2018/19

Annual Performance Plan

home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

2030 NDP

We Care!

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We Care!

Annual Performance Plan

Official Sign Off

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Department of Home Affairs under the guidance of Minister MKN Gigaba.

Was prepared in line with the Strategic Plan of the Department of Home Affairs and the Medium Term Strategic Framework for 2014 to 2019.

Accurately reflects the performance targets which the Department of Home Affairs will endeavour to achieve given the resources made available in the budget for 2018/19.

Mr Gordon Hollamby
Chief Financial Officer — Signature

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FOREWORD BY THE MINISTER OF HOME AFFAIRS

The Medium Term Strategic Frameworks (MTSF) leading up to 2030 will be the main vehicle for the implementation of the National Development Plan (NDP) and the achievement of its main objectives, namely confronting the triple challenge of poverty, inequality and unemployment by achieving higher growth rates.

What makes the 2018/19 financial year of added significance, is that it is the last year of the MTSF 2014 to 2019 cycle. The Department of Home Affairs (DHA) therefore will need to ensure that we put all our energy and resources in demonstrating progress towards the achievement of government outcomes and ultimately to make a difference in the lives of the people we serve.

In its strategic Plan 2015 to 2020, the DHA outlined the 2 goals in support of the MTSF 2014 to 2019, namely to deliver against the core mandate of the DHA, which is to secure the identity and citizenship of our people and to manage immigration securely in support of development and security. The second is to deliver services related to these critical functions of the state. These goals will guide the DHA in delivering on its mandate and thereby contributing to the achievement of government objectives, and of a developmental and capable state as envisioned by the NDP.

The importance of DHA for the state and society is widely underappreciated. The mandate of the DHA is rooted in the Constitution and touches the lives of every South African and visitor to the country. The importance of immigration is underscored by political, social and economic developments in the rest of the world and the fundamental impact it has on elections and forming of governments. The scope and importance of the mandate therefore places a heavy burden on each and every official.

A number of important programmes were either continued or initiated during the 2014 to 2019 MTSF cycle. It is of the utmost importance to have a clear understanding of the progress recorded as well as the challenges that impacted on these programmes in order to determine the impact made and the way forward.

Looking back, significant progress has been recorded in the establishment of the Border Management Authority (BMA). The BMA is on track to become operational in the 2019/20 financial year. The establishment of the BMA is dependent on a number of factors of which the passing of the BMA legislation is the cornerstone. The new Policy on International Migration is well on track. The achievement of this priority is of significant importance due to the critical role it will play in development, national security and nation building. The White Paper further contends that the cost of a lack of investment in managing international migration is far higher than the cost of building the necessary capacity. The White Paper will culminate in the drafting of new immigration and refugees' legislation.

The Modernisation programme started in 2012. Significant progress has been recorded with the rollout of smart ID cards since inception in 2013, the expansion of live capture functionality to other functions, the automation of front and back office systems in the immigration environment and rollout of biometric functionality. The modernisation agenda will ultimately lead to the new National Identity System (NIS) by 2020/21. The NIS will be a key enabler to reposition the DHA as a modern and secure department through the benefits it will bring to the DHA as well as the country in general. Underpinning all these important programmes and the endeavour to provide a high quality of service delivery is the role of our human capital. Our staff is central to all these initiatives and adequate attention and focus will be placed on investing in people and skills.

The repositioning of Home Affairs as a modern and secure department and an integral part of the security apparatus of a capable state, could be regarded as the most critical factor in transforming the DHA. This programme will be one of the driving forces for the DHA going forward and the next MTSF cycle. In the 2017/18 foreword I indicated that the DHA will only be able to fully execute its mandate once all the critical enablers have been put in place of which repositioning is the most critical one.

The DHA must ensure that service delivery is informed by values such as humility, professionalism and patriotism. The DHA has made major strides in improving public perceptions regarding its service delivery and improving on its governance. The reality is that the DHA, as with all other government departments, will need to optimise and maximise the limited resources at its disposal to ensure that the public is served in an efficient and effective manner.

MR MKN GIGABA, MP
MINISTER OF HOME AFFAIRS

FOREWORD BY THE DEPUTY MINISTER OF HOME AFFAIRS

Progress made on the development of a new policy on international immigration is gratifying and encapsulates the new framework within which immigration will be managed in the future. In light of the impact of immigration world-wide, it is important for the country to have an immigration policy that will further the objectives of the National Development Plan and attainment of the strategic outcomes of government. Benefits emanating from international migration must be accentuated to ensure that the lives of South Africans are improved through a safe and mutually beneficial movement of South Africans and nationals from more than 200 other sovereign states.

A well-managed immigration system is critical for development in South Africa, and consensus on all levels of society is required to be forged to enable its benefits to accrue. The White Paper on Migration reminds us that the cost of a lack of investment in managing international migration is far higher than the cost of building the necessary capacity particularly of the Immigration Inspectorate. It is envisaged that the new legislation will be implemented in the next Medium Term Strategic Framework cycle.

One of the eight policy interventions in the White Paper deals with the management of asylum seekers. The RSA experiences high volumes of mixed migration flows through the asylum regime. The policy objective in this area is to provide effective and efficient status determination and protection services to genuine asylum seekers and refugees while limiting the abuse of the system.

Some of the progress recorded in the 2017/18 financial year is the expansion of the automated booking terminal (ABT) solution deployed at the Cape Town refugee reception centre to assist volumes of asylum seekers awaiting the finalisation of their appeals. This follows the successful deployment of ABT at the Desmond Tutu Refugee Reception Centre in Marabastad.

Amendments to the Refugees Act have been finalised by Parliament and signed into an act of Parliament by the President on 14 December 2017 (Act no 11 of 2017). The draft regulations will come into operation later this year. These amendments will address administrative and operational challenges in the asylum seeker and refugee management environment. This includes improvement of operational efficiencies at both the refugee reception offices and the two statutory bodies, namely the Standing Committee for Refugee Affairs (SCRA) and Refugee Appeals Board (RAB). The latter will be replaced by the Refugees Appeals Authority and seeks to address several operational challenges, not least of which is the chronic backlog at the Refugee

Appeals Board which has been hamstrung by quorum requirements and a burdensome appeals procedure.

The Department launched the new refugee travel document with effect from 1 November 2017 to fully comply with the requirements of the UNHCR, as well as the International Civil Aviation Organisation (ICAO) standards.

The following priorities will receive attention over the medium term: finalisation of the public-private partnership to locate refugee centres closer to the country's borders; the upgrade of Musina Refugee Reception Centre as part of the Moetapele initiative in respect of infrastructure, systems, process and leadership and management practices; the implementation of a smart ID card for refugees and the rollout of live capture processes for the issuance of refugee travel documents.

The Border Management Authority Bill, 2016 provides for, amongst others, the establishment, organisation, regulation, functions and control of the Border Management Authority, the establishment of an Inter-Ministerial Consultative Committee and a Border Technical Committee. The Bill is currently with Parliament and once it is implemented will address the existing void in the state machinery to secure the sovereignty and territorial integrity of the country.

The Chief Directorate: Legal Services is exploring several avenues in an attempt to address capacity constraints being experienced and also exploring the implementation of certain strategies to introduce legal capacity into the two core branches in the DHA, namely Immigration and Civic Services in order to offer quick intervention mechanisms to revise practices within those units that attract most litigation against the Department and re-route scarce resources to strategic litigation affecting core functions. Another area of focus is the management of commercial contracts and drafting of service-level agreements. This is a specialist function in need of additional capacity and expertise to optimise value for money outcomes in relation to expenditure and procurement.

The Moetapele initiative has made some major strides since its launch in February 2015 with several Moetapele standard service points being introduced. The initiative focused on the following areas last year: interventions at legal services and employee engagement (case management system to support their operations), enhancement of track and trace (document linking system) at the identity document production facility, permanent residence section, end-to-end system at the Desmond Tutu Refugee Reception Centre and OR Tambo International Airport (ORTIA).

The Moetapele initiative is now included as a key performance area in the performance contracts of all senior managers in the organisation. This development, together with the coalface deployment of senior management, will enable our senior managers to ensure that DHA improves its service delivery levels whilst keeping in touch with challenges experienced by frontline officials.

The issue of investing in human capital cannot be over-emphasised. Through the Moetapele initiative and enhancing skills of supervisors and managers in the DHA in critical areas such as leadership, management and problem-solving, the DHA is preparing for the next phase in better governance and service.

MS F CHOHAN, MP
DEPUTY MINISTER OF HOME AFFAIRS

FOREWORD BY THE DIRECTOR-GENERAL OF HOME AFFAIRS

At the end of the 2014 to 2019 Medium Term Strategic Framework (MTSF) cycle, government departments will be required to submit progress reports in terms of their contribution to the strategic objectives set out in their respective strategic plans and the programme of action. In this regard, the Department of Home Affairs (DHA) contributes directly to government outcomes 3 (All people in SA are and feel safe), outcome 4 (Inclusive growth path) and outcome 12 (A capable public service).

The impact of the DHA's mandate stretches much further than these three outcomes given that this department is a key enabler for other government departments and stakeholders to execute their respective mandates. The MTSF contains DHA priorities which will have a significant impact not only on the lives of the people but also on government and society in general, for example, building a new national identity system.

Central to our vision for the future is the design and operationalisation of a new national identity system and the rollout of biometrics at ports of entry. The establishment and operationalisation of the Border Management Authority, which is expected to change the face of border management and security, is another critical area in which significant progress has been recorded.

The DHA has learned some valuable lessons in the implementation of these critical priorities. Therefore, it will be in a better position to deliver on future commitments in the next MTSF cycle. The registration of births within the prescribed period of 30 days is a further important priority for the DHA. A whole-of-government approach will be required to ultimately achieve this priority and the gradual phasing out of the late registration of birth process. Early birth registration is key to ensuring a clean and reliable national identity system.

The importance of the DHA and the full execution of its mandate are succinctly outlined in the Minister's foreword. Through its repositioning as a modern, professional and secure department, the DHA will take its rightful place within government and the state broadly. This mammoth task has already begun.

Following a Cabinet meeting on 1 March 2017, it was announced that the business case for the repositioning of the DHA was supported and that the DHA must be positioned within the security system of the state so that it may contribute to national security and be enabled to protect its people, systems and data. This will enable the DHA to fully deliver against its mandate as a

critical enabler of inclusive economic development, national security, effective service delivery and efficient administration.

Put differently, repositioning, will allow the DHA effectively to be the custodian and guardian of the individual identities that constitute the nation, linked to nationality and other aspects of civil status, among other things, to:

- Regulate and lead the management of international migration so as to advance the national and regional agenda;
- Enable the state to lead development and provide safety and security to all;
- Empower citizens through increased access to services and information; and
- Enable radical economic transformation through inclusive development and efficient governance.

There is consensus that the DHA needs to change in order to fully execute its mandate. Despite the significant progress so far recorded, more needs to be done to ensure the DHA is fully transformed into an organisation that it should be.

Notwithstanding numerous strategic and operational challenges, since 2012/13, the DHA has shown significant improvement in organisational performance. Several factors have contributed to its achievements. Central to success has been improved leadership and management practices. This has culminated in an unqualified audit outcome for the 2016/17 financial year, the first since the 2010/11 financial year. The DHA has set itself the goal of moving to the next level of audit outcomes.

In the final analysis, the priority is on making measurable impact on the lives of those we serve over and above meeting targets, thus we strive consistently to set SMART targets. We look forward to increasing access to public services, through among other innovative solutions, the introduction of a mobile solution to accelerate the rollout of the smart ID card particularly to reach out to our people in the most remote and rural communities.

Our achievements thus far should be seen against the background of severe austerity measures implemented by government, from 2016. The DHA, which is a critical role-player in the service delivery environment, was especially constrained by the dire economic situation the country currently finds itself in. The main impact of the budget cuts was on the compensation of employees' budget as the DHA was unable to fill critical vacancies. This has had a negative impact on service delivery and the filling of critical specialist posts, especially in the information services environment.

The management team believes that a rock-solid foundation has been laid for the DHA to catapult itself into the envisaged modern and secure department positioned at the core of government service delivery and, ultimately, of building a capable state. Given our robust departmental strategic planning processes, we are confident that we will achieve the desired outcomes and impact we have set for ourselves.

MKUSELI APLENI
DIRECTOR-GENERAL OF HOME AFFAIRS

PART A

STRATEGIC OVERVIEW

Vision

A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship

Mission

The efficient determination and safeguarding of the identity and status of citizens and the management of immigration to ensure security, promote development and fulfill our international obligations

Value Statement

The Department of Home Affairs is committed to being:

- People-centred and caring
- Patriotic
- Professional and having integrity
- Corruption free and ethical
- Efficient and innovative
- Disciplined and security conscious

DHA Outcomes

- Secured South African citizenship and identity
- Secured and responsive immigration system
- Services to citizens and other clients that are accessible and efficient

1. SITUATIONAL ANALYSIS

The situational analysis of the Department of Home Affairs (DHA) is presented in three main parts. The first part deals with the mandate and main priorities for the DHA over the medium-term. The second part is presented under the Performance Delivery Environment which provides an overview of the DHA performance environment. The third part of the situational analysis focuses on the organisational environment and provides information on the organisational structure and capacity for the DHA to deliver on its mandate.

Mandate of the Department of Home Affairs (DHA)

The core mandate of the DHA is to be the custodian of identity and civic status, including citizenship; and to manage immigration securely and efficiently in the interest of economic development and national security.

Mandate of Civic Services

The purpose of civic services is to ensure secure, efficient and accessible services and documents for citizens and lawful residents through the execution of the following core functions:

- Management of legislation relating to issuance of identity documents; births, marriages and deaths (BMD); passports and travel documents.
- Management of birth, marriage and death records.
- Maintain secure, accurate, accessible systems (National Population Register and Home Affairs National Identification System) and data.
- Affirm and regulate official identity, civil status and the acquisition and loss of citizenship.
- Provide access to secure and efficient services and enabling documents.

The civic services' mandate is managed and implemented through the Births and Deaths Registration Act, 1992 (Act No 51 of 1992); Marriage Act, 1961 (Act No 25 of 1961); Recognition of Customary Marriages Act, 1998 (Act No 120 of 1998); Civil Union Act, 2006 (Act No 17 of 2006); Identification Act, 1997 (Act No 68 of 1997); South African Citizenship Act, 1995 (Act No 88 of 1995); and South African Passports and Travel Documents Act, 1994 (Act No 4 of 1994).

