy Discussion Paper on Civil Registration will lay a strong policy foundation that will enable the country to keep an accurate record of major vital events such as birth, marriage and death. By so doing, vulnerable groups such as children and women will have their births and marriages recorded in the population register. A secure and inclusive population register will be a critical enabler of economic development and national security.  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative. Submission and approval of research and policy documents as per quarterly and annual targets.  |
| <b>Availability of total population</b>                   | All research and policy documents as per quarterly and annual targets.   |
| <b>Reporting cycle</b>                                    | Quarterly and Annually.  |
| <b>Desired performance</b>                                | Submission of the Policy Discussion Paper on Civil Registration to Minister for approval by 31 March 2021  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: CS</li> <li>• Who extracts data and frequency? Director: Policy Development (IPS)</li> </ul>  |

**POLICY DISCUSSION PAPER ON CIVIL REGISTRATION SUBMITTED TO MINISTER FOR APPROVAL**

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|  | <ul style="list-style-type: none"><li>• Who checks data extraction? Deputy Director: Planning, Monitoring &amp; Evaluation</li></ul> |
|  | <ul style="list-style-type: none"><li>• Who does the calculation? Deputy Director: Planning, Monitoring &amp; Evaluation</li></ul>   |
|  | <ul style="list-style-type: none"><li>• Who checks the calculation? Director: Operational Support</li></ul>                          |



| <b>BMA INCREMENTALLY ROLLED OUT AT SELECTED PORTS OF ENTRY, LAND BORDERLINE SEGMENTS AND COMMUNITY CROSSING POINTS</b> |  |
|--|--|
| <b>Indicator title</b>   | Number of ports of entry, land borderline segments and community crossing points with BMA incrementally roll-out.  |
| <b>Target title</b>  | BMA incrementally rolled out to: 4 ports of entry; along 5 segments of the land borderline and 1 community crossing point.   |
| <b>Definition</b>  | <p>The Department is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions, excluding customs, at ports of entry and along the country's borderline. The BMA can only be established once enabling legislation has been enacted.</p> <p>The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement at all ports of entry, and the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre.</p> <p>Once the BMA legislation is enacted and gazetted for implementation and roll-out, the BMA's incremental establishment will be guided by the phases of the BMA Road Map. The BMA legislation was passed early in 2020, but is now awaiting the Proclamation for its commencement.</p> <p>While the actual time frames of the BMA Road Map cover the period 2017-2032, the six phases and specific tasks will be accelerated within capacity and financial considerations. The BMA was in the pre-establishment phase in 2019/20.</p> <p>During the first year of the establishment phase (2020/21) the BMA will be incrementally rolled-out to the following four ports of entry: Oshoek, Lebombo, Port of Entry Control Centre (Cape Town Harbour), and OR Tambo International Airport; and 5 land borderline segments (eManguzi – KZN borderline shared with Mozambique, Skukuza – Kruger National Park borderline shared with Mozambique, RSA/ Zimbabwe, KZN/ eSwatini and Mpumalanga/ eSwatini) and one Community Crossing Point (Tshidilamolomo).</p> <p>Refer to the heading dealing with "Means of Verification" for the meaning of "roll-out" to a port of entry.</p> <p>The DHA has the prerogative to effect changes to the ports of entry, land segments and community crossing points earmarked for rollout should there be a change in priorities and / or events or circumstances.</p> |
| <b>Purpose / importance</b>  | The indicator demonstrates the tangible incremental roll-out of the BMA at specific ports of entry, land borderline segments, and a community crossing point   |
| <b>Source of data</b>  | BMA Road Map (2017-2032) and BMA Blue Print (2032)   |
| <b>Method of calculation / assessment</b>  | The quantitative performance will be measured by incrementally expanding the physical footprint of the BMA to four ports of entry, five segments of the borderline and one community crossing point.   |
| <b>Means of verification</b>   | <ol style="list-style-type: none"> <li>Appointment/ secondment/ transfer letters for BMA Border Guard at four ports of entry, five segments of the borderline and one community crossing point.</li> <li>Incremental establishment of BMA Port Management Committees (e.g. national directives issued; Port Management Committee minutes, draft Port Operating Model SOPs).</li> <li>Implementation Protocol finalised between BMA and SARS, SAPS and Defence.</li> <li>BMA branding, corporate identity and uniforms incrementally rolled-out at the designated BMA border law enforcement areas.</li> <li>BMA incrementally operationalised at identified ports, segments and community crossing point.</li> </ol>   |
| <b>Assumptions</b>   | <ul style="list-style-type: none"> <li>The BMA legislation will be enacted leading to the establishment of the BMA and the relevant Proclamations affecting the BMA have being gazetted.</li> <li>An implementation protocol between the BMA, SARS, SAPS and Defence will be finalised.</li> </ul>   |
| <b>Disaggregation of beneficiaries (where applicable)</b>  | Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.  |
| <b>Spatial transformation (where applicable)</b>   | <p>The country's ports of entry are national key points. The border safeguarding of the land, maritime and air borders are critical to the country's territorial integrity and sovereignty. Therefore, the borders of South Africa are important spatial areas that constitute the first line of defense and protection against unauthorised people and illicit goods entering the country.</p> <p>The incremental roll-out of the BMA in the first year in the identified border law enforcement areas will give effect to the strategic objectives above.</p>  |
| <b>Calculation type</b>  | Cumulative (Year-to-date).   |

| <b>BMA INCREMENTALLY ROLLED OUT AT SELECTED PORTS OF ENTRY, LAND BORDERLINE SEGMENTS AND COMMUNITY CROSSING POINTS</b> |   |
|--|---|
| <b>Availability of total population</b>  | BMA appointees and transferred officials are incrementally deployed at the four ports of entry, 5 segments of the borderline and one community crossing point.<br><br>National directives issued; Port Management Committee minutes, draft Port Operating Model SOPs), Implementation Protocol and BMA branding,/ corporate identity. |
| <b>Reporting cycle</b>   | Reporting will be on quarterly, bi-annual and annual basis  |
| <b>Desired performance</b>   | BMA incrementally rolled out to four ports of entry, five segments of the borderline and one community crossing point.  |
| <b>Indicator responsibility</b>  | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Project Manager: BMA</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• Who extracts data and frequency? Assistant Officer Manager: BMA PMO</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• Who checks data extraction? Project Manager: BMA</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Who does the calculation? Assistant Officer Manager: BMA PMO</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Who checks the calculation? Project Manager: BMA</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul>  |

| <b>INCREMENTAL ESTABLISHMENT OF THE NATIONAL TARGETING CENTRE (NTC)</b> |  |
|---|--|
| <b>Indicator title</b>  | Incremental Establishment of National Targeting Centre (NTC).  |
| <b>Target title</b>   | NTC incrementally established.   |
| <b>Definition</b>   | <p>The Department seeks to launch and establish a Border Management Authority (BMA) which is responsible for border law enforcement functions at ports of entry and along the country's borderline. The BMA will be premised on the principle that border management must be intelligence-led. The National Targeting Centre (NTC) will serve as the central risk management and intelligence hub for the border environment in South Africa.</p> <p>The NTC will assist in identifying and mitigating high-risk travellers, goods and conveyancers passing through South Africa's borders.</p> <p>The actual resource, funding, staffing, etc requirements will be detailed in the NTC Business Case that will further clarify the nature and establishment of the NTC.</p> |
| <b>Purpose / importance</b>   | <p>The BMA is envisaged to be an intelligence-led command and control structure at ports of entry; a single organisational identity and culture; improved information sharing among organs of state; a focused approach to the optimisation of ports of entry operations and processes; and the creation of customer service efficiencies through streamlined, integrated operations at the ports of entry.</p> <p>The NTC will assist the BMA in identifying risks affecting the border environment and will be able to issue guidance to frontline border officials to address/mitigate those risks.</p>   |
| <b>Source of data</b>   | BMA legislation, BMA Business Case (2015), BMA Blue Print (2032), BMA Road Map (2017- 2032), NTC Business Case ( <i>planned for March 2020</i> ).  |
| <b>Method of calculation / assessment</b>                               | The incremental establishment of the NTC will be guided against critical requirements outlined in the NTC Business Case.   |
| <b>Means of verification</b>  | <p>NTC Steering Committee established with representatives formally designated from relevant organs of state.</p> <p>NTC incremental establishment plan prepared.</p>  |
| <b>Assumptions</b>  | <ol style="list-style-type: none"> <li>a) BMA legislation will be enacted.</li> <li>b) NTC Business Case approved.</li> <li>c) Information and risk management implementation protocols between the BMA and affected organs of state in place to support the operationalisation of the NTC.</li> </ol>   |
| <b>Disaggregation of beneficiaries (where applicable)</b>               | Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the NTC.  |