In 1994 the first democratically elected government inherited a paper-based manual fingerprint identification system as well as a computerised population register that was primarily used as a tool for racial segregation and oppression. This paper-based fingerprint identification system has since been replaced by implementing an Automated Fingerprint Identification System (AFIS). The AFIS is also fully integrated with the National Population Register (NPR). Unlike the apartheid government, the democratic government uses these systems to actively record

biometrics of all citizens, permanent residents and foreign nationals to ensure access to rights and inclusive development. These systems have also been employed for identity verification at ports of entry and by non-government sectors such as banking and insurance.

The future Civic Services must provide identity management that is accurate and reliable. Identity management can extend services not only to public and international organisations but also to private partners requesting tailor-made physical and digital identification and identity verification solutions. Such identity management services are a concrete means to secure electronic transactions such as:

- Online trading of products, services and resources.
- Pre-clearance of airline passengers.
- Health care services including the prescription and the controlled retailing of drugs.
- Distance learning and research programmes.

With the existing systems (AFIS and NPR), identity verification can be extended to:

- The National Health Insurance (NHI).
- All law enforcement agencies (this is currently limited to the Criminal Record Centre in Tshwane).
- The Electoral Commission for voter registration and voting.
- Municipalities for customers requesting municipal services.
- The retail sector (especially financial service providers other than banks).
- Rural development and land reform for deed registrations.
- Implementation on social media platforms to decrease instances of cyber bullying and fake news, etc.

The existing identity management system could be enhanced to a multi-modal biometric identification system by adding any of the following identification solutions: facial recognition, voice recognition, palm recognition, retina or iris recognition, DNA and behavioural biometrics (this is especially advantageous for public screening processes).

It is therefore imperative for South Africa to invest in:

- Reliable, monitored networks and systems with business continuity and disaster recovery.
- Minimum security standards set and maintained for infrastructure, data, documents, people and systems.
- Physical records archived properly and all records kept in an electronic document management system.
- Appropriate staff, including specialists and professionals.
- A functional National Identity System, fully integrated and digital.

Mandate of Immigration Services

The purpose of Immigration Services is to facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa (RSA); determine the status of asylum seekers and regulate refugee affairs; confirm and provide enabling documents to foreign visitors legally residing within the Republic; enforce immigration legislation and effect deportations.

The core immigration mandate is to:

- Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa.
- Confirm and provide enabling documents to foreign visitors legally residing within RSA.
- Enforce immigration legislation and effect deportations.
- Determine the status of asylum seekers and regulate refugee affairs.
- Contribute towards realising a positive migration trend into the RSA that enhances the skills base and support foreign direct investment.

The immigration mandate is managed and executed through the Immigration Act, 2002 (Act No 13 of 2002) and the Refugees Act, 1998 (Act No 130 of 1998).

The centrality of the DHA to the functioning of the state and society in general is often not fully appreciated. As states and societies have developed, transactions have grown more complex and are regulated through a vast array of laws and systems. The management of immigration must be risk-based and intelligence led – integrated across international, border and domestic environments. The purpose of adhering to a risk methodology is to ensure that persons travelling to the country can be profiled well in advance, testing the credibility of travel documentation, personal identity and running background checks on the possible listings against national or international stop-lists. A risk–based methodology is thus underpinned by a seamless interface of technology, reporting systems and proactive management by Immigration Services.

Security is closely related to development and to human rights. Knowing who is in your country, and why, is critical for national security and stability in a globalised world characterised by rapid movements of people, goods, finance, data and epidemics. Systems dealing with identity, status and movement are powerful tools for development and for socio-economic inclusion, which contributes in turn to social stability and cohesion. Secure identity systems can enable

e-commerce and government, drastically reduce fraud and costs; thus attracting investment and giving the country a competitive edge. Managing immigration in an ineffective manner can lead to many negative consequences such as human rights abuse. Managing international migration requires the whole-of-the-state and a whole-of-society approach.

South Africa must invest in immigration management in terms of:

- Integrated and secure end-to-end digital immigration systems that provide a single view of travellers and their official history.
- Professional staff that is appropriately selected and trained.
- A security system that can maintain adequate security standards.
- Appropriate operational intelligence capacity supported by research and analysis units that integrate information.
- Capacity to enforce immigration laws, working together with all relevant bodies, communities and the public.
- Institutional capacity to coordinate and lead key areas of immigration management, such as refugees and permitting.

Contribution to the National Development Plan (NDP)

Given the mandate and role of Home Affairs as outlined above, a DHA that is modernised, professional and secure will be a powerful enabler of the implementation of the NDP. A major focus of the NDP is to confront the triple challenge of poverty, inequality and unemployment by achieving higher growth rates.

- A priority for the DHA is to facilitate the acquisition of the critical skills needed for economic growth and to build our own skills base.
- The NDP draws on international experience in pointing out that the strategy will succeed if it is led by a capable state staffed by professionals; where trust is engendered by social stability, improved services and reduced corruption; and the mass of citizens feel part of the plan and economic development.
- The DHA could play a key role in enabling regional development by working with SADC countries to establish efficient, secure and managed migration.
- The inclusion of all citizens in democracy and development is enabled by providing them with a status and an identity, thus access to rights and services.
- The modernisation programme of the DHA can reduce fraud and the cost of doing business by enabling e-government and this will attract more investment.

In addition, the DHA has a critical role to play in government and in society in the following areas:

- Enabling economic development.
- Play a key role in national security.
- Enabler of good governance and administration.
- Provider of essential services and enabler of service delivery.

MAIN PRIORITIES GOING FORWARD

The main priority for the DHA for the period leading up to 2018/19 is to deliver against the commitments as outlined in the Medium Term Strategic Framework (MTSF) of government (2014 to 2019). The targets that the DHA is committed to achieving relate directly to economic growth and to ensuring access to rights and services.

The commitments to be achieved by 2018/19, unless otherwise indicated, are as follows:

- Finalising the preparations for the establishment of the Border Management Authority.
- Monitoring the full implementation of the Integrated Border Management Strategy (IBMS) in conjunction with other departments and organs of state.
- Review of the policy on international migration and the amendment of relevant legislation in support thereof (Immigration and Refugees Acts).
- Registration of 810 000 or 74% of births within 30 calendar days.
- Rollout of biometric functionality to all ports of entry equipped with the enhanced movement control system (EMCS).
- Ensuring that 85% of critical skills visas are adjudicated within 4 weeks.
- Developing the NIS by 2018/19 and having it operational by 2019/20.
- The establishing of three visa premium centres and the DHA contact centre have already been achieved in the 2016/17 and 2015/16 financial years respectively.

Repositioning of the Department of Home Affairs:

The DHA has embarked on a new phase of its transformation process that began in 1994. On the 1st of March 2017 Cabinet approved a business case for the DHA to reposition itself as a modern, highly secure and professional department within the core security system of the state. Going forward, the main strategic priority of the DHA will be the repositioning programme to ensure the full and effective execution of its constitutional mandate.

The repositioning of the DHA follows on the turnaround strategy of 2007 to 2009 (to address the service delivery crisis and ensure a citizen-oriented approach to service delivery), the commencement of the modernisation programme in 2012 (to develop secure and integrated digital systems managed strategically by professionals) and the Moetapele initiative which started in 2015 (to challenge DHA officials to show leadership and initiative in improving service delivery levels). The modernisation programme and moetapele initiative will be implemented in close coordination with the repositioning programme and there will be a cross-cutting change management programme that will include a training component.

The next three to five years will be critical for the development and establishment of the repositioned Home Affairs. The repositioning will enable the DHA to deliver its full mandate in a democratic, sovereign state by being:

- The custodian and guardian of the individual identities that constitutes the nation, linked to nationality and other aspects of civil status.
- Regulating and leading the management of international migration to advance the national and regional agenda.
- Using these functions to enable the state to lead development and provide safety and security to all.
- Empowering citizens through access to services and information and enable radical economic transformation through inclusive development and efficient government.

The following guiding principles for the Business Case were approved by Cabinet:

- A policy framework should be adopted and legislation enacted that makes explicit the security requirements and mandate, strategic role and functions of the DHA.
- To be protected and fulfil its mandate the DHA should be located within the Justice, Crime Prevention and Security (JCPS) cluster and become an effective part of the security system of the state.
- The DHA must have an appropriate operating and organisational model.
- A sustainable funding model should be proposed that will ensure adequate resources for the DHA while having an overall positive impact on the fiscus.

The DHA established a project office in 2016 to develop and implement the business case to reposition the DHA. The implementation of the business case will be undertaken in a phased approach. The next key deliverables are the development of a draft White Paper by March 2018 and its submission to Cabinet by March 2019.

A roadmap consisting of 2, 5 and 10 year milestones has been developed to guide the implementation process. The development of the White Paper / DHA Bill, the commencement of a change management strategy and realisation of short-term gains are envisaged for the first two years (2017/18 and 2018/19). The development and implementation of a new operational model, the pilot of the envisaged funding model and the full operationalisation of the NIS are planned for the period 2019/20 to 2023/24. Within the next ten years the DHA must be fully secure, highly connected and have a professional culture.

The DHA is currently allocated a budget based on the assumption that it is not strategic and that it delivers routine services that do not require a highly secure environment. The consequences of the funding and security deficit have been very costly; and have not allowed the DHA to fulfil its mandate as a key enabler of economic development, security and efficient government. A secure, modernised and professional DHA would be a key enabler of economic development and would generate new revenue streams.

Big data is the basis of the 4th industrial revolution that is rapidly advancing. Comprehensive, detailed, current statistics on national or local populations will be invaluable. The NIS will be a relational database. Statistics South Africa, other government agencies and departments would have access to such data, which would significantly enhance the capabilities of the state to plan, conduct research, monitor the impact of policies, deliver services more effectively and manage risks. The budget provided to the DHA must accommodate research and development to ensure the DHA can manage risks effectively, keep abreast of developments and respond to needs. It would also ensure that the DHA would attract and retain specialists.

Policy on International Migration:

The White Paper contends that SA urgently needs a progressive vision that inspires the country to maximise the benefits of international migration while minimising the associated risks. The vision for the new policy is that South Africans should embrace international migration for development while guarding sovereignty, peace and security. For such a vision to be achieved, SA, at governmental and societal levels, need consensus on how to harness international migration for development while managing associated risks. A whole of government approach is key to the successful integration of foreign nationals into South African society and equally, for South African citizens to recognise and harness the unique skills and offerings that migrants potentially introduce for a sustained and diversified second and third level economies. An Inter-Governmental Committee on Migration (IGC) was established in 2017 to ensure that an integrated approach and shared responsibility across government stakeholders can be undertaken. The DHA is the principal department that drives and co-ordinates the work of the IGC by leveraging progress within the ambit of the Integrated Border Management Strategy under the BMA. The White Paper further contends that the cost of a lack of investment in managing international migration is far higher than the cost of building the necessary capacity.

On 29 March 2017 the White Paper was approved by the Cabinet subsequent to extensive public consultation. The 2017 White Paper provides a policy framework that will guide the comprehensive review of immigration and related legislation. Those elements of the new policy that require only administrative action and have no additional cost implications will be implemented over the short term. However, those elements of the new policy that require major changes will be implemented in step with the amendment of legislation and provision of additional resources.

The process of amending the legislation has begun and is expected to be concluded by March 2019 with the submission of the amended legislation to parliament for public consultation and approval. It is envisaged that the new legislation will be implemented in the next Medium Term Strategic Framework cycle (2020-2024).

Completion of the Modernisation Programme (Including the WAIO Scope):

The Information Communication Technology (ICT) Modernisation Programme is the foundation of the digital roadmap that DHA has planned to embark on. The digital transformation will be enabled by robust integrated back end systems and modern network infrastructure, which in turn enable all DHA front end processes and alignment with all related government systems. Digital transformation and continuous innovation will enable DHA to become a provider of "people centric" services and identity data verification for both government and private institutions.

The NIS will become the heartbeat of all DHA functions. The NIS will enable the security and reliability of identity data (biographical and biometric); which in turn will enable economic transformation; prompt service delivery and security of citizens and all known foreign nationals in South Africa. The DHA is in the process of implementing this single integrated source of biographic and biometric information in order to make digital service delivery a seamless reality. The current disparate civic and immigration systems will be replaced by the fully integrated NIS and border management solution. All processes such as the registration of births, marriages and deaths will be digitised and secured. In summary, the NIS will have:

- Records of persons living in SA (citizens and non-citizens) with amendments of status throughout their life cycle (from the cradle to the grave).
- Records of all persons entering the country with their biometrics captured at the point of applying for a visa or at the point of entry to ensure single identification.
- Processing and storing of asylum seeker and refugees' status applications.
- Records of visitors who enter and leave the country.
- Records of persons who are detected as illegal in the country, deported or in the process of being deported.

The successful implementation of the NIS will lead to a substantial reduction in fraudulent transactions; and enable e-Government and e-Commerce services. The reduction in social grant fraud and other government services alone will more than pay for its development over the medium term; new revenue streams will be generated; and many forms of partnerships developed as the digital economy and digital government expands.

A comprehensive border management solution, implemented by the BMA, is required to enable efficient, legal and secure movement of people and goods through all land, air and sea ports. Visa, permitting and national identity databases will interface with the movement control system to enable proficient processing of travellers in and out of South Africa. The trusted traveller programme will interface with the border management solution and will allow for immigration self-service by means of specialised equipment fitted with software applications that comprise all basic features contained in the border management system. The trusted traveller programme will be enabled by required integration of existing or newly designed systems and automated biometric verification capability that will be multi-modal: fingerprints, facial recognition and iris technology.

The modernisation budget provides funding for the development of a new NPR, the legacy system that hosts all the biographical data of all citizens, permanent residents and naturalised persons. In order to achieve a single national identity system with the objectives indicated above, other legacy biographical and biometric systems need to be upgraded or redeveloped as modules of the single integrated NIS. The DHA has since appointed the CSIR through SITA to develop the full requirements and specifications for the NIS of the future. The first step to create a robust biometric solution for the DHA is already underway. The current HANIS system will be redesigned and integrated into an entirely new platform that will be able to interface as a key enabler of the NIS of the future. A service provider has already been appointed to drive and implement the HANIS which should be ready for implementation in the 2018/19 financial year.

The timelines for the development of the system specifications as proposed and funded within the current modernisation programme baseline are 12 months. The procurement process will commence during the 2018/19 financial year. A funding shortfall is foreseen from the 2019/20 financial year onwards and the cost indications will be dependent on the functional and technical specifications. The detailed project plan and confirmed funding shortfall will be submitted to National Treasury through the modernisation business case.

The remaining WAIO scope deliverables will be implemented within the projections for the next 3 years of the modernisation budget: R549 012 000 (2018/19), R579 757 000 (2019/20) and R611 644 000 (2020/21). However, operations, maintenance and support, and technology

refresh that are required are not funded as part of the modernisation programme and remain a critical issue for discussion with National Treasury and further funding.

The modernisation programme is a period-defined project that intends to develop and rollout systems as per the modernisation business case. As with the nature of IT projects, it constitutes contractual obligations that are long term; i.e. software licensing, maintenance and support, hardware refresh, increased costs of data-lines as per required bandwidth, etc. Technology also evolves at a high speed and sometimes dictates continuous upgrades to systems and hardware and thus an estimated amount of operations, maintenance and support of systems constitute at least 25% of the project costs using best practice.

Establishment of the Border Management Authority (BMA):

In 2013 Cabinet resolved that a Border Management Authority should be established that will include the ceding and transfer of functions from relevant organs of state to the BMA. Cabinet endorsed the following guiding principles for the BMA:

- The BMA should be responsible and accountable for the entire border environment.
- The role of the BMA should be to ensure coordination, collaboration, oversight, control and effective management.
- The establishment of the BMA can be achieved through integrated systems and cooperation within an appropriate legal framework that specifies roles and responsibilities.

The goal of the BMA will be to secure and protect South Africa's borders in the national interest, while meeting the country's regional, African and global developmental commitments. The functions of the BMA will be to:

- Facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry.
- Facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry.
- Facilitate the collection of revenue within the border law enforcement area and at ports of entry.
- Co-operate with and coordinate its border law enforcement functions with other organs of state, border communities or any other persons.

The BMA Blueprint (2032) document serves as the vision and ideal end state for the operationalisation of the entity. This spans a 15 year view for a fully established and integrated BMA including the ports of entry and land and maritime border law enforcement areas (Border Guard and introduction of the Coast Guard).

The BMA Bill, 2016 was formally introduced into Parliament in May 2016 and was adopted by the National Assembly in June 2017. Currently, the BMA Bill is under consideration in the National Council of Provinces (NCOP). All regulatory proclamation processes, assumptions and pre-conditions for the establishment of the BMA will be completed once the BMA Bill is enacted to enable the formal establishment of the BMA on 1 April 2019. The BMA will be implemented in a phased manner as per the BMA Blue Print and Road Map. The projected timeframe for the BMA to be operational will be in the 2019/20 financial year due to important regulatory pre-conditions needing to be in place (for example a BMA Act, the signing of the Presidential proclamation and the classification and listing of the BMA as a Schedule 3A National Public Entity).

The BMA will however commence with critical pilot interventions in 2018/19 leading up to the establishment and operationalisation in 2019/20 such as implementing BMA pilots to be incrementally rolled out across targeted ports of entry with effect from April 2018 onwards.

The establishment of the BMA is central to the overall re-positioning project of DHA. It is envisaged that the BMA will assume all frontline border law enforcement functions at ports of entry, the land and maritime borderline environment for both human and goods movement entering or departing South Africa.

Redevelopment and Modernisation of Priority Land Ports of Entry:

One of the Department's Ministerial priorities over the MTEF period is the development of modern, cost-effective and efficient Port of Entry Master Plans for six (6) priority land ports of entry which have the highest volume of people and goods movement in the country i.e. Beit Bridge, Maseru Bridge, Kopfontein, Lebombo, Oshoek and Ficksburg Bridge ports of entry. It is envisaged that this project will culminate in a Public-Private Partnership (PPP) between the DHA and a successful service provider/bidder.

A Transaction Advisor has been appointed to support the development of modern, cost-effective and efficient master plans for six priority land ports of entry. Further, DHA continues to roll-out the capturing of biometric capability at ports of entry and in 2018/19 will prioritise the further roll-out of biometric capabilities to the remaining air and land ports with partial implementation of rollout to maritime ports of entry.

To date, the Department has been granted a conditional Treasury Approval 1 (TA1), i.e. the Feasibility Study for the project. It is anticipated that over the 2018 MTEF period the second and third phases of the project namely, the procurement; and the commercial and financial close phases will be completed, subject to Treasury Approval 2 (TA 2) and Treasury Approval 3 (TA 3) respectively.

Rollout of the Smart ID Card:

The DHA introduced the smart ID card during the 2013/14 financial year. Currently 184 out of 411 offices country-wide have been connected with the live capture system. More than 200 of the remaining offices cannot be equipped with live capture functionality due to suitability issues. These remaining offices are largely situated in rural areas and thus putting those based in rural areas at a disadvantage as they are unable to apply for smart cards - impacting mostly on the youth who are then forced to apply for green ID books.

The DHA identified 38 million citizens with green identity documents that required replacement. Out of the 38 million people, more than 8.7 million have been replaced since 2013 leaving a balance of around 29 million. The DHA however receives 1.1 million first time applicants on a yearly basis. If the Department continues with the current pace to replace the green ID books, it will take 18 years and longer to conclude the replacement process. There are major risks involved in having a dual system of issuance of identity documents for the credibility of the national population register.

In order to expedite the rollout of the smart ID card programme, the following enabling conditions will be required, namely increased capacity, improved footprint development and the use of mobile technology.

In an effort to add an alternative model of service delivery, the Department launched eHome Affairs in 2016 allowing clients to lodge applications for smart ID cards and passports online. The eHome Affairs was launched in partnership with the four major banks i.e. FNB, Nedbank, Standard bank and ABSA. To date, facilities in 14 bank branches have been rolled out with the live capture system. These offices were further upgraded to have a card payment system. The intention is to expand the rollout to more bank branches. A Public-Private Partnership (PPP) with the banks is at an advanced stage. The DHA will also develop a strategy in 2017/18 for the discontinuation of the issuance of the green barcoded identity documents to improve the uptake of the smart ID card. The implementation of the strategy will be escalated over the medium term once key enablers such as mobile technology have been fully developed and rolled out.

As part of the modernisation programme, the DHA is in the process of developing a mobile technology solution to improve access to service delivery and thereby improving its footprint. The mobile solution will be able to render all DHA functions and services. These mobile units will be used in offices where the infrastructure is not conducive for live capture conversion and for other purposes such as school visits.

The successful implementation of the abovementioned interventions has the potential to reduce the timeframe of replacing 29 million books and an additional 1.1 million new clients qualifying for smart ID cards each year from 18 years to an estimated 7 years and 8 months. To enable the DHA to replace 29 million green ID books with smart ID cards within 5 years it will require the DHA to issue 4.7 million Smart ID Cards per annum.

Benefits of accelerated rollout of the smart ID Cards to all citizens include the following:

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

Passenger Name Record:

Advance Passenger Processing (APP) and Passenger Name Record (PNR) form part of the iBorders Strategy of the DHA. These systems play a critical role in the prevention and management of risks to the country and therefore national security.

The DHA implemented APP on behalf of the security departments to perform risk profiling of passengers prior to their arrival in / departure from SA. Governments seeking to improve their national security also access PNR data for pre-arrival risk profiling of passengers.

The DHA as lead agency has included the provisions for implementation of APP/PNR in the Immigration Act, 2002 and will assume responsibility for ensuring that –

- Departments' user requirements are taken into consideration;
- Airlines comply with the requirement ; and
- Foreign governments that require bilateral agreements regarding data protection are engaged.

The DHA is in consultation with the Integrated Justice System (IJS) on co-funding of the PNR.

Service Delivery:

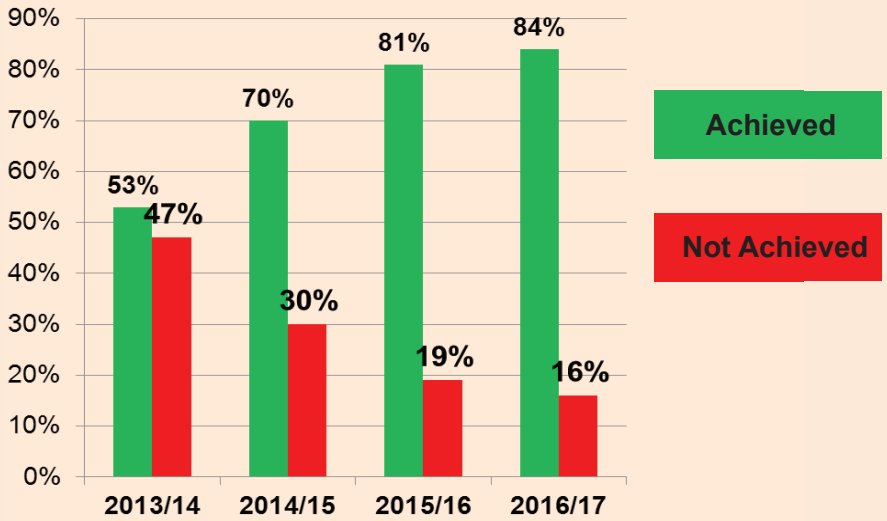
In addition to the priorities outlined above, the Department will need to ensure that the quality of service delivery remains at a high standard in order to meet the legitimate expectations of the public and stakeholders. The DHA has showed significant progress in its organisational and operational performance since 2012 and plans must be put in place to ensure continuity and improved interface with the public despite bleak economic prospects. The implementation of the

Moetapele initiative is a vehicle that must be used as a key driver to continuously improve the standard and quality of our service delivery.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

Government and the DHA in particular are operating in a world where citizens are demanding the same level of service from the public sector as those received from the private sector. The expectations of clients are increasing due to the improved service delivery culture of the DHA and the expansion of the digital economy. The public sector exists for public good with increasing higher service delivery expectations. There is also a growing need and demand for customised / tailor-made services. Every South African citizen and foreigner is a client of the DHA as the department is the sole provider of official identity and immigration services.

Significant improvement in organisational performance has been realised over the last 4 financial years.



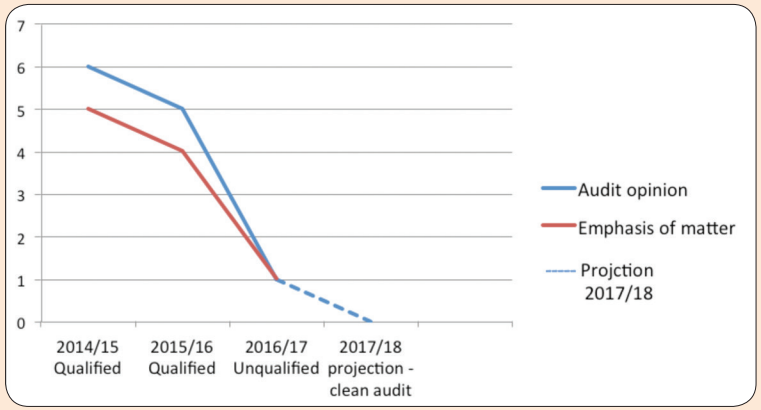
The improved performance reflects continued efforts to improve leadership and management, planning, monitoring and budgeting practices and processes. This is a result of the development of coherent objectives that are based on a sound understanding of the mandate of the DHA and a common vision of where it is going. There is a focus on key governmental and departmental priorities and assurance that these priorities are translated into measurable, funded and realistic plans and projects.

Another reason for the improvement in performance is the increased use of modern digital technology combined with the use of operations management to monitor production and improve processes continually. As the improved audit results indicate, these positive trends are supported by stronger governance, accountability and controls. The two core branches, civic and immigration services, both received unqualified audits in respect of reliability and usefulness of performance information in the 2016/17 financial year.

The DHA also showed an improvement in the Management Performance Assessment Tool (MPAT) scores when compared to previous years. A comparison of MPAT 1.6 versus MPAT 1.5 shows:

- 12 areas of improvement versus 6 of regression.
- 13 scores of 4 were achieved versus 12 of 2015.
- Scores of 3 have remained the same on 10.
- Scores of 1 have reduced from 5 to 4.

The DHA has also made significant progress in respect of its audit outcome for the 2016/17 financial year. The DHA was able to achieve an unqualified audit outcome for 2016/17, the first since the 2010/11 financial year.



The main reasons for the improvement in audit outcomes over the last 3 financial years can be attributed to:

• Improved internal controls, sound management practices and improved planning:

- The introduction of monthly checklists to be completed by all managers from Assistant Director and above as well as all heads of offices, irrespective of rank.

- Hosting of regular Top 1000 meetings to provide feedback and to plan for audits.
- Development and implementation of an audit action plan to deal with findings from the Auditor-General and the DHA Internal Audit.
- Availability of relevant policies and procedures via internal communication channel.
- Review of the process to deal with the payment of invoices within 30 days.
- Presentations on compliance related issues at various governance fora such as Minister's Management Meeting (MMM), EXCO and Departmental Management Committee (DMC).

Some of the main achievements of the DHA in 2016/17:

The DHA has made positive contributions to the objectives of the National Development Plan through the:

- Strengthening of democracy: More than 4.5 million enabling documents in the form of birth certificates (registrations within 30 days), smart ID cards, identity documents and passports were issued in the 2016/17 financial year, thereby providing status and identify to access services and rights. The Mandate Paper – Budget 2018 is clear on the importance of identity and its link to other governmental services such as social grants.
- Modernisation of business processes and systems: Through the automation of processes, the DHA has been able to ensure higher efficiencies, consistency and predictability in the issuance of key enabling documents, for example:
  - Passports (95.4% of passports issued within 13 working days)
  - Identity documents - 95,98% of IDs (First Issues) were issued within 54 working days (RSA applications only) and 98,37% of IDs (Re-Issues) were issued within 47 working days (RSA applications only).
  - More than 8.7 million smart ID cards issued since inception in 2013.
  - Permits
    - 98% (5271 out of 5374) of permanent residence applications were adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is received at the office of application). (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only).
    - 97% (2007 out of 2062) of business and general work visas were 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).
    - 94% (5951 out of 6314) of critical skills visas had been adjudicated within 4 weeks for applications processed within the RSA .
- The DHA won the prestigious Information Communication Technology (ICT) Service Delivery Transformation Award in the National Government category at the ICT Public Service Awards at GovTech 2016 for the automated booking system piloted at the largest and busiest refugee reception centre.
- Facilitation of economic development with the adoption of a more open approach to immigration in order to expand the supply of critical skills that contributes to economic growth through the establishment of "one stop shops". These service centres afford prospective investors and exporters reduced turnaround times for business visas for corporate clients and their family members. The beneficiaries of this service are large businesses, organisations, and employers who make an important contribution to the economy in infrastructure, manufacturing, energy, retail, professional and financial services, research and development and knowledge production. There has also been a teaming agreement with the Department of Trade and Industry (DTI) for the creation of One Stop service centres that promote economic investment by offering investors an integrated application environment. To date, the DTI has established such centres in Gauteng, KwaZulu-Natal and Western Cape with the support of the DHA and its business partner VFS.