| <b>BMA INCREMENTALLY ROLLED OUT AT SELECTED PORTS OF ENTRY, LAND BORDERLINE SEGMENTS AND COMMUNITY CROSSING POINTS</b> |   |
|--|---|
| <b>Spatial transformation (where applicable)</b>   | The NTC is aimed at identifying and mitigating cross-border risks across all 72 ports of entry, and the land and maritime border environment.   |
| <b>Calculation type</b>  | Cumulative (Year-to-date).  |
| <b>Availability of total population</b>  | The total population for the NTC will be clarified in the NTC Business Case.  |
| <b>Reporting cycle</b>   | Quarterly and annual reporting.   |
| <b>Desired performance</b>   | NTC incrementally established   |
| <b>Indicator responsibility</b>  | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? Project Manager: BMA</li> <li>• Who extracts data and frequency? Assistant Officer Manager: BMA</li> <li>• Who checks data extraction? Project Manager: BMA</li> <li>• Who does the calculation? Assistant Office Manager: BMA</li> <li>• Who checks the calculation? Project Manager: BMA</li> <li>• Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul> |

| <b>APPOINTMENT OF MULTIPLE BIDDERS FOR THE REDEVELOPMENT OF SIX (6) PRIORITY LAND PORTS OF ENTRY</b> |   |
|--|---|
| <b>Indicator title</b>   | Appointment of multiple preferred bidders for the redevelopment of six (6) priority land ports of entry.  |
| <b>Target title</b>  | Multiple preferred bidders appointed for the redevelopment of six (6) priority land ports of entry.   |
| <b>Definition</b>  | <p>In 2015 the DHA registered a Public-Private Partnership (PPP) project to redevelop 6 land ports of entry (Beitbridge, Lebombo, Maseru Bridge, Ficksburg, Kopfontein and Oshoek) as One-Stop Border Posts (OSBPs). The primary objective of an OSBP is to ensure that all travelers, traders and conveyancers are processed once jointly by the border law enforcement entities of the two affected countries.</p> <p>The project has passed the inception and feasibility stages and is currently in the procurement stage.</p> <p>Five bidders have been pre-qualified and will proceed to the request for proposals (RfP) stage. Once multiple preferred bidders has been selected and appointed the PPP project and the contractual and commercial closure is reached, it will proceed to the construction and implementation stages.</p> |
| <b>Purpose / importance</b>  | <p>The target is a Ministerial priority for the DHA. This project is a Public-Private Partnership (PPP) initiative that aims to redevelop 6 priority land ports. This will improve the effectiveness, security and efficiency at ports of entry and promote economic development through the establishment of One-Stop Border Posts (OSBPs).</p> <p>In December 2018 Cabinet approved the National One-Stop Border Posts (OSBPs) Framework. This Framework will guide the redevelopment of the 6 land ports of entry as OSBPs.</p> <p>The redevelopment of the 6 land ports of entry as a PPP project is regulated by Section 16 of the Treasury Regulations and requires National Treasury approval for the various PPP stages.</p>  |
| <b>Source of data</b>  | Feasibility Study; RFQ; RfP bid specification and bid evaluation outcome documentation; National One-Stop Border Post (OSBP) Framework; National Treasury Approval.   |
| <b>Method of calculation / assessment</b>  | Project performance will be measured against feedback from National Treasury on the Request for Proposal (RfP) process i.e. selection of the multiple bidders. This approval is part of a larger set of performance requirements outlined in the National Treasury PPP Manual.  |
| <b>Means of verification</b>   | Feasibility Study; RFQ; RfP bid specification and bid evaluation outcome documentation; National One-Stop Border Post (OSBP) Framework; National Treasury Approval.   |
| <b>Assumptions</b>   | <ol style="list-style-type: none"> <li>a) National Treasury approvals will be granted.</li> <li>b) The Transaction Advisor effects delivery against critical timeframes.</li> <li>c) South Africa will enter into bilateral agreements with the five neighbouring countries (Lesotho, Mozambique, eSwatini, Zimbabwe and Botswana).</li> </ol>  |
| <b>Disaggregation of beneficiaries (where applicable)</b>  | BBBEE targets will inform the work and people employed by the private party during the construction and concession phases of the project.   |

| APPOINTMENT OF MULTIPLE BIDDERS FOR THE REDEVELOPMENT OF SIX (6) PRIORITY LAND PORTS OF ENTRY |   |
|---|---|
| <b>Spatial transformation (where applicable)</b>  | In the medium- to long- term, the redevelopment of six land ports of entry is envisaged to have a positive socio-economic impact on surrounding local communities, e.g. employment during the construction phase. |
| <b>Calculation type</b>   | Cumulative (Year-to-date).  |
| <b>Availability of total population</b>   | Five (5) pre-qualified bidders.   |
| <b>Reporting cycle</b>  | Reporting will be on quarterly and annual basis.  |
| <b>Desired performance</b>  | Multiple preferred bidders appointed for the redevelopment of 6 priority land ports of entry.   |
| <b>Indicator responsibility</b>   | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? Project Manager: BMA</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Who extracts data and frequency? Assistant Officer Manager: BMA</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Who checks data extraction? Project Manager: BMA</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who does the calculation? Assistant Office Manager: BMA</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Who checks the calculation? Project Manager: BMA</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? DG: DHA</li> </ul>  |

| ONE STOP BORDER POSTS (OSBP)                              |  |
|---|--|
| <b>Indicator title</b>                                    | Gazetting of One-Stop-Border-Post (OSBP) Policy for public comments.   |
| <b>Target title</b>                                       | OSBP Policy gazette for public comments.   |
| <b>Definition</b>   | <p>The OSBP policy will lay a strong policy foundation for drafting a constitutionally sound legislation and regional instruments for managing OSBPs with the neighbouring countries. The implementation of the one-stop concept requires that the border agencies of each state involved are able to apply their national laws in the territory of the adjoining state. As national laws cannot automatically be applied in other territories, specific provisions will be developed to give such agencies extra-territorial jurisdiction. The OSBP Act will, amongst other things, provide for extra-territorial authority to both SA and neighbouring countries.</p> <p>The OSBP concept refers to the legal and institutional framework, facilities, and associated procedures that enable goods, people, and vehicles to stop once whereby they undergo necessary controls following applicable regional and national laws to exit one state and enter the adjoining state.</p> |
| <b>Purpose / importance</b>                               | <p>The OSBP Policy is a critical enabler for the management of the following critical elements of an OSBP:</p> <ul style="list-style-type: none"> <li>Extra-territorial jurisdiction for application of national laws in other country's territory.</li> <li>Institutional Framework and OSBP Operating Model for different types of OSBPs.</li> <li>Revenue generation and cost-sharing model.</li> <li>Simplification and harmonisation of OSBP and border law enforcement procedures.</li> <li>ICT and data exchange regulations.</li> </ul>  |
| <b>Source of data</b>                                     | The OSBP Policy framework, research studies, OSBP Sourcebook and OSBP study tours will be used as basis for drafting the OSBP Policy. A service provider will be appointed to develop the policy.  |
| <b>Method of calculation / assessment</b>                 | Gazetting of the OSBP Policy for public comments.  |
| <b>Means of verification</b>                              | <ul style="list-style-type: none"> <li>OSBP policy research.</li> <li>OSBP study tours reports.</li> <li>OSBP draft policy.</li> <li>Gazette.</li> </ul>   |
| <b>Assumptions</b>  | Continued cross-border movement of goods, conveyancers and goods.  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | <p>The following groups will benefit from the OSBP:</p> <ul style="list-style-type: none"> <li>Big business, including/via the freight industry.</li> <li>Small and informal businesses.</li> <li>Communities along the border.</li> <li>Government (broadly).</li> <li>Travellers.</li> <li>Public transport carriers.</li> </ul>   |

| <b>ONE STOP BORDER POSTS (OSBP)</b>              |  |
|--|--|
| <b>Spatial transformation (where applicable)</b> | N/A  |
| <b>Calculation type</b>                          | Cumulative (Year-end)  |
| <b>Availability of total population</b>          | OSBP Policy gazetted for public comments.  |
| <b>Reporting cycle</b>                           | Quarterly and annual reporting.  |
| <b>Desired performance</b>                       | OSBP Policy gazetted for public comments.  |
| <b>Indicator responsibility</b>                  | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? BMA PMO</li> <li>• Who extracts data and frequency? Deputy Director: Policy Coordination</li> <li>• Who checks data extraction? Director: Policy Development</li> <li>• Who does the calculation? Deputy Director: Policy Coordination</li> <li>• Who checks the calculation? Chief Director: Policy and Strategic Management</li> <li>• Who resolves internal disputes on performance reports / matters? BMA: PMO and DDG: IPS through the Repositioning Steering Committee.</li> </ul> |