  The DHA also introduced a mobile biometric service, which is an end-to-end solution that allows applicants to apply for visa renewals conveniently at any location within South Africa. This initiative has been rolled out to schools, universities and corporate clients, particularly the high pressure corporate clients like ESKOM Power projects. The mining sector can benefit by not having their expatriates, who are involved in projects of national interest, taken out of these projects to apply for visa renewal as it may pose a risk to the project timelines.
- Reduction in unemployment through the appointment of 349 interns, 160 cadets, 402 experiential learners and maintaining a vacancy rate of 0.6%. In terms of capacity and skills development, more than 5700 staff and stakeholders were trained in the 2016/17 financial year, spanning a variety of courses.
- In preparing for the establishment and roll-out of the BMA in 2019/20, the following have been achieved thus far:
  - The Project Management Office for the BMA produced a BMA Business Case (2015) and undertook a BMA Socio-Economic Impact Assessment System (SEIAS).

- A BMA Bill, 2016 has been submitted to Parliament. A BMA Blue Print Document detailing the BMA's projected ideal state, organisational structure; operating model; and costing model for the next 15 years has been developed together with a BMA Road Map (2017 – 2032) that outlines the different phases and milestones of the BMA's roll-out approach.
- A number of inter-departmental task teams have been established to guide the BMA establishment process and to coordinate the current border management mandates of relevant organs of state in the transition phase.
- A BMA Multi-Party Agreement has also been concluded to promote enhanced coordinated border management in the transition period towards the establishment of the BMA.
- The Integrated Border Management Strategy (IBMS) was developed by the Border Management Authority Project Management Office (BMA PMO) with inputs and participation from various government departments and state owned companies. The IBMS was approved in March 2017. The Strategy is aimed at laying the basis for the preparation of detailed thematic, sectoral and risk-based border management strategies and plans and will be utilised by all relevant stakeholders in the border environment under the leadership of the BMA. The BMA PMO is responsible for overseeing the implementation of the Strategy which prescribes 18 strategic interventions and 116 actions related to the management of the border environment. A total of 90 actions were prioritised for 2017/18.
- In leading up to the operationalisation of the BMA in 2019/20, the BMA PMO will commence with critical pilot interventions in 2018/19 such as the implementation of identified BMA pilot sites in line with the BMA Road Map.

- Improved understanding of the DHA mandate and the ability of the DHA to design and implement huge projects such as the development of a business case to reposition the DHA as a modern and highly secure department, the on-going modernisation and professionlisation of the DHA, the further rollout of the Moetapele Initiative, significant progress with the establishment of the BMA and review of the Policy on International Migration.
- Major advances were made in moving towards a risk–based approach to immigration:
  - The modernisation programme has prioritised a number of key initiatives in support of improving frontline capability at ports of entry. The completion of the EMCS roll-out to more than 90% of ports of entry is significant and this system now represents the backbone of the Department's capability to report and monitor all movements. The transition to biometrics underpins the essence of a risk-based approach to the management of migration.
  - E-permitting is aimed at ensuring long-term capability to submit online visa applications from anywhere in the world (where connectivity allows) and the central adjudication of applications. This integrated approach will ultimately ensure a single view of the traveller - from the point of visa application to arrival at port of entry, law enforcement operations and finally to departure. It also underpins the concept of e-gates and introduction of services that would recognise travellers who are regarded as a lower risk due to the DHA having access to their bio and travel data and in effect being able to pre-validate them.
  - There was also the commencement of the testing of online criminal record checks for applicants who are older than 18 years in line with the Immigration Regulations. The solution is modelled on the well-defined Zimbabwe and Lesotho special projects process and will ensure that clients are not required to obtain South African police clearances, but their fingerprints are captured online and the criminal record checks done online. This is part of managing migration through a risk methodology while improving efficiency.
  - Development of a new policy on international migration and review of existing legislation (Immigration Regulations, 2014 and Refugee Amendment Bill, 2016).
  - Significant progress was recorded with the implementation of Inter-Ministerial Committee (IMC) on Migration Regulations, now renamed the Intergovernmental Committee on Migration (IGC). The committee was established by the former President, JG Zuma, in 2015 and is chaired by the Minister in the Presidency. The DHA has worked diligently to ensure the implementation of the relevant interventions; although some remain work in progress. DHA has provided a secretariat support function to the work of the IGC.
  - Special dispensations (Zimbabwe and Lesotho): As part of ensuring the legal movement of travellers within SADC, the Department implemented the Lesotho Special Permit (LSP) which follows from the 2015 Zimbabwe Special Dispensation (ZSP). The objectives of LSP are to regularise Basothos residing in South Africa illegally, relief pressure on the asylum seeker and refugee regime and to provide amnesty to Basothos who obtained South African documents fraudulently by suspending their deportation and allowing them to apply for Lesotho Special Permits. The project concluded on 31 July 2017.
  - Establishment of community crossing points: As a result of borderline surveys conducted in 2014/15 in the North West / Botswana village of Tshidilamolomo, a

community crossing point was established to enable movement of villagers residing in this village that is separated by the borderline between the two countries. The Tshidilamolomo Community Crossing Point was opened by the Minister of Home Affairs and his Botswana counterpart Edwin Batshu, on 8 December 2015. The community crossing point functions as a one-stop border with both South African and Botswana immigration officials processing travellers in the same structure. This venture was regarded as ground breaking as it is the first structure of its kind in South Africa. The community crossing continued to function and service the movement of residents within the village of Tshidilamolomo and will become a strategy for managing the movement of persons that reside in villages that exist across borderlines. Based on the success of the Tshidilamolomo project, the DHA has subsequently introduced a new programme in KZN at Gate 6.

- Operation Fiela II: In February 2017 the country saw the outbreak of attacks against foreign nationals in Rosettenville and Pretoria West as a result of community uprising against alleged drug misuse and sexual offence allegations against certain foreign nationals. The Inter-Ministerial Committee (IMC) on Migration mandated security cluster departments to implement Operation Fiela II. The DHA played a key role in Operation Fiela.
- Expansion of Advance Passenger Processing (APP) to maritime conveyors: The DHA administers the APP system to ensure the pre-clearance of travellers. The APP was extended to maritime conveyors, using a phased approach, starting with cruise liners in time for the 2016/2017 cruise liner season.
- Secure and streamlining of the management, processing and adjudication of asylum seekers: Some of the major achievements include the renovation of the newly named Desmond Tutu Refugee Centre in Marabastad which also incorporates the operations of the Tshwane Interim Refugee Reception Office (TIRRO), the ongoing training of senior management equipping them with leadership and management skills and significant enhancement of business processes. The Centre was officially opened by former President Jacob Zuma, on 17 February 2017. Furthermore, progress has been made on the conceptualisation of relocating asylum processing centres to the borderline, as well as coordinating the feasibility study on the potential establishment of the Lebombo Processing Centre, near the Lebombo port of entry.

  In order to mitigate risks of impropriety by having interpreters on site the Department launched an offsite interpretation service that allows for a central interpretation centre, this minimises interaction between interpreters, clients and staff and allows for a digital recording of all interpretations.

  In an effort to streamline and support the client experience, an Automated Booking Terminal (ABT) which is integrated with the National Immigration Information System (NIIS) was introduced at the Desmond Tutu refugee office. This ABT allows for clients to book a date and time of their choice. It was further enhanced to enable qualifying asylum seekers to self-extend their section 22 permits using biometric verification. The ABT solution was also expanded to the Cape Town refugee centre to assist volumes of asylum seekers still waiting for the finalisation of their appeals. The DHA will extend such systems to the remaining refugee reception offices in Durban and Port Elizabeth in line with availability and demand.

  The Department is in the process of developing refugee smart ID cards and travel documents to be issued from the same live capture platform as with citizens' smart ID cards. This will greatly enhance the client experience for refugees, as they will be able to apply at any of the Department's offices equipped with live capture functionality. The refugee smart ID cards will be similar to that of citizens' smart ID cards, however it will have an expiry date which will be in line with the expiry date of the refugee permit. The Department finalised the development of the new improved refugee travel document with enhanced security features that complies with the UNHCR requirements as well as the ICAO standards and will be issued to refugees during the 17/18 financial year.
- Various bi-and multi-lateral engagements: The mandate of Immigration Services requires engagement in a number of international, multi-lateral and bi-lateral *fora* including SADC and other key stakeholders across the continent and globally.

  At a bilateral level, this includes regular engagements with all SADC countries and several of the other African countries. It also involves bilateral engagements with other countries outside of Africa in line with South Africa's foreign policy, as directed by DIRCO. Migration related discussions were held with the following countries: Angola, Botswana, Canada, China, Comoros, Democratic Republic of Congo, Ethiopia, Germany, Ghana, Indonesia, India, Ireland, Kenya, Lesotho, Mexico, Mozambique, the Netherlands, Namibia, New Zealand, Nigeria, Russia, Serbia, Somalia, Swaziland, Tanzania, Turkey, Uganda, United States of America, United Kingdom and Zimbabwe.

  Multilateral level: engagements take place at a number of forums such as the United Nations, particularly, the UN High Level Dialogue on Migration, the UN High Commissioner for Refugees (UNHCR), UN Office on Drugs and Crime (UNODC); South African Development Community (SADC) and the African Union (AU); International Organisation for Migration (IOM); International Civil Aviation Organisation (ICAO); European Union (EU); African, Caribbean and Pacific (ACP) countries and Commonwealth.
- Service delivery improvements through initiatives such as:

- Moetapele: The Moetapele (leadership) initiative was launched in May 2015, which challenges staff to be client-centred and innovative in the front and back office to improve service delivery and the client experience. In addition to the improvements highlighted in the asylum seeker environment, 779 managers were trained in leadership development and management techniques. Leadership workshops were conducted for office managers and supervisors in all 9 provinces supported by the implementation of operations tools to improve management practices in the front and back office. Training of our most valuable asset, our people, will enable optimal outcomes in client experiences.

  Other gains which have been recorded are interventions at 38 frontline offices and at head office in areas such as immigration services, human resource management and development, legal services, counter-corruption and security services and ORTIA.

- Operationalisation of DHA contact centre: The DHA established its own in-house contact centre, with business intelligence to integrate into and run on top of core departmental systems in the 2015/16 financial year. The Minister of Home Affairs launched the multiple-access channel Contact Centre in 2016, thereby expanding accessibility of services to the public. The average turnaround time for query management has improved as a result of the integration of systems and the rollout of the customer relationship management system to all 3 tiers of the contact centre. The in-house contact centre employs around 120 permanent staff members.

- Launch of the e-channel in April 2016: The e-Home Affairs (e-channel), inclusive of a booking system, was launched by the former President on 7 April 2016 for processing online applications for smart ID cards and passports which can be finalised at 14 bank branches or any traditional DHA front office. The eHome Affairs system at the banks is operating on the DHA/SITA secured network

- Further roll out of visa application centres: During 2016/17, further rollout of visa application centres to ten more countries was approved. This included countries such as Zimbabwe, Botswana, UAE, Iran, Philippines, Russia, Egypt, Mongolia, Senegal and Pakistan. This has assisted more clients to have access to DHA services in application for visas to South Africa as these countries represent a large proportion of overseas visitors into the country.

- Facilitation of movement of people during peak periods: During the 2016/17 financial year, the DHA recorded 41 269 039 movements of South Africans and foreign nationals through ports of entry. All modalities (air, maritime and land) experienced additional pressure during the peak periods with especially an increase through our land ports of entry. This was managed through the implementation of additional contingency plans in co-operation with other stakeholders to ensure the efficient facilitation of increased traveller movements whilst balancing this with our security considerations. Contingency measures included the extension of operational hours at identified ports of entry, as approved by the Minister, the deployment of additional human resources, setting up of additional work–stations at priority ports of entry and enhanced coordinating arrangements institutionalised by the Inter Agency Clearing Forum (IACF). The 24 hour Operational Centre played a vital role in the success of port operations during the peak periods. It resolved most challenges experienced on a tactical level and a sound escalating protocol was followed to ensure that senior and executive management of the department were well informed of challenges, thus allowing for early responses to resolve challenges.

- Progressive implementation of the counter corruption strategy and major strides in combatting fraud and corruption. The Department's Operation Bvisa Masina project, a Venda phrase meaning "Weed out the rot", has to date resulted in the arrest of 166 people consisting of 73 Home Affairs officials, 8 SAPS officials and 85 members of the public for various violations of DHA legislation.

Critical Challenges Facing the Department of Home Affairs

Despite the significant progress recorded, the DHA has identified specific challenges and strategic responses required to ensure continuous improvement.

The DHA acknowledges that not all staff members are appropriately trained, professional and caring with the required leadership and management capabilities to support the strategic direction of the DHA. The DHA will address this challenge through the modernisation and professionalisation of the DHA by developing officials that are ethical, patriotic and professional. Training programmes and the development of leadership and management capabilities will be a key success factor. These initiatives will be underpinned by an effective change management strategy and programme.

There is a lack of capacity in critical areas and retention of critical staff. Support areas such as Information Services, Legal Services, Risk Management, Counter Corruption and Security Services and Financial Management are severely under-staffed as well as core business in the areas of inspectorate and the need for permanent capacity for health facilities. This will be addressed through a phased restructuring of staff according to a plan (proposed by a consulting firm) so as to increase the proportion of specialists; and priorisation of vacant and funded posts.

The phased digitisation of records through partnerships with appropriate organisations (e.g. StatsSA) and automation of processes going forward will be used to deal with the challenge of

a lack of efficient records management system in support of key services to clients.

Non integration of IT systems in DHA, lack of information systems, aging infrastructure and limited capability to integrate data platforms are a risk to the integrity of business processes and performance. Initiatives such as the repositioning of the DHA and the modernisation programme will build a security system to protect the DHA. This will include process and system security such as the design and implementation of a national identity system with biometric capability; as well as cadre formation, vetting, counter intelligence and cyber security. There will also be investment in specialists, especially in the IT environment, and the establishment of initiatives to improve governance such as an enterprise programme management office.

The application of operations management principles, optimal utlisation of staff and strengthening of effective leadership and management practices will be used to deal with inefficiencies in business processes, systems and management of human capital.

The provision of adequate access to improve service delivery in especially rural and marginalised areas is critical for service delivery. The DHA will develop and use various strategies to deal with this issue, for example, the use of mobile technology and public-private partnerships.

To curb the flow of illegal migration into the country, the DHA will continue with the implementation of special dispensations and the development of a new policy on international migration. The establishment and operationalisation of the BMA will also be a significant initiative.

The DHA experiences high levels of litigation. In this regard, the DHA will increase its stakeholder management initiatives, implement plans to minimise litigation and improve controls around compliance with legislation and standard operating procedures.

1.2 ORGANISATIONAL ENVIRONMENT

The DHA identified a need to review its organisational structure in order to be more responsive to the needs of clients and to reposition itself as a modern, professional and secure department at the heart of national security and development. The organogram of the DHA is attached as Annexure A.

The top three tier organisational structure was therefore reviewed in 2016. The top three tier functional organisational structure and post establishment was approved by the Minister of Home Affairs in April 2017. The road map since 2004 reflects that the organisational structure was reviewed in 2006, 2008, 2010 and 2012 respectively. This road map depicts the strategic intent, design characteristics, functions and span of control of each organisational structure.

The business case on the changes to the organisational structure was developed and consulted with DPSA as per the 2016 directive with regards to the process to be followed on the changes to organisational structures by departments for concurrence prior to implementation. The feedback from the DPSA is currently under consideration by the DHA.

The DHA is a labour intensive department and the compensation of employees' budget is critical to the DHA executing its mandate in an optimal and effective manner. The DHA was negatively affected by the compensation of employees ceiling which was approved by Cabinet on 13 January 2016 in respect of the 2016/17 to 2018/19 period. In order to comply with the instruction from National Treasury, the DHA was compelled not to fill any posts which became vacant after 1 February 2016. In addition, officials performing acting duties could not be compensated and other expenditure impacting on compensation of employees such as overtime, recognition of higher qualifications and arbitrations had to be factored in as well. This situation meant that critical posts responsible for ensuring service delivery and business continuity as well as specialised functions could not be immediately filled. Critical skills could also not be retained. By reaching the prescribed compensation of employees' ceiling through the non-filling of vacant posts, the Department was allowed to continue with the filling of vacant and funded posts with effect from 1 September 2016. The 2017 MTEF allocation letter dated 28 October 2016 further reduced the compensation of employees' budget by R35 569 million in 2017/18, R37 299 million in 2018/19 and R39 365 million in 2019/20.

The situation regarding the non-filling of posts has already had some negative consequences on the departmental performance in specialised areas as well as in the rendering of service delivery to clients. Furthermore, national security is also compromised if key ports of entry cannot appoint a head in a short period of time.

The repositioning and modernising exercise is heavily dependent on having the correct number of specialised skills in the correct areas. A system compromised through gaps in specialised resources creates opportunities for fraud, corruption and the government statistical system and planning also become compromised. The DHA is in the process of implementing initiatives to address the dire situation such as a capacity development model to ensure that capacity is evenly spread amongst frontline offices (right-sizing capacity in each and every office) as well as at head office.

The Branch HRM&D is a key driver of the change management programmes that supports a broader departmental agenda. A change management strategy and a rollout plan have been developed and are currently being implemented incrementally. A major consideration has been to ensure that frontline offices are managed at an appropriate level whereby medium offices are all headed by assistant directors and larger offices headed by deputy directors.

The priority going forward is to acquire the specialists needed to run a modernised, professional and secured twenty first century office and this will include the appointment of statisticians, business analysts and IT experts. Existing staff must be professionalised for the DHA to deliver

effectively against its security and service delivery mandate. In order to take this agenda forward, the DHA is in the process of reviewing its top three tier functional organisational structure and post establishment in view of the broader change management agenda which is inclusive of the modernisation programme.

In line with the DHA's vision to professionalise its staff, modernise its systems, processes and procedures and transform its organisational culture, the DHA adopted the philosophy of Moetapele. As a philosophy aimed at dealing with the issue of leadership and managerial discipline, Moetapele has become a key enabler in ensuring the development of leadership capacity, management and supervisory capabilities as well as the endowment of staff with the correct disposition, deportment, values, knowledge and skills. The Moetapele initiative also aims to improve operational efficiency by exposing managers sitting at various levels to training that emphasises some of the twenty first century skills depicted below:

One objective is to improve service delivery through building the values and competencies of front and back office managers. Another step taken to empower managers was to review delegations of authority through the decentralisation and ceding of certain functions from head office to provincial structures. Included in the decentralisation are responsibilities such as the appointment of staff between levels 6 to 8; as well as the capturing of leave and authority to procure goods up to a stipulated value in the provinces.

The DHA has identified a need to support evolving functions as we implement the modernisation programme both in the front and back offices through the following initiatives:

- Enhance capacity in the border environment through streamlining functions of the Port Control Chief Directorate and the Border Management Authority.
- Strengthen the inspectorate function through further increasing the number of Inspectors at land ports of entry (subject to available funding).
- Attract, develop and retain a competent and capable workforce in key functional areas in support of the modernisation and broader change management processes.
- Strengthen capacity of functions such as business process analysts, change management specialists, statisticians, auditors, risk managers and monitoring and evaluation practitioners.
- Funding of critical posts in Legal Services, the Standing Committee on Refugee Affairs (SCRA), and Refugee Appeals Board (RAB) to increase capacity. (The implementation of the above strategies is dependent on funds being available).

The DHA will continue to map its process flows in various functional areas, develop standard operating procedures and value chains that would serve to inform systems development in support of the modernisation programme. Given the pressure on the budget, the focus will be on making optimal use of existing staff through redeployment, retraining and restructuring.

1.3 ANNUAL PERFORMANCE PLANNING PROCESS

On an annual basis, the DHA develops a strategic planning programme to ensure the timely submission of its planning instruments to the Department of Planning, Monitoring and Evaluation (DPME), National Treasury and Parliament as informed by the overarching government planning cycle. The aim is also to improve the quality of strategic planning linked to reporting and resource management. Integrated Planning Guidelines were developed for the 2018/19 planning cycle which culminated in a number of strategic planning sessions or workshops on departmental and branch level. The integrated planning guidelines included a strategic planning, risk management, budgeting, supply chain management, reporting and human resource component in an attempt to deal effectively with dependencies and risks.

The annual planning process commenced with a "Priority Setting" workshop in June 2017 with the aim of assessing the environment within which the DHA has to operate in (environmental analysis), feedback on how far the DHA has progressed in achieving its aims and objectives since the start of the current administration in 2014 in order for the DHA top management to take well informed decisions about the direction that should be taken; and the setting of new and confirmation of current priorities to guide future planning. Political guidance and direction was also provided.

Branches and provinces were then afforded an opportunity to, based on the outcomes of the "Priority Setting" workshop, develop their own business and operational plans during the period July to August 2017 as part of the departmental "Bottom Up" planning process. This process encourages branches to involve all levels of management and staff in the planning process.

The feedback from the branches and provinces culminated in the submission of the 1st draft of the 2018/19 Annual Performance Plan by 31 August 2017. During these various "bottom up" planning sessions conducted by branches, the importance of the Information Services branch as an enabler to modernise and reposition the DHA became evident again. A need for a special modernisation discussion was identified to ensure integration and alignment of especially IS and core business plans. This discussion took place with chief directors and deputy directors-general in August 2017.

The submission of the 2nd draft of the 2018/19 APP was informed against the backdrop of the feedback report on the 1st draft of the DHA APP for 2018/19 by the DPME and the National Treasury, the half-yearly departmental performance review, the receipt of the preliminary budget allocation letter for 2018/19 and the provision of inputs for the ENE 2018 process.

The DHA conducted a strategic planning workshop for all senior managers and departmental planning nodal points in early February 2018 with the aim to finalise the 2018/19 APP taking into consideration all relevant developments since the submission of the 2nd draft of the 2018/19 APP on 30 November 2017. As the norm, all DHA officials will be expected to ensure that their performance agreements are in support of the departmental planning instruments.

Factors Impacting on the Development of the Plan

The main focus of the Annual Performance Plan of the Department of Home Affairs is on the 2018/19 financial year with indicative targets outlined for the two outer years. Some of the important strategic factors that were considered in the development of the Plan are:

- 2018/19 being the last financial year of the 2014 to 2019 MTSF cycle. A concerted effort was made during the planning process to ensure that all MTSF and strategic plan commitments were adequately planned for. The resolutions from key governmental conferences were also taken into account.
- The current global and domestic economic outlook and implications for an already under-funded DHA.
- The development of a business case and subsequent work to reposition the DHA as a highly secure, professional and modern department. This is a critical development and will have a fundamental impact on the DHA going forward, in terms of its operating, organisational and funding models. Cabinet has approved for the DHA to be part of the security system of the state.
- The modernisation programme of the DHA in respect of people, processes, infrastructure and systems.
- The establishment of the BMA and impact thereof on the DHA.The BMA is envisaged to come into operation on 1 April 2019.
- Addressing key dependencies on service providers to ensure uninterrupted service delivery.
- The need for intensive consultation and collaboration with stakeholders on the development and implementation of immigration policies and legislation.

The Framework for Strategic and Annual performance Plans, published by National Treasury in August 2010, was used as basis for the development of the Plan. Some of the sections and templates were customised to reflect the planning methodology of the DHA.

2. CONSTITUTIONAL AND LEGISLATIVE MANDATES

The Department administers a wide range of civic and immigration functions within the framework provided by the Constitution

2.1 Constitutional Mandate

The mandate of the Department of Home Affairs is grounded on three sets of related principles.

Firstly, as stated in Chapter 1, Section 3 of the Constitution:

1. "There is a common South African citizenship.

2. All citizens are:

   (a) equally entitled to the rights, privileges and benefits of citizenship; and

   (b) equally subject to the duties and responsibilities of citizenship.

3. National legislation must provide for the acquisition, loss and restoration of citizenship."

A related principle of specific relevance under the Bill of Rights is Section 20, which states that "No citizen may be deprived of citizenship" and Section 28(1)(a), which states that "every child has the right to a name and a nationality from birth".

Secondly, the Constitution emphasises that citizenship is equal, inclusive and participatory and comes with rights and responsibilities. To establish real equality, given a history of racial exclusion, the Constitution also insists on achieving equity through redress. This principle has, for example, guided the DHA in expanding its footprint to cover remote and marginalised communities.

Thirdly, unless otherwise stipulated, the Bill of Rights applies to all persons in South Africa and this speaks to policy and legislation related to international migration. Importantly, Section 21 stipulates that:

(1) "Everyone has the right to freedom of movement.

(2) Everyone has the right to leave the Republic.

(3) Every citizen has the right to enter, to remain in and to reside anywhere, in the Republic.

(4) Every citizen has the right to a passport".

It follows that managing international migration appropriately is a priority for economic development and to attain social harmony and cohesion.

Another right reserved for citizens relates to freedom of trade, occupation and profession. According to Section 22, "Every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law."

The Constitution also expresses a number of general principles of relevance to the mandate of Home Affairs:

- The Republic of South Africa (RSA) is a sovereign state and all citizens have a duty to protect it.
- South Africa is committed to a better life, peace and security for South Africans and all peoples of Africa and the world.
- SA is a good global citizen, respecting multilateralism and international commitments.

3. LEGISLATIVE MANDATE

3.1 Births, Marriages and Deaths

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

3.2 Identity Documents and Identification

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

3.3 Citizenship

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

3.4 Travel Documents and Passports

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

3.5 Legislative Mandate: Immigration

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

3.6 Other Prescripts Relevant to the Mandate of Home Affairs

- The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;
- The basic agreement between the Government of the Republic of South Africa and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;
- The 1951 United Nations Convention Relating to the Status of Refugees;

- The 1967 Protocol Relating to the Status of Refugees;
- The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996; and
- The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997.

3.7 Other Legislative Mandates

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

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

- The Electoral Commission (IEC)
- The Government Printing Works (GPW)
- The Representative Political Parties' Fund (RPPF).

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

4. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

In the 2017/18 APP of the Department, mention was made of the Security Printer's Bill and Immigration Bill.

As far as the Security Printer's Bill and the GPW SOC Bill are concerned, it has been decided towards the end of July 2017 to only proceed with the Security Printer's Bill, whilst GPW will remain a Government Component (as is currently the case).

The Refugees Amendment Bill was dealt with in the 2017/18 financial year, and will again be dealt with in the 2018/19 financial year following the finalisation of the Immigration Policy.

The BMA Bill, 2016 is currently before Parliament (2017/18) and will be dealt with in the 2018/19 financial year, if not finalised in the 2017/18 financial year.

5. OVERVIEW OF 2018/19 BUDGET AND MTEF ESTIMATES

5.1 Expenditure Estimates

Table 1: Department of Home Affairs Expenditure Estimates over the MTEF 2018-2021

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programmes									
Administration	2 031 515	1 827 957	2 387 819	2 210 834	2 259 495	2 731 217	2 332 805	2 502 209	2 656 450
Citizen Affairs	4 075 657	4 785 665	4 725 520	4 786 988	3 574 710	4 450 680	4 509 025	4 712 911	4 929 768
Immigration Affairs	962 285	729 756	1 042 466	1 145 702	1 221 334	1 220 442	1 073 609	1 093 390	1 164 626
Total for Programmes	**7 069 457**	**7 343 378**	**8 155 805**	**8 143 524**	**7 055 539**	**8 402 339**	**7 915 439**	**8 308 510**	**8 750 844**
Total	**7 069 457**	**7 343 378**	**8 155 805**	**8 143 524**	**7 055 539**	**8 402 339**	**7 915 439**	**8 308 510**	**8 750 844**
Change to 2017 Budget Estimate						(1 346 800)	(99 414)	(661 393)	(611 961)
Economic classification									
Current payments	**5 101 266**	**5 460 541**	**6 327 685**	**6 104 389**	**5 547 947**	**6 888 199**	**5 543 860**	**6 006 487**	**6 478 083**
Compensation of employees	2 600 216	2 845 327	3 069 825	3 069 768	3 198 176	3 198 176	3 308 079	3 558 970	3 825 890
Salaries and wages	2 217 097	2 408 230	2 655 678	2 604 200	2 750 145	2 750 145	2 847 230	3 062 998	3 292 720
Social contributions	383 119	437 097	414 147	465 568	448 031	448 031	460 849	495 972	533 170
Goods and services	2 501 050	2 615 214	3 257 860	3 034 621	2 349 771	3 690 023	2 235 781	2 447 517	2 652 193
Transfers and subsidies	**1 703 470**	**1 666 143**	**1 817 227**	**1 815 653**	**1 446 205**	**1 446 205**	**2 119 781**	**2 130 384**	**2 161 746**
Payments for capital assets	**264 721**	**216 694**	**10 893**	**223 482**	**61 387**	**67 935**	**251 798**	**171 639**	**111 015**
Total economic classification	**7 069 457**	**7 343 378**	**8 155 805**	**8 143 524**	**7 055 539**	**8 402 339**	**7 915 439**	**8 308 510**	**8 750 844**

5.2 Relating Expenditure Trends To Meeting Outcomes And Objectives

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

(1) Implementing the modernisation programme of the Department. Specific emphasis will be placed on automation and the development of key digital systems such as the national identity system (NIS); the border management solution, including the trusted traveller programme and e-Permit system; and the continued roll out of the smart ID card to replace the green ID book. Professionalisation and ensuring the security of the DHA are other critical aspects of modernisation.