| <b>LAW ENFORCEMENT INSPECTIONS / OPERATIONS CONDUCTED TO ENSURE COMPLIANCE WITH IMMIGRATION AND DEPARTMENTAL LEGISLATION</b> |   |
|--|---|
| <b>Indicator title</b>   | Number of law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation.   |
| <b>Target title</b>  | 200.  |
| <b>Definition</b>  | The indicator is intended to ensure that those who work illegally with no correct visas or immigration permits to do so; or employ such persons in violation of legislation or are here illegally are either charged or deported.   |
| <b>Purpose / importance</b>  | The Department is aware of this practice as are members of the public and there has been a lot of public outcry that too many illegal foreign nationals are in South Africa and that government must urgently attend to it. The target will assist in ensuring compliance with South African immigration controls.  |
| <b>Source of data</b>  | Referred cases and complaints, tip-offs, inspections and other reports.   |
| <b>Method of calculation / assessment</b>  | <p>Due to the announcement of the national state of disaster, inspections / operations will be conducted at places identified by Inspectorate in support of the lockdown and COVID-19 objectives.</p> <p>The detail will not be published but a detailed list is available for auditing purposes. The detail of these inspections / operations is available for auditing purposes.</p> <p>The indicator will be measured by notices that are signed by employers or responsible staff at each inspection. The following will be issued: Deportation notices for those to be deported and for those being charged a CAS reference; a completed set of fingerprints for each detained person and in terms of SAPS - an investigation diary and statement from the official on each arrest.</p> <p>In all cases whether there are or no arrests, a statement by the team leader indicating such an inspection was conducted and a summary of findings which is signed off by CD: Inspectorate.</p> |
| <b>Means of verification</b>   | <p>The indicator will be measured by:</p> <ul style="list-style-type: none"> <li>• Notices that are signed by employers or responsible staff at each inspection.</li> <li>• Attendance registers at each inspection and operation.</li> <li>• Deportation notices for those to be deported and for those being charged a CAS reference.</li> <li>• A completed set of fingerprints for each detained person.</li> <li>• SAPS - an investigation diary and statement from the official on each arrest.</li> <li>• In all cases whether there are or no arrests a statement by the team leader indicating such an inspection was conducted and a summary of findings which is signed off by CD: Inspectorate.</li> </ul>  |
| <b>Assumptions</b>   | N/A   |

| LAW ENFORCEMENT INSPECTIONS / OPERATIONS CONDUCTED TO ENSURE COMPLIANCE WITH IMMIGRATION AND DEPARTMENTAL LEGISLATION |   |
|---|---|
| Disaggregation of beneficiaries (where applicable)  | N/A   |
| Spatial transformation (where applicable)   | N/A   |
| Calculation type  | Cumulative (Year-end).  |
| Availability of total population  | Refer to "Source Data".   |
| Reporting cycle   | Quarterly and annually.   |
| Desired performance   | 200 investigations, inspections, operations or more.  |
| Indicator responsibility  | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? CD: Inspectorate</li> <li>Who extracts data and frequency? Deputy Director: Joint Operations</li> <li>Who checks data extraction? Director and CD: Inspectorate</li> <li>Who does the calculation? DD: Joint Operations</li> <li>Who checks the calculation? Director: SIJO and Chief Director: Inspectorate</li> <li>Who resolves internal disputes on performance reports / matters? DDG:IMS</li> </ul> |

| PERMANENT RESIDENCE |  |
|---------------------|--|
| Indicator title     | <p>NA for level 5 (Service not rendered)</p> <p>NA for level 4 (Service not rendered)</p> <p>Level 1 to 3: Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).</p> <p>(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)</p>   |
| Target title        | <p>During level 5 no new applications were captured. Processing of applications received prior to the lockdown took place.</p> <p>During level 4 no new applications were captured. Processing of applications received prior to the lockdown took place.</p> <p>Level 3: 60% of permanent residence applications adjudicated within 8 months</p> <p>Level 2: 63% of permanent residence applications adjudicated within 8 months</p> <p>Level 1: 65% of permanent residence applications adjudicated within 8 months</p>  |
| Definition          | <p>This TID must be read in conjunction with the performance indicator, annual and quarterly targets reflected in the tabled Addendum. A scenario approach was followed with the revision of targets to make provision for the risk adjusted strategy adopted by government during the lockdown.</p> <p>The process starts when the application is received and captured at the Visa Facilitation Service Centre (VFS) with supporting documents and biometrics, dispatched to head office ON-LINE, received at Head Office by Information Services, forwarded to the adjudication hub for adjudication purposes (applications that require investigations are referred to Inspectorate), recommendations are forwarded to the authorization stage (CD, DDG) whereby a decision is made by DDG, by either approving or rejecting the application.</p> <p>Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant document is issued (permit) or (2) the application is rejected and the relevant document is issued (rejection letter). The outcome (permit or rejection letter) is dispatched to VFS for further transmission to the applicant.</p> <p>The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA) Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS centre.</p> |

| PERMANENT RESIDENCE                                       |   |
|---|---|
|   | <p>For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target.</p> <p>For approved applications, a permit is issued. Applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only.</p> <p>During lockdown (whilst front offices were closed) those applications dealt with within the stipulated 8 months are regarded finalised within the stipulated 8 months, once adjudication has been done and the outcome sent to front office for in-scanning.</p>  |
| <b>Source of data</b>                                     | Application forms (files) and VFS system reports.   |
| <b>Method of calculation / assessment</b>                 | <ol style="list-style-type: none"> <li>1. Group all applications received between 15 August 2019 and 13 August 2020.</li> <li>2. Calculate how long it took to finalise each application from the date of receipt to outcome received at office of application (the result is in number of days, excluding weekends and public holidays).</li> <li>3. Calculate how many months it has taken to finalise each application (Number of days divided by 20 working days, the result is in number of months).</li> <li>4. Formula: The number of applications finalised within 8 months must be divided by the total number of applications received between 15 August 2019 and 13 August 2020, equals to percentage of applications finalised within 8 months in the period under review.</li> <li>5. An application will only be considered finalised if its process stage is at "In scan at VFS Centre, including VFS GGDA Centre".</li> </ol> <p>The quarterly breakdowns have been aligned to the scenario approach.</p> |
| <b>Means of verification</b>                              | Population list of applications processed and adjudicated.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Cumulative (Year-end).  |
| <b>Availability of total population</b>                   | Refer to method of calculation.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual progress reporting.  |
| <b>Desired performance</b>                                | Achievement of the target(s) or beyond is desirable (as per the scenario approach).   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? CD: Permits</li> <li>• Who extracts data and frequency? ASD: Central Adjudication</li> <li>• Who checks data extraction? DD: Central Adjudication</li> <li>• Who does the calculation? ASD: Central Adjudication</li> <li>• Who checks the calculation? DD: Central Adjudication</li> <li>• Who resolves internal disputes on performance reports / matters? DDG: IMS</li> </ul>  |



| BUSINESS AND GENERAL WORK VISAS                           |  |
|---|--|
| <b>Indicator title</b>                                    | <p>NA for level 5 (Service not rendered)</p> <p>NA for level 4 (Service not rendered)</p> <p>Level 1 to 3: Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).</p>  |
| <b>Target title</b>                                       | <p>During level 5 no new applications were captured. Processing of applications received prior to the lockdown took place.</p> <p>During level 4 no new applications were captured. Processing of applications received prior to the lockdown took place.</p> <p>Level 1 to 3: 90%.</p>  |
| <b>Definition</b>   | <p>This TID must be read in conjunction with the performance indicator, annual and quarterly targets reflected in the tabled Addendum. A scenario approach was followed with the revision of targets to make provision for the risk adjusted strategy adopted by government during the lockdown.</p> <p>The process starts when the application is received and captured at the Visa Facilitation Service Centre (VFS) with supporting documents and biometrics, dispatched to head office ON-LINE, received at Head Office on-line by Information Services (IS), forwarded from IS to Adjudication Hub, assigned to adjudicator for adjudication purposes, decision is made by either approving or rejecting the application, print the outcome, dispatch the outcome to VFS Ops Centre and the outcome is received at the VFS application centre. A week is equal to 5 working days. Eight weeks are therefore 40 working days.</p> <p>The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS.</p> <p>For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. For approved applications, an appropriate visa is issued.</p> <p>During lockdown (whilst front offices were closed) those applications dealt with within the stipulated 8 months are regarded finalized within the stipulated 8 months, once adjudication has been done and the outcome sent to front office for in-scanning.</p> |
| <b>Source of data</b>                                     | Application forms (files) and VFS system reports.  |
| <b>Method of calculation / assessment</b>                 | <ol style="list-style-type: none"> <li>1. Group all business and general work visas applications received between 06 February 2020 and 03 February 2021.</li> <li>2. Calculate how long it took to finalise each application from the date of receipt (the result is in number of days, excluding weekends and public holidays).</li> <li>3. Calculate how many months it has taken to finalise each application (Number of days divided by 20 working days, the result is in number of months).</li> <li>4. Calculate how many weeks it has taken to finalise each application (Number of days divided by 5 working days, the result is in number of weeks).</li> <li>5. Formula: The number of applications finalised within 8 weeks must be divided by the total number of applications received between 06 February 2020 to 03 February 2021, equals to percentage of applications finalised within 8 weeks in period under review.</li> <li>6. An application will only be considered finalised if its process stage is at "Outcome received at VFS Centre of application, including VFS GGDA Centre".</li> </ol> <p>The quarterly breakdowns have been aligned to the scenario approach.</p>   |
| <b>Means of verification</b>                              | Population list of applications processed and adjudicated.   |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |



|   |  |
|---|--|
| <b>Availability of total population</b>   | Refer to method of calculation.  |
| <b>Reporting cycle</b>                    | Quarterly and annual progress.   |
| <b>Desired performance</b>                | Achievement of the target or beyond is desirable (as per the scenario approach).   |
| <b>Indicator responsibility</b>           | Who is responsible for managing or reporting on the indicator? CD: Permits   |
|   | Who extracts data and frequency? ASD: Temporary Residence Visas  |
|   | Who checks data extraction? Director: Temporary Residence Visas  |
|   | Who does the calculation? ASD: Temporary Residence Visas   |
|   | Who checks the calculation? Director: Temporary Residence Visas  |
|   | Who resolves internal disputes on performance reports / matters? DDG: IMS  |
| <b>CRITICAL SKILLS VISAS</b>              |  |
| <b>Indicator title</b>                    | NA for level 5 (Service not rendered)<br>NA for level 4 (Service not rendered)<br>Level 1 to 3: Percentage (%) of critical skills visas adjudicated within 4 weeks for applications adjudicated within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).   |
| <b>Target title</b>                       | During level 5 no new applications were captured. Processing of applications received prior to the lockdown took place.<br>During level 4 no new applications were captured. Processing of applications received prior to the lockdown took place.<br>Level 1 to 3: 82%.   |
| <b>Definition</b>                         | This TID must be read in conjunction with the performance indicator, annual and quarterly targets reflected in the tabled Addendum. A scenario approach was followed with the revision of targets to make provision for the risk adjusted strategy adopted by government during the lockdown.<br><br>The process starts when the application is received and captured at the Visa Facilitation Services Centre (VFS) with supporting documents and biometrics, dispatched to head office ON-LINE, received at Head Office on-line by Information Services, forwarded from IS to Adjudication Hub, assigned to adjudicator for adjudication purposes, decision is made by either approving or rejecting the application, print the outcome, dispatch the outcome to VFS Centre and the outcome is received at the VFS centre. A week is equal to 5 working days. Four weeks are therefore 20 working days.<br><br>The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS.<br><br>For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. For approved applications, an appropriate visa is issued.<br><br>During lockdown (whilst front offices were closed) those applications dealt with within the stipulated 8 months are regarded finalized within the stipulated 8 months, once adjudication has been done and the outcome sent to front office for in-scanning. |
| <b>Source of data</b>                     | <ul style="list-style-type: none"> <li>Application forms (files) and VFS system reports.</li> </ul>  |
| <b>Method of calculation / assessment</b> | <ol style="list-style-type: none"> <li>Group all critical skills work visas applications received between 05 March 2020 and 03 March 2021.</li> <li>Calculate how long it took to finalise each application from the date of receipt (the result is in number of days, excluding weekends and public holidays).</li> <li>Calculate how many months it has taken to finalise each application (Number of days divide by 20 working days, the result is in number of months).</li> <li>Calculate how many weeks it has taken to finalise each application (Number of days divide by 5 working days, the result is in number of weeks).</li> <li>Formula: The number of applications finalised within 4 weeks must be divided by the total number of applications received between 05 March 2020 and 03 March 2021, equals to percentage of applications finalised within 4 weeks in the period under review.</li> </ol>  |

|   |   |
|---|---|
|   | 6. An application will only be considered finalised if its process stage is "Outcome received at VFS Centre of application, including VFS GGDA Centre".<br><br>The quarterly breakdowns have been aligned to the scenario approach.   |
| <b>Means of verification</b>                              | Population list for applications processed and adjudicated.   |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | N/A   |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Cumulative (Year-to-date).  |
| <b>Availability of total population</b>                   | Refer to method of calculation.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual progress.  |
| <b>Desired performance</b>                                | Achievement of the target or beyond is desirable (as per the scenario approach).  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? CD: Permits</li> <li>• Who extracts data and frequency? DD: Corporate Accounts</li> <li>• Who checks data extraction? Director: Director: Corporate Accounts</li> <li>• Who does the calculation? ASD: DD: Corporate Accounts</li> <li>• Who checks the calculation? Director: Corporate Accounts</li> <li>• Who resolves internal disputes on performance reports / matters? DDG: IMS</li> </ul> |

| <b>POLICY DISCUSSION PAPER ON INTERNATIONAL MIGRATION</b> |  |
|---|--|
| <b>Indicator title</b>                                    | Submission of the Policy Discussion Paper on International Migration to Minister for approval.   |
| <b>Target title</b>                                       | Policy Discussion Paper on International Migration submitted to Minister for approval.   |
| <b>Definition</b>   | <p>The Policy Discussion Paper on International Migration is being developed to review the 2017 White Paper on International Migration and amend the policy framework in line with new domestic and international developments. The following milestones will constitute the achievement of the target:</p> <ol style="list-style-type: none"> <li>1. Approval of the Concept Paper for the White Paper on International Migration by 30 September 2020.</li> <li>2. Approval of the diagnostic assessment report by Steering Committee chaired by DDG IMS by 31 December 2020.</li> <li>3. Approval of the Law review report by Steering Committee chaired by DDG IMS by 31 December 2020.</li> <li>4. Approval of the international benchmarking study by Steering Committee chaired by DDG IMS by 31 December 2020.</li> <li>5. Approval of the Policy Discussion Paper on International Migration by the Minister by 31 March 2021.</li> </ol>   |
| <b>Purpose / importance</b>                               | <p>The Policy Discussion Paper on International Migration will make policy and strategic recommendations in the following functional areas:</p> <ol style="list-style-type: none"> <li>1. Management of admissions and departures.</li> <li>2. Management of residency and naturalization.</li> <li>3. Management of international migrants with skills and capital.</li> <li>4. Management of ties with SA expatriates.</li> <li>5. Management of international migration within the African context.</li> <li>6. Management of the integration process for international migrants.</li> <li>7. Management of enforcement.</li> </ol> <p>The Policy Discussion Paper on international Migration, together with the Policy Discussion on Refugee Protection, will constitute the base document for drafting a new White Paper on International Migration and Refugee Protection. The White Paper will provide a constitutionally sound policy framework for the drafting of a single legislation for management of international migration and refugee protection in South Africa.</p> |
| <b>Source of data</b>                                     | South African Constitution; 2017 White Paper on the International Migration; Immigration Act No 13 of 2002, Immigration Bill (2019); Draft National Labour Migration Policy; Labour market policies and legislation; and research papers.  |

| POLICY DISCUSSION PAPER ON INTERNATIONAL MIGRATION        |   |
|---|---|
| <b>Method of calculation / assessment</b>                 | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the column "Definition".   |
| <b>Means of verification</b>                              | <ol style="list-style-type: none"> <li>1. Concept Paper for the White Paper on International Migration approved by DG by 30 September 2020.</li> <li>2. Diagnostic assessment report approved by IMS Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>3. Law review report approved by IMS Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>4. International benchmarking study approved by IMS Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>5. Policy Discussion Paper on International Migration submitted to the Minister for approval by 31 March 2021.</li> </ol>  |
| <b>Assumptions</b>  | Relevant stakeholders will be available for consultation  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | <p>The Policy Discussion Paper on International Migration will enable the DHA to manage international migration for development while safeguarding the sovereignty of the country. The policy will benefit citizens economically since the visa and permitting requirements will be eased to allow skilled migrants and investors to reside in SA. At the same time visa and permitting requirements will be tightened for low skilled and economic migrants in general.</p> <p>The policy will also improve the plight of vulnerable groups, including the poor, women and children. Issuing of business and critical skills visas will be family based and the enforcement of the Immigration Act will also focus on smuggling and trafficking of women and children.</p> |
| <b>Spatial transformation (where applicable)</b>          | N/A   |
| <b>Calculation type</b>                                   | Cumulative. Submission and approval of research and policy documents as per quarterly and annual targets.   |
| <b>Availability of total population</b>                   | All research and policy documents as per quarterly and annual targets.  |
| <b>Reporting cycle</b>                                    | Quarterly and Annually.   |
| <b>Desired performance</b>                                | Submission of the Policy Discussion Paper on International Migration to Minister for approval by 31 March 2021  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: IMS</li> <li>• Who extracts data and frequency? Senior Specialist: Director: Policy Development (IPS)</li> <li>• Who checks data extraction? Deputy Director: Policy Support (IMS)</li> <li>• Who does the calculation? Director: Policy Development (IPS)</li> <li>• Who checks the calculation? Deputy Director: Policy Support (IMS)</li> </ul>   |