(2) A priority is the further development of immigration policy, including extensive consultation with stakeholders. Initiatives aimed at improving the management of immigration include the improvement of existing immigration systems; the roll out of new systems as part of the modernisation programme; improving the asylum seeker and refugee management process and improving infrastructure at ports of entry.

(3) Establishing the Border Management Authority. The BMA will require new additional funds over and above the budgets and resources that will be transferred from relevant organs of state. Funding submissions will be submitted to National Treasury in the 2018/19 financial year in preparation for the establishment and operationalisation of the BMA in 2019.

(4) Establishing and maintaining secure identity systems, record management and an electronic document management system (EDMS) and issuing of secure civic and immigration enabling documents.

(5) Professionalising the DHA by building a competent and capable workforce that is able to secure DHA systems and delivery of improved services.

(6) Taking steps to secure all DHA offices, systems and service points.

(7) Improving service delivery through enhanced access (development and optimisation of strategic channels such as a DHA contact centre and mobile technology), the rollout of the Moetapele initiative, implementation of the DHA service delivery charter and plan, infrastructure development in frontline offices, public education / awareness and customer relationship management.

The costs of driving the activities outlined above are reflected in all three departmental programmes as captured in the Annual Performance Plan.

The focus of the DHA over the medium term will be on repositioning the department as a highly secure, professional and modern department through, inter alia, developing a new operational, organisational and funding model. A critical element of the repositioning will be increasing capacity in specialist areas of business; modernising and integrating its information systems, people, processes and infrastructure as well as increasing and improving its client interfaces.

The bulk of the DHA's spending is on compensation of employees across all programmes. Over the MTEF period, spending on compensation of employees and goods and services will decrease significantly due to the impact of fiscal constraints.

The 2016/17 to 2018/19 MTEF allocation letter reduced the compensation of employees' (CoE) budget by R253 967 million for 2017/18 and R396 942 million for 2018/19. The 2017/18 to 2019/20 allocation letter further reduced the CoE budget by a further R55 937 million for 2017/18, R37 299 million for 2018/19 and R39 365 million for 2019/20.

The 2016/17 to 2018/19 MTEF allocation letter reduced the goods and services' budget by R28 226 million for 2017/18 and R30 559 million for 2018/19 (taken from the Lindela Detention Centre). Further cost containment measures included: R21 866 million for 2016/17, R15 324 million for 2017/18 and R28 201 million for 2018/19.

The 2017/18 to 2019/20 allocation letter further reduced goods and services by R20 259 million for 2017/18, R18 285 million for 2018/19 and R23 394 million for 2019/20.

Funds reprioritised towards spending items in the vote include R51 038 million for the Advance Passenger Processing System over the medium term starting in 2017/18 and R17 million for the provision of additional capacity at ORTIA starting in the 2018/19 financial year.

The 2018/19, 2019/20 and 2020/21 compensation of employees' ceilings are R3 308 billion, R 3 559 billion and R3 826 billion respectively. The growth from the 2017/18 to 2018/19 budget comes to 3.5% whereas the projected improvement in benefits will exceed 3% for the 2018/19 financial year. This leaves the DHA in a precarious situation. If the DHA has to remain within the CoE ceiling, the DHA will not be able to fill critical priority posts and / or posts becoming vacant through natural attrition.

The letter "2018 Medium Term Expenditure Framework Revised Allocations: 2018/19 to 2020/21" from National Treasury dated 7 December 2017 further reduced the baseline allocation for the Administration programme with R50 723 million for 2018/19, R54 326 million for 2019/20 and R57 314 million for 2020/21.

These severe austerity measures have necessitated the DHA to review its strategic and operational planning and budget. It is therefore inevitable that service delivery and performance targets over the medium term will be affected. The DHA will implement a number of initiatives to ensure that the impact is kept at a minimum:

- Installing video conferencing in the Ministry, offices of Provincial Managers, Hallmark and the New Cooperation Building to reduce the need for accommodation, travel and subsistence.
- Installing VOIP at 110 offices with a further rollout to 90 offices in 2018/19.
- Installing alarms with armed reaction monitoring at offices to reduce the need for guards on night shift.
- Installing telephone management systems at offices.
- Participating in transversal contracts (Telkom, Vodacom, OEM (SITA))
- Modernising and automation of systems which will reduce operating costs.
- Reducing non-essential spending (catering, etc.).

The main cost drivers and areas where spending pressures will be experienced are:

- Shortfall on CoE ceiling in 2018/19.
- Modernisation programme, including maintenance costs and upgrades.
- Management of admissions and departures (Advance Passenger Processing, Passenger Name Record, Airline Liaison Officers, capturing of biometric data) and increases in contractual obligations due to the weakness of the Rand.
- Deportations.
- HANIS upgrade (financial support has been obtained from SAPS and the Integrated Justice System).
- Litigation costs against the DHA.
- Smart ID card rollout.
- Start-up costs for the BMA establishment.
- Leases.
- Deployment of officials abroad.
- Payment for the use of data lines.

Table 2: DHA Post Establishment as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 – 6	6208	343	6551	65.99%
7 - 10	2783	147	2930	29.52%
11 - 12	235	34	269	2.71%
13 - 16	141	36	177	1.78%
TOTAL	**9367**	**560**	**9927**	**100%**

The above table includes interns. The total per Programme is: Administration – 30 staff members, Citizen Affairs – 140 staff members and Immigration Affairs – 20 staff members as well as 1 post for DDG: Communication Services – additional to the establishment.

PART B

PROGRAMME AND SUB-PROGRAMME PLANS

Key Strategy Components for 2018/19

Figure 1: The key strategy components of the Department of Home Affairs are outlined below:

<table>
<tr><td colspan="3">Home Affairs Contribution to Government Priorities
All people in South Africa are and feel safe (3) Decent employment through inclusive economic growth (4) An efficient, effective and development oriented public service (12) and Social cohesion and Nation building (14)</td></tr>
<tr><td colspan="3">Mandate
Custodian, protector and verifier of the identity and status of citizens and other persons resident in South Africa as recorded on the National Population Register, including the issuing of traveling documents.
DHA controls, manages and facilitates immigration and the movement of persons through ports of entry. It also services foreign missions; enforces the Immigration Act; and determines the status of asylum seekers and refugees in accordance with international obligations</td></tr>
<tr><td>Vision
A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship</td><td>Mission
The efficient determination and safeguarding of the identity and status of citizens and the management of immigration to ensure security, promote development and fulfill our international obligations</td><td>Values
The DHA is committed to being -
People-centred & caring, Patriotic, Professional & having integrity, Corruption free & ethical, Efficient & innovative, Disciplined & security conscious</td></tr>
<tr><td>Strategic Objectives for Outcome 1
Eligible citizens are issued with enabling documents relating to identity and status
An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system
Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally</td><td>Strategic Objectives for Outcome 2
Refugees and asylum seekers are managed and documented efficiently
Movement of persons in and out of the country managed according to a risk-based approach
Enabling documents issued to foreigners efficiently and securely</td><td>Strategic Objectives for Outcome 3
Secure, effective, efficient and accessible service delivery to citizens and immigrants
Good governance and administration
Ethical conduct and zero tolerance approach to crime, fraud and corruption
Collaboration with stakeholders in support of enhanced service delivery and core business objectives</td></tr>
<tr><td>Programme 2: Citizen Affairs
Purpose: Provide secure, efficient and accessible services and documents for citizens and lawful residents.
Sub-programmes:
Citizen Affairs Management
Status Services
Identification Services
Service Delivery to Provinces
Government Printing Works
Electoral Commission
Represented Political Parties‘Fund</td><td>Programme 3: Immigration Affairs
Purpose: Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa, determine the status of asylum seekers, regulate refugee affairs and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration enforcement.
Sub-programmes:
Immigration Affairs Management
Admission Services
Immigration Services
Asylum Seekers</td><td>Programme 1: Administration
Purpose: Provide strategic leadership, management and support services to the Department.
Sub-programmes:
Ministry
Management Support Services
Corporate Services
Transversal Information Technology Management
Office Accommodation</td></tr>
<tr><td colspan="3">Key Strategies to Achieve DHA Outcomes and Strategic Objectives
Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans
Developing a leadership collective with the capacity to drive transformation
Building a platform of processes and systems that are secure and integrated to secure the identity and status of all persons residing in South Africa
Implementing an operating model, organisational structure and funding model that is appropriate to a secure DHA that must deliver services effectively to every citizen and to other clients and sectors
Good governance practices, including establishing a strong M & E function that will ensure effective performance management and accountability
Developing effective partnerships with communities and across all spheres of government to enhance security and effective service delivery
Having the capacity, including research capacity, to work strategically and effectively within the state, civil society and internationally
Contributing significantly to the fight against corruption.</td></tr>
</table>

6. INTRODUCTION TO FINANCIAL PROGRAMMES AND ANNUAL PERFORMANCE PLAN INDICATORS AND TARGETS

The performance delivery environment of the DHA, just like all other state organs, is focused on the execution of the DHA mandate and the implementation of the Medium Term Strategic Framework outcomes for 2014 - 2019 which is informed by the NDP. The DHA contribution to MTSF outcomes are portrayed in bold in the table below. The table also illustrates all MTSF outcomes and the relevant chapters in the National Development Plan.

Table 3: MTSF Priorities and DHA Specific Outcomes in support of MTSF Priorities

No	MTSF Outcomes	NDP Chapter	DHA Outcomes
1	Quality basic education	Chapter 09	
2	A long and healthy life for all	Chapter 10	
3	**All people in South Africa are and feel safe**	**Chapter 12 & 13**	• **Secured South African citizenship and identity** • **Secured and responsive immigration system**
4	**Decent employment through inclusive economic growth**	**Chapter 03**	• **Secured and responsive immigration system**
5	Skilled and capable workforce to support an inclusive growth path	Chapter 09	
6	An efficient, competitive and responsive economic infrastructure network	Chapter 04	
7	Vibrant, equitable, sustainable rural communities contributing to food security for all	Chapter 06	
8	Sustainable human settlements and improved quality of household life	Chapter 08	
9	Responsive, accountable, effective and efficient local government system	Chapter 13	
10	Protect and enhance our environmental assets and natural resources	Chapter 05	
11	Create a better South Africa, a better Africa and a better world	Chapter 07	
12	**An efficient, effective and development oriented public service**	**Chapter 13**	• **Services to citizens and other clients that are accessible and efficient**
13	Social protection	Chapter 11	
14	Nation building and social cohesion	Chapter 15	

As depicted in the table above, the DHA as an organ of the state contributes directly to 3 of the 14 outcomes of the MTSF 2014 to 2019. The DHA contribution is based on customised DHA outcomes. The DHA outcomes are further translated into DHA strategic objectives with 5 year targets, outputs, performance indicators and targets (annual and quarterly). The implementation of the DHA planning instruments is monitored through a formal quarterly performance review process and the compilation of an annual report.

An analysis of performance and trends is important for planning due to focused attention being placed on successes and challenges. It also enables the organisation to identify projects that are to be discontinued, amended or newly proposed. The DHA provided a detailed input into the mid-term review of the MTSF in 2016 for government outcomes 3 and 4. The outcome 12 commitment was achieved in the 2015/16 financial year.

The DHA outcome "*Services to citizens and other clients that are accessible and efficient"* contributes to MTSF Outcome 12. The Administration programme plays a meaningful role in ensuring that the MTSF outcome becomes a reality. The services provided by branches such as information services and human resource management and development tend to cut across all three financial programmes of the DHA.

A number of strategic objectives relates to outcome 3 of the DHA. The objective that deals with

"secure, effective, efficient and accessible service delivery to citizens and immigrants" includes indicators which deal with the training of managers in leadership and management development programmes to improve performance and professionalism as well as the repositioning of Home Affairs as a modern and highly secure department. The Learning Academy in the DHA will be a key driver in the professionalisation and repositioning of the DHA through its various training and change management interventions. The repositioning of the DHA as a highly secure and modern department is a critical priority for the DHA going forward.

All people within the borders of the RSA have a basic human right to safety and security. As the custodian of identity and immigration management, the DHA plays a critical role in the national security system of the state. The departments designated as security services in the Constitution must work closely with the DHA in order to protect the integrity of our state. The departments in the JCPS cluster depend on DHA systems, as do a number of other agencies such as the South African Revenue Service (SARS) and financial regulatory bodies.

To ensure "good governance and administration", the DHA pays focused attention on compliance related issues prescribed in the PFMA and other relevant legislation. The submission of prescribed financial reports to the National Treasury and Auditor-General, close monitoring of the DHA vacancy rate and adherence to prescripts regarding the establishment of public-private partnerships over the past few years have contributed to the priority to build a capable state.

The strategic objective dealing with "inculcating ethical conduct and a zero tolerance approach to crime, fraud and corruption" focuses on the implementation of the four pillars of the counter corruption strategy, namely prevention, detection, investigations and resolution.

The strategic objective "collaboration with stakeholders in support of enhanced service delivery and core business objectives" deals primarily with the implementation of the DHA communication strategy and action plan.

In respect of the outcome dealing with *"Secured South African citizenship and identity",* the civic services branch, with close support from the information services branch, plays the leading role. This outcome is in support of national outcome 3: All people in SA are and feel safe. The strategic objectives are crafted around the secure and timely issuance of enabling documents to eligible citizens and the establishment of an integrated and digitised national identity system that is secure and contains the biometric details of every person recorded on the system. Indicators deal with the early registration of birth (a MTSF priority); the issuance of smart ID cards; key enablers to support the rollout of the smart ID card; the timeous issuance of passports and identity documents and the design and operationalisation of the national identity system by 2019/20 (a MTSF target). To improve the security of processes, systems and efficiencies of operations, the DHA has embarked on a programme to automate its processes such as birth, marriage and deaths and upgrade critical identity systems such as the Automated Fingerprint Identification System (AFIS).

The design and operationalisation of the NIS is a critical priority, not only for the DHA but for the country as a whole. It is the basis for the modernisation and repositioning of the DHA as a secure and modern department and will impact significantly on the operations of other departments and organisations with significant savings to the fiscus, once implemented. It also impacts on the priorities of other branches within the DHA and the DHA strategic direction in its totality.

The Mandate Paper – Budget 2018 emphasises the importance of having a national identity system by stating: "Improved operational and information systems will help fight crime and corruption but also government efficiency generally. Ongoing technological change is driving down the cost of effective administrative, information and monitoring systems. A bedrock of such administrative systems is an effective identity system for citizens and visitors. It is therefore critical to ensure that the population register of the Department of Home Affairs and the electronic and card identification system include all citizens and be of the highest integrity. Obstacles to a more rapid rollout must be investigated and a comprehensive integrated approach developed about how this system can be integrated with other government programmes and systems".

Regarding the delays with the design, development and operationalisation of the NIS, the DHA has experienced challenges around procurement issues. The significant reduction in the compensation of employees' budget since January 2016 has led to the non-filling of specialist posts in the DHA, especially in the information services environment. The proposed date for having the NIS fully operational is 2020/21 with the design and development completely finalised by 2019/20.

In the 2018/19 financial year, the DHA in partnership with SITA and the CSIR, will finalise the business requirements, system design and specifications of the NIS. Automation of the front end processes for asylum seeker and refugee management will commence to enable the full integration into the NIS. The NIS will be developed in phases based on open standards and the Government Wide Enterprise Architecture (GWEA) to ensure seamless integration to all government IT systems. The development of all modules, as required, will be based on re-engineered business processes in the live capture solution. The NIS modules will be fully implemented once data from the legacy systems have been cleaned up and migrated. The various annual performance plans of the DHA since 2014/15 shows the various elements which need to be put in place to ensure an operational NIS.

A comprehensive border management solution is required to enable the efficient and legal movement of people and goods through all land, air and sea ports. The visa, permit and national identity databases will be integrated into the biometric based movement control system to enable proficient processing of travellers in and out of South Africa. The DHA is in the process of rolling out an interim biometric system to all ports of entry and will complete the rollout by the

end of 2018/19. The interim system enables only fingerprints and photographs to be captured and stored accordingly. The full biometric MCS (i.e. with various biometric capability) is currently under development and will be integrated into the national identity system where all biometrics of citizens and foreigners will be under a single view.

The Immigration Services branch is the key driver of the DHA outcome dealing with a "*Secured and responsive immigration system".* This outcome is in support of national outcome 3: All people in SA are and feel safe and outcome 4: Decent employment through inclusive economic growth. Three strategic objectives have been developed to support this outcome, namely refugees and asylum seekers are managed and documented efficiently, movement of persons in and out of the country are managed according to a risk–based approach and enabling documents are issued to foreigners efficiently and securely. The strategic objective dealing with the establishment of an integrated and digitised national identity system that is secure and contains the biometric details of every person recorded on the system is a critical enabler for the achievement of this outcome.

Four targets under these objectives have been elevated to the MTSF, namely the establishment and operationalisation of the BMA, the implementation of the Integrated Border Management Strategy, the development of a policy on international migration and subsequent legislation in support thereof and the rollout of biometrics at ports of entry equipped with the EMCS system.

Other key priorities include the establishment of asylum processing centres closer to the country's border, conducting of law enforcement operations and improvement of infrastructure at ports of entry.

The effective and efficient issuance of critical skills visas is a priority in support of outcome 4: "*Decent employment through inclusive economic growth"*. The DHA is also in the process of improving the turnaround time for other categories of visas and permits in support of economic development and growth such as business and general work visas.

The technical indicator description sheets or key performance indicator sheets will be placed on the DHA website by 30 April 2018.

7. FINANCIAL PROGRAMMES AND ANNUAL PERFORMANCE PLAN INDICATORS AND TARGETS

Programme 1: Administration

Purpose:

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

Sub-programmes:

- Ministry
  - Minister
  - Deputy Minister
- Management Support Services
  - Director-General
  - Border Management Authority
  - Institutional Planning and Support
- Corporate Services
  - Communications
  - Counter Corruption and Security Services
  - Human Resources Support
  - Learning Centre
  - Financial Services
- Transversal Information Technology Management
  - IS Operational
  - Transversal IT Projects
- Office Accommodation

Spending over the MTEF Period will be on the following:

- Improving the footprint of the DHA and access to the services rendered by the DHA by: increasing the number of service points; use of technology and through partnerships with stakeholders; optimising the use of existing health facilities for registration of birth for new-born children; the maintenance of stakeholder forums and the expansion of contact centre services.
- As part of the DHA modernisation programme, designing and implementing a new national identity system which will include South Africans and foreign nationals. This will include business process reengineering, provision of access to systems, inherent biometric features and system integration to enable the DHA to ensure the integrity and security of the identity of citizens, all who live in South Africa, and all who enter or leave the country.
- Improving business processes and systems to combat fraud and corruption by rolling out online verification and live capture functionality for both passports and identity documents to small, medium and large offices, health facilities, mobile offices as well as banks.
- Improving the service delivery environment for both the public and staff through improvement of infrastructure at ports of entry, the use of public-private partnerships and frontline office refurbishment.
- Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans through establishing a world-class academy and the culture and practice of continuous learning. The focus is on strategic projects such as leadership and management training, training on the National Certificate: Home Affairs Services, coaching clinics, development programmes and the strengthening of the security of the Department.
- Providing of security services to departmental offices.
- Promoting the services and activities of the Department through marketing and awareness initiatives, via a multimedia approach, media platforms that will carry departmental messages and campaigns which will include television (various stations like SABC, e-TV and DSTV), airport screens, radio (various national and local stations), print media (various national and local newspapers), departmental printing (internal newsletters, planning instruments, annual reports, posters, pamphlets and booklets).
- Outsourcing activities for planned audit projects and audits that require specialised skills that are lacking in the internal auditing environment as well as related expenditure such as travel costs.
- Creating awareness in respect of risk management.

Table 4: Post establishment for Administration as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 - 6	489	20	509	43.99%
7 - 10	379	28	407	35.18%
11 - 12	134	12	146	12.62%
13 - 16	83	12	95	8.21%
TOTAL	**1085**	**72**	**1157**	**100**

A total of 28 posts for Interns on salary level 3 are included in the above totals. These posts are additional to the establishment.

DHA Outcomes and Strategic Objectives:

The Administration programme contributes to all three of the departmental outcomes with the main contribution under outcome 3.

Outcome 3: Services to citizens and other clients that are accessible and efficient

Strategic objectives

- To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants.
- Good governance and administration.
- To ensure ethical conduct and zero tolerance approach to crime, fraud and corruption.
- Collaboration with stakeholders in support of enhanced service delivery and core business objectives.

Table 5: Programme 1 (Administration) – 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system	NIS operational by 2019/20	Civic and immigration systems such as National Population Register (NPR), Movement Control System (MCS), etc	Civic and immigration systems such as NPR, MCS, etc	Data analysis on NPR conducted	Live capture system in operation for smart ID cards and passports for citizens System design, development and testing in preparation for NIS finalised (Phased approach) • Birth, marriage and death (BMD) processes developed onto live capture • Live capture for refugee smart ID cards and passports developed and tested • End-to-end e-Permit system developed (prototype) VFS front end and DHA Visa Adjudication System operational Automated Fingerprint Identification System (AFIS) tender specifications finalised	System design, development and testing in preparation for NIS finalised (Phased approach) • Amendment & Citizenship processes developed onto live capture Impact analysis report signed off by DDG:CS and DDG: IMS (AFIS)	System development for areas contributing to NIS finalised as outlined in APP (Phased approach)	NIS operational	NIS fully operational

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally	100% of all designated ports of entry equipped with biometric systems capable of processing travellers (at ports equipped with EMCS) by 2018/19	NA	NA	Temporary solution for biometric functionality partially rolled out to ORTIA, King Shaka, Cape Town and Lanseria airports Phase 2 of EMCS implemented in line with new Immigration Regulations (Solution to deal with Undesirables)	Biometrics rolled out in phased approach • Business requirement specifications for biometrics (full biometric scope) approved by DDG: IMS • Interim solution for biometric functionality partially rolled out to 4 pilot airports and 6 land ports and 1 maritime port	EMCS (full biometric scope) tested in quality assurance environment Interim solution for biometric functionality rolled out to 10 ports of entry	Biometric functionality (full scope) piloted All ports of entry with EMCS equipped with interim solution for biometric functionality	Biometrics rolled out in phased approach	Biometrics roll out completed

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Secure, effective, efficient and accessible service delivery to citizens and immigrants	A professional DHA cadre established through training of nominated staff in relevant initiatives to transform the DHA into a highly secure and modern department (100% of nominated staff trained)	129% (129) for outbound management development programmes 111% (667) for National Certificate: Home Affairs Services	161% (161) for leadership and management programmes Cadets(new PI) 118% (355) for National Certificate: Home Affairs Services Client Relations Improvement and Professionalising Programme (new PI)	212% (779) for leadership and management development programmes 100% (80) for Cadets trained 117% (407) for National Certificate: Home Affairs Services 106% (212) for Client Relations Improvement and Professionalising Programme	163% (490) of staff trained in leadership and management development programmes	348% (1044) of staff trained in leadership and management development programmes	100% of nominated staff trained	100% of nominated staff trained	100% of nominated staff trained
	DHA repositioned as a modern, secure and professional department by 2019/20 (fifth phase)	NA	Business case for a sustainable model for civic and immigration services approved by Minister and submitted to National Treasury	First phase of business case implemented: • Cabinet memorandum on the repositioning of DHA as a modern, secure, department approved by Minister	Second phase of repositioning completed (Business case for repositioning of the DHA submitted to Cabinet for approval)	Third phase of repositioning completed (White Paper submitted to Minister for approval)	Fourth phase of repositioning completed	Fifth phase of repositioning completed	Sixth phase of repositioning completed

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Ethical conduct and a zero tolerance approach to crime, fraud and corruption	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20 (100% of identified interventions implemented as outlined in the APP)	Anti-corruption awareness campaign conducted 4 reviews on business processes signed off by DG	Ethics Management Programme implemented: (63% of reported cases finalised within 90 working days 4 reviews on business processes signed off by DG 86 Threat and Risk Assessments (TRAs) conducted 532 vetting fieldwork investigations finalised)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (44 awareness interventions conducted 69% of reported cases finalised within 90 working days 2 reviews on business processes signed off by DDG: CCSS 88 Threat and Risk Assessments (TRAs) conducted 1143 vetting fieldwork investigations finalised)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (42 awareness interventions conducted 64% of reported cases finalised within 90 working days 2 reviews on business processes signed off by DDG: CCSS 96 Threat and Risk Assessments (TRAs) conducted 732 vetting fieldwork investigations finalised) (All targets achieved)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (37 awareness interventions conducted 66% of reported cases finalised within 90 working days 2 reviews on business processes signed off by DDG: CCSS 80 Threat and Risk Assessments (TRAs) conducted 572 vetting fieldwork investigations finalised)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Good governance and administration	No audit qualification by 2019/20	Disclaimer	Qualified audit report	Qualified audit report	Unqualified report	Unqualified audit	No audit qualifications	No audit qualifications	No audit qualifications
Collaboration with stakeholders in support of enhanced service delivery and core business objectives	Communication Strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagement	NA	Communication strategy implemented	Communication Strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in Annual Performance Plan (APP) implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements

Table 6: Programme 1 (Administration) - Annual Targets for the 2018/19 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.1: Eligible citizens are issued with enabling documents relating to identity and status										
1.1.1	Measures introduced to ensure dedicated network connectivity for DHA	SITA provided with plan for dedicated network connectivity for DHA (2018/19)	NA	NA	NA	New PI	Dedicated DHA network connectivity for WAN and LAN ensured	NA	NA	DDG: Information Services (IS)
Quarterly Target Information for 2018/19										
Performance Indicator: SITA provided with plan for dedicated network connectivity for DHA										
Annual Target: Dedicated DHA network connectivity for WAN and LAN ensured										
Reporting Period: Quarterly										
Quarter 1 Target(s): Tripartite agreement between DHA, SITA and service provider signed Service level agreement between parties signed										
Quarter 2 Target: Assessment report of DHA networks presented to EXCO										
Quarter 3 Target: Strategy to ensure dedicated network connectivity, based on assessment of networks, presented to MMM										
Quarter 4 Target: Implementation plan to ensure dedicated network connectivity for DHA submitted to SITA (including provision for an enterprise operations centre)										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: National Identity System (NIS) developed (2018/19) and operational (2019/20)										
Link to National Outcome 3: All people in SA are and feel safe										
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.2: An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system										
1.2.1 1.2.2 1.2.3	National Identity System (NIS) developed and operational	NIS development in respect of: • Automation of Asylum Seeker Management process as per specifications (2018/19) • Approval of NIS specifications by DG (2018/19) • Approval of Trusted Traveller programme business requirement specifications by DDG: IMS (2018/19) NIS elements operational: (2019/20) • Trusted Traveller programme piloted at one port of entry as per signed business requirements (2019/20) NIS operational (single view of client) (2020/21) Number of ports of entry with Trusted Traveller Programme (2020/21)	NA	Live capture system in operation	BMD processes developed onto live capture Refugee smart ID cards and passports developed and tested End-to-end e-Permit system developed (prototype)	Citizenship and Amendment processes developed onto live capture	NIS developed in respect of: • Asylum Seeker Management process developed onto live capture • Specifications for NIS approved by DG • Business requirement specifications for Trusted Traveller programme approved by DDG: IMS	NIS operational: Trusted Traveller programme piloted at 1 port of entry	NIS fully operational Trusted Traveller programme rolled out to 3 ports of entry	DDG: Information Services (IS)