| POLICY DISCUSSION PAPER ON REFUGEE PROTECTION |   |
|---|---|
| <b>Indicator title</b>                        | Submission of the Policy Discussion Paper on Refugee Protection to Minister for approval. |
| <b>Target title</b>                           | Policy Discussion Paper on Refugee Protection submitted to Minister for approval.         |

| <b>POLICY DISCUSSION PAPER ON REFUGEE PROTECTION</b>      |  |
|---|--|
| <b>Definition</b>   | <p>The Policy Discussion Paper on Refugee Protection is being developed to review the 2017 White Paper on International Migration and amend the policy framework in line with new domestic and international developments. The following milestones will constitute the achievement of the target:</p> <ol style="list-style-type: none"> <li>1. Approval of the Concept Paper for the White Paper on Refugee Protection by 30 September 2020.</li> <li>2. Approval of the diagnostic assessment report by Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>3. Approval of the Law review report by Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>4. Approval of the international benchmarking study by Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>5. Approval of the Policy Discussion Paper on Refugee Protection by the Minister by 31 March 2021.</li> </ol>   |
| <b>Purpose / importance</b>                               | <p>The Policy Discussion Paper on Refugee Protection will make policy and strategic recommendations in the following areas:</p> <ol style="list-style-type: none"> <li>1. Management of admissions and departures for asylum seekers and refugees.</li> <li>2. Management of residency and naturalisation for asylum seekers and refugees.</li> <li>3. Constitutional and international obligations on asylum seekers and refugees.</li> <li>4. Establishment of a multi-sectoral governance or institutional mechanism for managing refugee protection in SA.</li> <li>5. Management of the durable solutions for refugees; that is, voluntary repatriation, local integration and resettlement.</li> </ol> <p>The Policy Discussion Paper on Refugee Protection, together with the Policy Discussion on International Migration, will constitute the base document for drafting a new White Paper on International Migration and Refugee Protection. The White Paper will provide a constitutionally sound policy framework for the drafting of a single legislation for management of international migration and refugee protection in South Africa.</p> |
| <b>Source of data</b>                                     | South African Constitution; 2017 White Paper on the International Migration; Refugees Act; United Nations Convention on Refugees and Protocols; United Nation Resolutions on Refugees; Universal Declaration of Human Rights, Labour market policies and legislation; and research papers.   |
| <b>Method of calculation / assessment</b>                 | To calculate the recorded achievement, the actual research and policy documents submitted and approved per quarter will be compared against the planned target/s for the relevant quarter. At the end of the financial year, the final policy paper submitted for approval will be compared against the annual target to determine the level of achievement. Also refer to the column "Definition".  |
| <b>Means of verification</b>                              | <ol style="list-style-type: none"> <li>1. Concept Paper for the White Paper on Refugee Protection approved by DG by 30 September 2020</li> <li>2. Diagnostic assessment report approved by IMS Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>3. Law review report approved by IMS Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>4. International benchmarking study approved by IMS Steering Committee chaired by DDG: IMS by 31 December 2020.</li> <li>5. Policy Discussion Paper on Refugee Protection submitted to the Minister for approval by 31 March 2021.</li> </ol>  |
| <b>Assumptions</b>  | Relevant stakeholders will be available for consultation.  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | The Policy Discussion Paper on Refugee Protection will enable the country to manage refugee protection to fulfill constitutional and international obligations in a humane and secure manner. Genuine asylum seekers and refugees will be issued with enabling documents while those who abuse the system will be identified and removed from the system. The adjudication and granting of a refugee status will consider the whole family unit thereby addressing the plight of women and children.   |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative. Submission and approval of research and policy documents as per quarterly and annual targets.  |
| <b>Availability of total population</b>                   | All research and policy documents as per quarterly and annual targets.   |
| <b>Reporting cycle</b>                                    | Quarterly and Annually.  |
| <b>Desired performance</b>                                | Submission of the Policy Discussion Paper on Refugee Protection to Minister for approval by 31 March 2021.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: IMS</li> <li>• Who extracts data and frequency? Senior Specialist: Director: Policy Development (IPS)</li> <li>• Who checks data extraction? Deputy Director: Policy Support (IMS)</li> </ul>   |

**POLICY DISCUSSION PAPER ON REFUGEE PROTECTION**

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|  | <ul style="list-style-type: none"> <li>Who does the calculation? Director: Policy Development (IPS)</li> </ul>      |
|  | <ul style="list-style-type: none"> <li>Who checks the calculation? Deputy Director: Policy Support (IMS)</li> </ul> |

**OFFICIAL IDENTITY MANAGEMENT POLICY**

|   |   |
|---|---|
| <b>Indicator title</b>                                    | Submission of the Official Identity Management Policy to Minister for submission to Cabinet.  |
| <b>Target title</b>                                       | Official Identity Management Policy submitted to Minister for submission to Cabinet.  |
| <b>Definition</b>   | <p>An identity management framework (policy and legislation) is needed to address how the DHA will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information. It will also be necessary for the DHA to articulate how the digital administrative datasets under its control will be used to enable inclusivity, economic development and national security.</p> <p>The emerging macro policy framework on the management of personal information enjoins organs of state that handle personal information to establish a specific identity management framework (policy and legislation) to ensure compliance with POPI Act. It also requires that where an organ of state's system is classified as critical information infrastructure, a framework must be set in place to ensure compliance with the provisions of the Cyber Security Bill. It is against this background that the DHA is embarking on the process of developing an Official Identity Management Policy that will lay a sound policy foundation for drafting a new Identity Management Act.</p> <p>The envisaged Official Identity Management Policy will enable the State to manage the population register securely and efficiently to empower citizens and enable inclusivity, economic development and national security.</p>  |
| <b>Purpose / importance</b>                               | <p>A new identity management framework (policy and legislation) will provide a constitutionally sound framework for regulating the following critical elements of the identity management framework (policy and legislation):</p> <ul style="list-style-type: none"> <li>Recognition of the equality, non-discrimination and human dignity values in the management of official identity and status of all citizens and non-citizens who interface with the DHA.</li> <li>Recognition of the identity number, identification documents (birth certificate, identity card and passport) together with biometric data as the sole sources for identifying and verifying citizens.</li> <li>Recognition of the passport number, identification documents (visa and permit) together with biometric data as the sole sources for identifying and verifying of foreign nationals within South Africa's territorial jurisdiction.</li> <li>Repositioning of the DHA as the sole provider of official identity and civil registration verification services.</li> <li>Establishment of rules that govern access and processing of the population register records and data in line with relevant policies and legislation.</li> <li>Establishment of an inclusive, digital population register that is secure, accurate and confidential</li> <li>Establishment of the National Identity System (NIS) that interfaces with other government identity management systems to generate the critical data needed by e-government and e-commerce to function.</li> <li>Application for DHA services via multiple digital channels.</li> </ul> |
| <b>Source of data</b>                                     | The White Paper on Home Affairs and research (local and international benchmark) will be used as basis for drafting the Official Identity Management Policy. A service provider will be appointed to develop the policy.  |
| <b>Method of calculation / assessment</b>                 | Official Identity Management Policy submitted to Minister for submission to Cabinet.  |
| <b>Means of verification</b>                              | <ul style="list-style-type: none"> <li>Official Identity Management Policy research.</li> <li>Workshop report.</li> <li>Draft Official Identity Management Policy.</li> <li>Submission to Minister for forwarding to Cabinet.</li> </ul>  |
| <b>Assumptions</b>  | Continued civil registration and issuing of visas and permits to foreign nationals.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | <p>The following groups will benefit from the Official Identity Management Act:</p> <ul style="list-style-type: none"> <li>Citizens when applying for civic services.</li> <li>Foreign nationals when applying for immigration services.</li> <li>Businesses when verifying identity and status of their clients.</li> <li>Government when planning for service delivery.</li> <li>Independent Electoral Commission when conducting elections.</li> </ul>   |

| OFFICIAL IDENTITY MANAGEMENT POLICY              |  |
|--|--|
| <b>Spatial transformation (where applicable)</b> | N/A  |
| <b>Calculation type</b>                          | Cumulative (Year-end).   |
| <b>Availability of total population</b>          | Final Draft of the Official Identity Management Policy.  |
| <b>Reporting cycle</b>                           | Quarterly and annual reporting.  |
| <b>Desired performance</b>                       | Official Identity Management Policy submitted to Minister for submission to Cabinet.   |
| <b>Indicator responsibility</b>                  | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? Chief Director: Policy and Strategic Management</li> </ul>         |
|  | <ul style="list-style-type: none"> <li>Who extracts data and frequency? Assistant Director: Administration</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Who checks data extraction? Chief Director: Policy and Strategic Management</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Who does the calculation? Assistant Director: Administration</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Who checks the calculation? Chief Director: Policy and Strategic Management</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? DDG: IPS through the Repositioning Steering Committee</li> </ul> |

| DHA ACT                                   |  |
|---|--|
| <b>Indicator title</b>                    | Gazetting of DHA Bill for public consultation.   |
| <b>Target title</b>                       | DHA Bill gazetted for public consultation.   |
| <b>Definition</b>                         | <p>Anchor legislation is needed in the form of a Home Affairs Act to provide a coherent legal framework for a repositioned DHA to deliver a mandate appropriate for a sovereign state that has a constitution founded on democracy, inclusion, social justice, development, peace and security. The DHA Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the department to be repositioned as a secure, modern department that is located within the security system.</p> <p>A secure and modern department is a department that delivers its services through digital platforms and is able to protect its services from cyber-crimes such as phishing, identity theft/fraud, hacking of the system, etc. DHA services enable national sovereignty, safety, peace and stability of the country. If the DHA is not secure, the security of all other institutions and every person in South Africa is at risk. For this reason, in March 2017 Cabinet approved the Business Case for Repositioning the DHA as a modern, secure department located within the security system of the state. Cabinet also announced that the DHA would be fully integrated into the JCPS cluster. In the majority, departments that operate in this area are established by an Act of Parliament which regulates, amongst others, recruitment of employees, access to their systems and buildings (national key points), etc.</p> |
| <b>Purpose / importance</b>               | <p>The new legislation will provide a constitutionally sound legal framework for repositioning the DHA as a modern and secure department with the following critical elements:</p> <ul style="list-style-type: none"> <li>The DHA Act frames the mandate of DHA and empowers the Minister to declare certain functions of the department as essential services after consultation with relevant structures.</li> <li>Provisions for a differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions.</li> <li>Provisions that ensure that the DHA can deliver on its core mandate securely and efficiently by procuring and accessing resources such as expertise, technology, networks, accommodation and security services.</li> <li>Establishment of a capacity within the department for vetting employees and accrediting all individuals who access the system and the 3<sup>rd</sup> party service providers. This will also entail undertaking threat and risk assessments to the system, by staff, citizens and non-citizens (on national security).</li> </ul>   |
| <b>Source of data</b>                     | The White Paper on Home Affairs, White Paper on International Migration, DHA current legislation, Public Service Act, Basic Conditions of Employment Act, DHA Draft Bill and research studies will be used as basis for drafting the DHA Act. A service provider will be appointed to develop the legislation.   |
| <b>Method of calculation / assessment</b> | DHA Bill gazetted for public consultation.   |

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

| SERVICE DELIVERY MODEL |  |
|------------------------|--|
| <b>Indicator title</b> | DG approval of Concept document, including the development of an Implementation Project Plan, on the Revised Service Delivery Model.   |
| <b>Target title</b>    | Concept document, including the development of an Implementation Project Plan, on the Revised Service Delivery Model approved by DG.   |
| <b>Definition</b>      | <p>A Service Delivery Model will provide a vision on how the department will create/ enhance value to itself while delivering products or services to its customers. The DHA has embarked on a Repositioning Programme in order to fully deliver on its constitutional mandate and to achieve this, the DHA needs to understand the requirements to deliver on its constitutional mandate. A Service Delivery Model will provide the department with an instrument required to fully deliver on its mandate. The Service Delivery Model consist of nine (9) dimensions, including:</p> <ul style="list-style-type: none"> <li>- Value proposition which will address the goods and services the department delivers in line with its constitutional mandate.</li> <li>- Customer segmentation which deals with the different types of customers the DHA's goods and services intend to serve and satisfy. This will cover the geographic, social characteristics and demographics of the customers that the DHA intends to create/ enhance value for.</li> <li>- Channels dimension will establish the distribution channels through which the department will reach different types of customers and how the channels will be integrated. These channels include service points required to deliver services, mobile units required to service areas outside the reach of service points, access through the contact centre, channels developed in collaboration with public and private organisations and the use of ICT to improve service delivery. Furthermore, this dimension addresses the cost and benefits of each distribution channel to ensure optimal utilisation for effective delivery of services.</li> <li>- Customer relationships.</li> <li>- Revenue streams.</li> <li>- Key resources.</li> <li>- Partners.</li> <li>- Key activities to be executed to deliver on the constitutional mandate of the department.</li> </ul> |



| <b>SERVICE DELIVERY MODEL</b>                             |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>- Costs structure addresses the cost implications for the delivery of value proposition of the department.</li> </ul> <p>The focus of the 2020/21 target is to develop a Concept document, including the development of an Implementation Project Plan, on the Revised Service Delivery Model and have it approved by the DG .The development / review of the model is a complex and intensive process for which a service provider will be appointed.</p>   |
| <b>Purpose / importance</b>                               | <p>The DHA has an obligation to develop and implement a Service Delivery Model (SDM) that describes how services will be delivered. A Service Delivery Model (SDM) or Business Model as it is known in the private sector is a document that describes how the department will deliver on the services and products that were identified during the strategic planning process.</p> <p>A SDM details the DHA's mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery and possible improved method of delivery. A SDM should be reviewed annually to assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. Developing, implementing and institutionalising a SDM will assist the DHA to evaluate whether it will be able to deliver on its determined strategy in support of the repositioning programme.</p>  |
| <b>Source of data</b>                                     | The SDM generic toolkit and guideline documents will be used as the basis to design the DHA's Service Delivery Model. A service provider will be appointed to develop the model and will collect information through desktop research on the information currently available within the DHA and collect primary data through observations of the services rendered within DHA service points.   |
| <b>Method of calculation / assessment</b>                 | <p>How the performance is calculated (quantitative)</p> <ul style="list-style-type: none"> <li>• The Concept document, including the development of an Implementation Project Plan, to be approved by the DG.</li> </ul> <p>How the performance is assessed (qualitative)</p> <ul style="list-style-type: none"> <li>• The Concept document, including the development of an Implementation Project Plan, to be approved by the DG.</li> </ul>  |
| <b>Means of verification</b>                              | Approval by the DG (submission or minutes).   |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | A Service Delivery Model will provide the strategies and mechanisms to develop channels which aim to address imbalances of the past; and women, youth and people with disabilities are beneficiaries of DHA services.   |
| <b>Spatial transformation (where applicable)</b>          | <p>A footprint development plan will be developed in line with the South African Spatial Data Infrastructure (SASDI) and the standards and management of spatial data will align to the national standards of the South African Bureau of Standards and international standards on geographic information, ISO 19111.</p> <p>Footprint of the DHA will utilise spatial information to determine the optimal locations for physical offices in order to improve geographic access to services. Furthermore, the spatial information with regard to road network and geographical coordinates will be utilised to develop strategies and mechanisms for improving geographic access to services, plan the creation of new service delivery infrastructure, as well as to monitor the delivery at service points, taking their spatial distribution into account. The impact on the use of spatial information will have a bearing on the planning and maintenance of facilities and infrastructure, including planning and management of the deployment and utilisation of staff at service points.</p> |
| <b>Calculation type</b>                                   | Non-cumulative.   |
| <b>Availability of total population</b>                   | Concept document, including the Project Implementation Plan, and all supporting documents.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | Concept document, including the development of an Implementation Project Plan, on the Revised Service Delivery Model approved by DG.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: IPS (Directorate: Footprint Development and Hospitals).</li> <li>• Who extracts data and frequency? DD / Service Provider</li> <li>• Who checks data extraction? Director</li> </ul>   |



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

| <b>DHA ACCESS MODEL IMPLEMENTED THROUGH FOOTPRINT OPTIMISATION PLAN</b> |   |
|---|---|
| <b>Indicator title</b>  | Ministerial approval of Revised DHA Access Model.   |
| <b>Target title</b>   | Revised DHA Access Model approved by Minister.  |
| <b>Definition</b>   | <p>The DHA Access Model is the model that the DHA will use to increase the number of service points, by identifying optimal locations where additional facilities are required, to reduce the number of existing service points in areas where the department has more service points than its access standards require and to optimise the location of existing service points where service points are not located optimally. The DHA Access Model, given the existing footprint, can adopt an expansion model, reduction model, relocation model or the combination of the three access models.</p> <p>A Footprint Optimisation Plan is the plan that will provide the targets for improving geographic access to service points and services in line with the DHA Access Model (expansion, reduction and/or relation of service points). The plan will also consider the Service Delivery Model of the department and strategies to improve capacity of service points. Furthermore, the Optimisation Plan will cover the infrastructure plan of the department that will inform the revision of the User Asset Management Plan (UAMP), which is submitted to DPW for the acquisition of service points as well as funding of infrastructure.</p> <p>The target for 2020/21 will focus on the approval of the revised DHA Access Model by the Minister.</p> |
| <b>Purpose / importance</b>   | The Access Model will ensure that optimal access to DHA service delivery is ensured through its footprint. This will assist the DHA to deliver on its constitutional mandate.   |
| <b>Source of data</b>   | <p>Service Delivery Model and revision thereof.</p> <p>The DHA Access Model will be generated by incorporating the spatial information into the accessibility modeling software using Flowmap software which has the widest range of accessibility models that can simultaneously take into consideration the greatest number of factors for optimising the location of service points.</p> <p>Spatial information will be collected from all service points, including IMS service points and road network data will be sourced from the CSIR, however, the links to small roads and paths used by communities to access DHA service points will be created through connectivity analysis by creating Feedlinks and Delaunay networks.</p>   |
| <b>Method of calculation / assessment</b>                               | Revised Service Delivery Model approved by Minister.  |
| <b>Means of verification</b>  | Refer to "Method of calculation".   |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b>               | NA  |
| <b>Spatial transformation (where applicable)</b>                        | Refer to headings "Definition" and "Source Data".   |
| <b>Calculation type</b>   | Non-cumulative (Year-to-date).  |
| <b>Availability of total population</b>                                 | All supporting documents in support of quarterly targets and annual target.   |
| <b>Reporting cycle</b>  | Quarterly and annual.   |
| <b>Desired performance</b>  | Revised DHA Access Model approved by Minister.  |
| <b>Indicator responsibility</b>   | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IPS (The Directorate: Footprint Development and Hospitals).</li> </ul>   |

| DHA ACCESS MODEL IMPLEMENTED THROUGH FOOTPRINT OPTIMISATION PLAN |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>Who extracts data and frequency? Deputy Director</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Who checks data extraction? Director</li> </ul>             |
|  | <ul style="list-style-type: none"> <li>Who does the calculation? Deputy Director</li> </ul>        |
|  | <ul style="list-style-type: none"> <li>Who checks the calculation? Director</li> </ul>             |

| DETECTION REVIEWS   |   |
|---|---|
| <b>Indicator title</b>                                    | Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.   |
| <b>Target title</b>                                       | Two (2).  |
| <b>Definition</b>   | <p>The purpose is to mitigate fraud and corruption risks in DHA processes as well as to enhance DHA systems.</p> <p>2 DHA processes have been identified for reviews namely:</p> <ul style="list-style-type: none"> <li>Process review of births, including late registration of birth (LRB).</li> <li>Process review of deaths.</li> </ul> <p>The first quarter was lost due to COVID-19. The second quarter will be devoted to information gathering (understanding, dissecting and studying the process from application to finality or closure); scrutinising of standard of operating procedures, policies as well as piloting of the project in identified offices.</p> <p>The third and fourth quarters will be used to evaluate the identified processes.</p> <p>Responsibility for implementation of recommendations rests with the affected branch / business unit.</p> |
| <b>Source of data</b>                                     | <ul style="list-style-type: none"> <li>Information is gathered from relevant and/or identified offices for analysis and scrutiny.</li> <li>Signed off business process reviews.</li> </ul>  |
| <b>Method of calculation / assessment</b>                 | Number of processes reviewed vs planned.  |
| <b>Means of verification</b>                              | Reports submitted to DG for consideration and recommendation.   |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Non-Cumulative (Year-to-date).  |
| <b>Availability of total population</b>                   | List of processes evaluated.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | Two (2) business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? D: Prevention</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? DDG:CCSS</li> </ul>   |

| INVESTIGATIONS – FRAUD AND CORRUPTION                     |  |
|---|--|
| <b>Indicator title</b>                                    | Percentage of reported cases on fraud and corruption finalised within 90 working days.   |
| <b>Target title</b>                                       | 50%.   |
| <b>Definition</b>   | <p>The purpose of the indicator is to combat fraud and corruption in the DHA in an efficient manner.</p> <p>The responsibility of CCSS is to conduct and conclude the investigation.</p> <ul style="list-style-type: none"> <li>Finalised includes cases unfounded, or referred to Employee Engagement, or referred for criminal process, or referred to line function for recommendations.</li> <li>Nature of cases refer to fraud and corruption related matters.</li> </ul>   |
| <b>Source of data</b>                                     | Cases are reported through National Anti-Corruption Hotline (NACH): 0800 701 701, Email: report.corruption@dha.gov.za, DHA reporting line: 012 406 2900, written complaints to CC&SS: whistleblowers and referrals by management.  |
| <b>Method of calculation / assessment</b>                 | <p>The clock starts when a case is reported.</p> <ol style="list-style-type: none"> <li>Group all cases reported between 22 Nov 2019 and 20 Nov 2020.</li> <li>Calculate how long it took to finalise a case from the date the case is reported until outcome of the report compiled is approved by the DDG: CCSS (the result is in number of days, excluding weekends and holidays).</li> <li>Calculate how many months it has taken for a case to be finalised (Number of days divide by 20 working days, the result is in number of months).</li> <li>Formula: The number of cases finalised (these are cases with substance and no substance) within 90 working days divided by the total number of cases reported from 22 Nov 2019 until 20 Nov 2020, equals to percentage of cases finalised within 90 working days.</li> <li>A case will only be considered finalised if approved / referred by the DDG: CCSS. If a case is not approved by the Head of the Branch, these cases will not be considered as finalised.</li> </ol> |
| <b>Means of verification</b>                              | Copies of reported (database administered by Analysis) and finalised cases (stored in a central place).  |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA   |
| <b>Spatial transformation (where applicable)</b>          | NA   |
| <b>Calculation type</b>                                   | Non-Cumulative (Year-to-date).   |
| <b>Availability of total population</b>                   | List of reported cases finalised.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | 50% of reported cases on fraud and corruption finalised within 90 working days.  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? CD: Investigations</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who extracts data and frequency? D: Investigations/Internal Hotline</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who checks data extraction? CD: Investigations</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Who does the calculation? D: Investigations/Internal Hotline</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Who checks the calculation?: CD: Investigations</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Who resolves internal disputes on performance reports / matters? DDG: CCSS</li> </ul>   |

| THREAT AND RISK ASSESSMENTS (TRA)                         |  |
|---|--|
| <b>Indicator title</b>                                    | Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information - (MISS) and / or Physical Security Standards (MPSS).  |
| <b>Target title</b>                                       | 27.  |
| <b>Definition</b>   | <p>The purpose of the indicator is to mitigate security threats and risks which may adversely affect the DHA operations. This is done through:</p> <ul style="list-style-type: none"> <li>• Assessment of security mechanisms in place, both physical and information; observance of security process and procedures and inspection of information and face value documentation storage, resulting in TRAs generated.</li> <li>• Conducting of security threat and risk assessments in the DHA in accordance with the applicable prescripts.</li> <li>• The criteria used is informed by the MISS and MPSS.</li> </ul> |
| <b>Source of data</b>                                     | Information is gathered from relevant and/or identified offices.   |
| <b>Method of calculation / assessment</b>                 | The extent to which the planned TRAs in identified offices has been completed (planned vs actual).   |
| <b>Means of verification</b>                              | Signed off TRAs.   |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA   |
| <b>Spatial transformation (where applicable)</b>          | NA   |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | List of TRAs conducted.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | 27 or more TRAs conducted.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? CD: Security Services</li> <li>• Who resolves internal disputes on performance reports / matters? DDG: CCSS</li> </ul>   |

| VETTING                     |   |
|-----------------------------|---|
| <b>Indicator title</b>      | Number of vetting files referred to State Security Agency (SSA) for evaluation.   |
| <b>Target title</b>         | 400.  |
| <b>Definition</b>           | <p>The purpose of the indicator is to ensure that appointed officials meet the security requirements of their posts.</p> <p>Vetting of all DHA officials on all grades of security clearances. The process is finalised when SSA acknowledges the receipt of the completed files. Certain categories may be prioritised due to importance and / or capacity considerations.</p> <p>The number of vetting files to be referred to SSA and the levels have been amended from 416 to 400 due to COVID-19. Only Confidential applications for security clearances will be dealt with. These applications offer an opportunity for documentary enquiries and telephonic contact with the subjects and their respective references.</p> |
| <b>Purpose / importance</b> | To ensure that appointed officials meet the security requirements of their posts.   |

|   |  |
|---|--|
| <b>Source of data</b>                                     | Completed Z204 (vetting application form) and annexures as well as references as per Z204 form the basis.  |
| <b>Method of calculation / assessment</b>                 | Actual number of vetting files completed and referred to and acknowledged by SSA vs planned.   |
| <b>Means of verification</b>                              | Signed acknowledgements of receipt of submitted files by SSA.  |
| <b>Assumptions</b>  | NA   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA   |
| <b>Spatial transformation (where applicable)</b>          | NA   |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | List of all staff vetted.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | Higher than targeted performance is desirable.   |
| <b>Availability of total population</b>                   | List of officials vetted.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | 400 or more vetting files referred to SSA.   |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Specialist: Vetting</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>• Who extracts data and frequency? SAO: Vetting (manual collation of SSA acknowledgement of receipt documentation)</li> </ul> |
|   | <ul style="list-style-type: none"> <li>• Who checks data extraction? DD: Vetting</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>• Who does the calculation? SAO: Vetting</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>• Who checks the calculation? Specialist: Vetting</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>• Who resolves internal disputes on performance reports / matters? SAO: Vetting</li> </ul>                                    |

| <b>COMMUNICATION STRATEGY AND PLAN</b>                    |  |
|---|--|
| <b>Indicator title</b>                                    | Compliance with set number of communication interventions implemented in support of Communication Strategy and Plan.   |
| <b>Target title</b>                                       | DHA Communication Strategy and Plan implemented through: 20 media engagements, 6 Izimbizo and 3 campaigns.   |
| <b>Definition</b>   | To support the programmes of the Ministry and Department.<br><br>To establish and maintain partnerships with relevant stakeholders to assist the DHA to promote and expand its service delivery initiatives in communities. The main vehicle to achieve this objective will be the implementation of the DHA communication strategy with a specific focus on corporate communication services, media relation interventions and public awareness and engagement activities over the medium term. |
| <b>Purpose / importance</b>                               | The Communication Strategy serves to inform public and staff about Home Affairs services, products, programmes and campaigns. The action plan outlines the various activities to be undertaken with specific timelines. The indicator is important as it promotes the image of DHA.  |
| <b>Source of data</b>                                     | Media briefings/ statements, ministerial dialogues and interventions, such as Izimbizo, departmental events, etc.  |
| <b>Method of calculation / assessment</b>                 | Number of initiatives performed vs planned.  |
| <b>Means of verification</b>                              | DHA website / Intranet, reports, images and video recordings.  |
| <b>Assumptions</b>  | Adequate support from Ministry and DHA branches.   |
| <b>Disaggregation of beneficiaries (where applicable)</b> | All clients of the DHA are targeted. The target group will also be affected by the nature of the communication intervention performed, including women, youth and people with disabilities.  |
| <b>Spatial transformation (where applicable)</b>          | N/A  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).   |
| <b>Availability of total population</b>                   | List of all the initiatives as referred in the communication plan (20 media engagements, 6 Izimbizo and 3 campaigns).  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.  |
| <b>Desired performance</b>                                | Completeness of identified number of initiatives or more.  |
| <b>Indicator responsibility</b>                           | DDG: IPS (Chief Director: Communication Services).   |

| <b>BIOMETRIC MOVEMENT CONTROL SYSTEM (BMCS)</b>           |   |
|---|---|
| <b>Indicator title</b>                                    | Number of selected ports of entry with biometric movement control system (BMCS) implemented (partial implementation).   |
| <b>Target title</b>                                       | BMCS partially rolled out to 4 airports (70% of counters at each airport).  |
| <b>Definition</b>   | A complete BMCS system which enables the capturing of fingerprint and facial biometric data of all travellers who enter or exit South Africa will be built onto the live capture platform and be rolled out to 70% of counters at 4 airports (King Shaka, ORTIA, Cape Town and Lanseria International Airports).          |
| <b>Purpose / importance</b>                               | To align the BMCS according to Immigration Regulations (2014), Section 27, to improve immigration management at ports of entry. The fingerprint and facial biometric will be used to trace the movement of travellers to and from the country to improve the security and identification of both citizens and foreigners. |
| <b>Source of data</b>                                     | IMS business requirements, technical specifications and user acceptance testing.  |
| <b>Method of calculation / assessment</b>                 | The BMCS must be rolled out to 4 airports (70% of counters) and the system must be functional as per the required specifications.   |
| <b>Means of verification</b>                              | Test results and transaction data.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Cumulative (Year to date).  |
| <b>Availability of total population</b>                   | IMS business requirements, technical specifications and user acceptance testing.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | BMCS partially rolled out to 4 airports (70% of counters at each airport).  |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator? DDG: IS</li> <li>Who resolves internal disputes on performance reports / matters? DG</li> </ul>   |

| E-VISA INTEGRATION  |   |
|---|---|
| <b>Indicator title</b>                                    | E-Visa phase 1 integration with Advance Passenger Processing System, Payment Gateway and Central List Orchestration completed.  |
| <b>Target title</b>                                       | e-Visa phase 1 (Tourist TRV) integrated with: <ul style="list-style-type: none"> <li>• Advance Passenger Processing System (APP).</li> <li>• Payment Gateway.</li> <li>• Central List Orchestration.</li> </ul> |
| <b>Definition</b>   | The integration enables the exchange of data between e-Visa and APP, payment gateway and other DHA systems for the purpose of risk assessment and payments.   |
| <b>Purpose / importance</b>                               | Risk assessment of travellers and revenue collection.   |
| <b>Source of data</b>                                     | IMS business requirements and technical specifications.   |
| <b>Method of calculation / assessment</b>                 | The module must be able to perform as per business specifications, exchanging of data amongst all identified systems.   |
| <b>Means of verification</b>                              | User acceptance testing.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Cumulative (Year to date).  |
| <b>Availability of total population</b>                   | IMS business requirements, technical specifications, e-Visa application outcomes.   |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | e-Visa phase 1 integrated with: Advance Passenger Processing System (APP), Payment Gateway and Central List Orchestration. (Generation of hits, no hits, required payment or no required payment).              |
| <b>Indicator responsibility</b>                           | <ul style="list-style-type: none"> <li>• Who is responsible for managing or reporting on the indicator? DDG: IS</li> <li>• Who resolves internal disputes on performance reports / matters? DG</li> </ul>       |



| ASYLUM SEEKER AND REFUGEE SYSTEM                          |   |
|---|---|
| <b>Indicator title</b>                                    | Appointment of service provider appointed to develop Asylum Seeker and Refugee System.  |
| <b>Target title</b>                                       | Service provider contracted to develop Asylum Seeker and Refugee System.  |
| <b>Definition</b>   | The Asylum Seeker Management System is intended to replace the now outdated National Immigration Information System (NIIS). The system is to be developed on the live capture platform with integration with the BMCS and e-Visa systems. A service provider will be appointed to design and develop the system.  |
| <b>Purpose / importance</b>                               | The system is to administer the asylum process from registration to deportation or asylum recognition, including processes at statutory bodies (Standing Committee for Refugee Affairs and Refugee Appeal Board) in a predominantly paperless environment. The system will also be in line with the DHA biometric access control management (BACM) and will need to cater for all statistical and auditing purposes. The system will register demographics and biometrics of asylum seekers, adjudicate their cases with the option of referral to other bodies if denied. If the application is approved, an ID document will be issued. |
| <b>Source of data</b>                                     | Specifications for bid, bid evaluation reports and results, contract.   |
| <b>Method of calculation / assessment</b>                 | The performance will be calculated as to whether a service provider has been appointed based on the bid requirements.   |
| <b>Means of verification</b>                              | Bid evaluation reports and results, signed contract.  |
| <b>Assumptions</b>  | NA  |
| <b>Disaggregation of beneficiaries (where applicable)</b> | NA  |
| <b>Spatial transformation (where applicable)</b>          | NA  |
| <b>Calculation type</b>                                   | Cumulative (Year-end).  |
| <b>Availability of total population</b>                   | Bid specifications, bid evaluation reports and results, signed contract.  |
| <b>Reporting cycle</b>                                    | Quarterly and annual.   |
| <b>Desired performance</b>                                | Service provider contracted to develop Asylum Seeker and Refugee System.  |
| <b>Indicator responsibility</b>                           | Who is responsible for managing or reporting on the indicator? DDG: IS  |
|   | Who resolves internal disputes on performance reports / matters? DG   |