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Quarterly Target Information for 2018/19										
Performance Indicator: Automation of Asylum Seeker Management process as per specifications										
Annual Target 1.2.1 : Asylum Seeker Management process developed onto live capture										
Reporting Period: Quarterly										
Quarter 1 Targets: Business requirement specifications for asylum seeker management process approved by DDG: IMS Work–order for contracting of service provider signed by DDG: IS										
Quarter 2 Target: Technical specifications for asylum seeker management process approved by DDG: IS										
Quarter 3 Target: NA										
Quarter 4 Target: Asylum seeker management process developed (pre-production)										
Quarterly Target Information for 2018/19										
Performance Indicator: Approval of NIS specifications by DG										
Annual Target 1.2.2: Specifications for NIS approved by DG										
Reporting Period: Quarterly										
Quarter 1 Target: Desktop study on the development of specifications approved by DDG: IS										
Quarter 2 Target: Legacy system “As Is” status report approved by DDG: IS										
Quarter 3 Target: NA										
Quarter 4 Target: NIS requirement approved by DG										
Quarterly Target Information for 2018/19										
Performance Indicator: Approval of Trusted Traveller programme business requirement specifications by DDG: IMS										
Annual Target 1.2.3: Business requirement specifications for Trusted Traveller programme approved by DDG: IMS										
Reporting Period: Bi-annually										
Quarter 2 Target: Feasibility study approved by DDG: IS										
Quarter 4 Target: Business requirements approved by DDG: IMS										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.2.4	Automated Fingerprint Identification System (AFIS) upgrade completed	AFIS data migration into ABIS completed (2018/19) Iris and palm-print recognition capabilities functional as per specified areas (2019/20) Support and maintenance provided (2020/21)	NA	AFIS tender specifications finalised	AFIS closed tender advertised	Impact analysis report signed off by DDG:CS and DDG: IMS (AFIS)	Migration of AFIS data into Automated Biometric Identification System (ABIS) completed	Iris and palm-print recognition capability functional in respect of identification, verification and latent search	Support and maintenance of ABIS	DDG: Information Services (IS)
Quarterly Target Information for 2018/19										
Performance Indicator: AFIS data migration into ABIS completed										
Annual Target: Migration of AFIS data into ABIS completed										
Reporting Period: Quarterly										
Quarter 1 Target: Production and disaster recovery tested										
Quarter 2 Target: Security integration completed (sign off by DDG: IS)										
Quarter 3 Target: NA										
Quarter 4 Target: Data migration of AFIS to ABIS completed (sign off by DDG: IS)										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: 100% of all designated ports of entry equipped with biometric systems capable of processing 100% of travellers (at ports equipped with EMCS) by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
Strategic Objective 1.3: Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally										
1.3.1	Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)	Full biometric solution piloted as per signed business requirements (2018/19) Number of ports with biometric functionality as per signed business requirements (2019/20 and 2020/21)	NA	Phase 2 of EMCS implemented in line with new Immigration Regulations (Solution to deal with Undesirables)	Business requirement specifications approved by DDG: IMS	EMCS (full biometric scope) developed and tested in quality assurance environment	Biometric MCS (full biometric solution) piloted at one port of entry	Biometric MCS (full biometric solution) rolled out to 32 ports	Biometric MCS (full biometric solution) rolled out to additional 40 ports	DDG: Information Services (IS)
Quarterly Target Information for 2018/19										
Performance Indicator: Full biometric solution piloted as per signed business requirements										
Annual Target: Biometric MCS (full biometric solution) piloted at one port of entry										
Reporting Period: Bi-annually										
Quarter 2 Target: Biometric MCS (full biometric solution) developed										
Quarter 4 Target: Biometric MCS piloted in 1 port of entry										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.3.2	Biometric functionality implement-ed at ports of entry equipped with the Enhanced Movement Control Sys-tem (EMCS)	Number of ports of entry with interim biometric functionality equipped	NA	NA	NA	New PI	62	NA	NA	DDG: IS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of ports of entry with interim biometric functionality equipped										
Annual Target: 62										
Reporting Period: Quarterly										
Quarter 1 Target(s): IT equipment for interim biometric functionality procured Network assessment for 62 ports conducted (assessment report signed off by relevant port manager)										
Quarter 2 Target: 21										
Quarter 3 Target: 21										
Quarter 4 Target: 20										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service										
DHA Outcome 3: Services to citizens and other clients that are accessible and efficient										
Strategic Objective 3.1: Secure, effective, efficient and accessible service delivery to citizens and immigrants										
3.1.1	Leadership and management skills and competencies provided to support Moetapele	Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation	161	779	490 managers (195 junior; 238 middle; 57 senior)	1044	500	500	500	DDG: HRM&D
Quarterly Target Information for 2018/19										
Performance Indicator: Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation										
Annual Target: 500										
Reporting Period: Quarterly										
Quarter 1 Target: 100										
Quarter 2 Target: 150										
Quarter 3 Target: 150										
Quarter 4 Target: 100										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.1.2	Programme for the repositioning of Home Affairs as a modern and secure department implemented	Phased implementation of a repositioned DHA as a modern and secure department: • Fourth phase: First draft of DHA Bill submitted to Minister for approval (2018/19) • Fifth phase: DHA Bill submitted to Parliament (2019/20) • Sixth phase: Phased implementation of DHA Act (2020/21)	Business case for a sustainable model for civic and immigration services approved by Minister and submitted to National Treasury	First phase of business case implemented: - Cabinet memorandum on the repositioning of DHA as a modern, secure department approved by Minister	Second phase of repositioning completed (Business case approved by Cabinet in March 2017).	Final Draft of White Paper submitted to Minister for approval	First draft of DHA Bill submitted to Minister for approval	Draft DHA Bill submitted to Parliament	Approved plan for implementing the DHA Act implemented (phased approach)	DDG: Institutional Planning and Support (IPS)

Quarterly Target Information for 2018/19
Performance Indicator: Phased implementation of a repositioned DHA as a modern and secure department: Fourth phase: First draft of DHA Bill submitted to Minister for approval
Annual Target: First draft of DHA Bill submitted to Minister for approval
Reporting Period: Quarterly
Quarter 1 Target: SEIAS submitted to DPME for approval
Quarter 2 Target: Report on consultations with relevant government clusters (JCPS, Economic and G&A), departments (SSA, DTPS, National Treasury, DPSA) and entities (Telkom and CSIR) submitted to EXCO
Quarter 3 Target: White Paper submitted to Cabinet
Quarter 4 Target: First draft of DHA Bill submitted to Minister for approval

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.1.3	Access to service delivery improved	Approval of DHA Access Model by EXCO (2018/19) DHA Access Model implemented in a phased manner (based on recommendations) (2019/20 – 2020/21)	NA	NA	NA	New PI	DHA Access Model approved by EXCO	DHA Access Model implemented based on recommendations	DHA Access Model implemented based on recommendations	DDG: IPS
Quarterly Target Information for 2018/19										
Performance Indicator: Approval of DHA Access Model by EXCO										
Annual Target: DHA Access Model approved by EXCO										
Reporting Period: Bi-annually										
Quarter 2 Target: Service provider appointed to conduct accessibility study										
Quarter 4 Target(s): Accessibility study conducted (report submitted to DDG: IPS for comment) Access model submitted to EXCO for approval										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service										
Strategic Objective 3.2: Good governance and administration										
3.2.1	Adequate levels of human resources for Home Affairs ensured	Vacancy rate maintained at a set percentage or lower	4.9%	2.1%	0.6%	5.5%	Vacancy rate maintained at 10% or below by 31 March 2019	Vacancy rate maintained at 10% or below by 31 March 2020	Vacancy rate maintained at 10% or below by 31 March 2021	DDG: HRM&D
Quarterly Target Information for 2018/19										
Performance Indicator: Vacancy rate maintained at a set percentage or lower										
Annual Target: Vacancy rate maintained at 10% or below by 31 March 2019										
Reporting Period: Quarterly										
Quarter 1 Target: Vacancy rate maintained at 10% or below										
Quarter 2 Target: Vacancy rate maintained at 10% or below										
Quarter 3 Target: Vacancy rate maintained at 10% or below										
Quarter 4 Target: Vacancy rate maintained at 10% or below										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.2.2	Public-private partnership (PPP) entered into for improving infrastructure at ports of entry	Compliance with Treasury Regulations in respect of entering into a PPP for the redevelopment of ports of entry (2018/19 – 2019/20) Number of priority land ports of entry in process of construction in accordance with the Master Plans (2020/21)	NA	NA	Feasibility study undertaken and TA I request submitted to National Treasury	Pre-qualified bidders selected	Preferred bidder appointed for the redevelopment of 6 priority ports of entry	Financial closure effected with the appointed private party	Commencement of construction of 6 priority land ports of entry in accordance with the Master Plans	Project Manager BMA
Quarterly Target Information for 2018/19										
Performance Indicator: Compliance with Treasury Regulations in respect of entering into a PPP for the redevelopment of ports of entry										
Annual Target: Preferred bidder appointed for the redevelopment of 6 priority ports of entry										
Reporting Period: Quarterly										
Quarter 1 Target: Draft Request for Proposal (RfP) submitted to National Treasury for approval										
Quarter 2 Target: RfP issued to the pre-qualified bidders										
Quarter 3 Target: Assessment of bidders concluded										
Quarter 4 Target: Preferred bidder appointed										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service										
Strategic Objective 3.3 : Ethical conduct and zero tolerance approach to crime, fraud and corruption										
3.3.1	Counter Corruption Strategy for Home Affairs implemented	Number of awareness initiatives on ethics, fraud prevention and counter corruption conducted	Ethics Management programme developed and approved by EXCO Ethics Management Programme implemented Awareness plan implemented	44	42	37	20	20	20	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of awareness initiatives on ethics, fraud prevention and counter corruption conducted										
Annual Target: 20										
Reporting Period: Quarterly										
Quarter 1 Target: 5										
Quarter 2 Target: 5										
Quarter 3 Target: 5										
Quarter 4 Target: 5										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline) 17/18	Medium Term Targets			Delegation
			14/15	15/16	16/17		18/19	19/20	20/21	
3.3.2	Counter Corruption Strategy for Home Affairs implemented	Percentage of reported cases on fraud and corruption finalised within 90 working days	60%	69%	64%	66%	66%	66%	66%	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Percentage of reported cases on fraud and corruption finalised within 90 working days										
Annual Target: 66%										
Reporting Period: Quarterly										
Quarter 1 Target: 66%										
Quarter 2 Target: 66%										
Quarter 3 Target: 66%										
Quarter 4 Target: 66%										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline) 17/18	Medium Term Targets			Delegation
			14/15	15/16	16/17		18/19	19/20	20/21	
3.3.3	Counter Corruption Strategy for Home Affairs implemented	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	80	88	96	80	80	80	80	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)										
Annual Target: 80										
Reporting Period: Quarterly:										
Quarter 1 Target: 20										
Quarter 2 Target: 20										
Quarter 3 Target: 20										
Quarter 4 Target: 20										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.3.4	Counter Corruption Strategy for Home Affairs implemented	Number of vetting files referred to State Security Agency (SSA) for evaluation	532	1143	732	572	470	470	470	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of vetting files referred to State Security Agency (SSA) for evaluation										
Annual Target: 470										
Reporting Period: Quarterly										
Quarter 1 Target: 131 vetting files referred to State Security Agency (SSA) for evaluation (53 Confidential files and 78 Secret and Top Secret files finalised)										
Quarter 2 Target: 131 vetting files referred to State Security Agency (SSA) for evaluation (53 Confidential files and 78 Secret and Top Secret files finalised)										
Quarter 3 Target: 104 vetting files referred to State Security Agency (SSA) for evaluation (52 Confidential files and 52 Secret and Top Secret files finalised)										
Quarter 4 Target: 104 vetting files referred to State Security Agency (SSA) for evaluation (52 Confidential files and 52 Secret and Top Secret files finalised)										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline) 17/18	Medium Term Targets			Delegation
			14/15	15/16	16/17		18/19	19/20	20/21	
3.3.5	Misconduct cases dealt with efficiently	Percentage of reported misconduct cases submitted to a presiding officer for consideration	NA	NA	NA	–	70%	70%	70%	DDG: HRM&D
Quarterly Target Information for 2018/19										
Performance Indicator: Percentage of reported misconduct cases submitted to a presiding officer for consideration										
Annual Target: 70%										
Reporting Period: Quarterly										
Quarter 1 Target: 70%										
Quarter 2 Target: 70%										
Quarter 3 Target: 70%										
Quarter 4 Target: 70%										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service **Link to National Outcome 14: Social cohesion and nation building**										
Strategic Objective 3.4: Collaboration with stakeholders in support of enhanced service delivery and core business objectives										
3.4.1	Implementation of the communication strategy and action plan in respect of corporate communication services, media relations and public awareness activities and engagements	Number of communication interventions implemented in support of communication strategy and action plan	Communication strategy and action plan developed and implemented in respect of: • External communication • Internal Communication	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services (23) • Media Relations (12) • Public Awareness Engagements (12)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 Publications of Ikhaya internal newsletter 12 media engagements 6 Ministerial Izimbizo, Budget Vote Communication event 11 Publications of Ministerial Home Affairs Today 2 Campaigns)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 Publications of Ikhaya internal newsletter 28 media engagements 6 Ministerial Izimbizo Budget Vote Communication event 11 Publications of Ministerial Home Affairs Today 8 Notes from the DG's desk 2 Campaigns)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 Publications of Ikhaya internal newsletter 28 media engagements - Ministry and DG 6 Izimbizo - Ministry and DG Budget Vote Communication event 4 Publications of Ministerial Home Affairs Today 8 Notes from the DG's desk 2 Campaigns)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements	Head of Communication Services

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline) 17/18	Medium Term Targets			Delegation
			14/15	15/16	16/17		18/19	19/20	20/21	
Quarterly Target Information for 2018/19										
Performance Indicator: Number of communication interventions implemented in support of communication strategy and action plan										
Annual Target: Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements										
Reporting Period: Quarterly										
Quarter 1 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 1 Imbizo, 1 Budget Vote communication event, 1 Ministerial Home Affairs Today, 2 Notes from the DG's desk and 1 Campaign										
Quarter 2 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 2 Izimbizo,1 Ministerial Home Affairs Today and 2 Notes from the DG's desk										
Quarter 3 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 2 Izimbizo, 1 Ministerial Home Affairs Today, 2 Notes from the DG's desk and 1 Campaign										
Quarter 4 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 1 Imbizo, 1 Ministerial Home Affairs Today, 2 Notes from the DG's desk										

Table 7: Reconciling performance targets with the budget and the MTEF for Programme 1: Administration

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited out-come	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes									
Ministry	28 415	33 916	42 257	36 905	37 419	37 208	46 164	47 950	51 095
Management Support Services	193 374	203 944	200 894	190 478	180 875	180 041	186 113	193 032	244 942
Corporate Services	728 767	668 036	678 000	667 434	719 945	863 423	714 403	803 429	897 563
Transversal Information Technology Manage-ment	682 267	498 353	952 146	807 858	833 655	1 162 944	870 243	913 027	888 117
Office Accommodation	398 692	423 708	514 522	508 159	487 601	487 601	515 882	544 771	574 733
Total	**2 031 515**	**1 827 957**	**2 387 819**	**2 210 834**	**2 259 495**	**2 731 217**	**2 332 805**	**2 502 209**	**2 656 450**
Economic classification									
Current payments	**1 764 154**	**1 624 839**	**2 363 977**	**2 000 667**	**2 195 713**	**2 660 887**	**2 078 473**	**2 327 894**	**2 542 612**
Compensation of employees	420 430	430 733	576 713	481 382	558 337	558 337	514 227	547 574	586 351
Salaries and wages	370 655	378 387	519 393	421 446	514 233	514 233	469 524	499 459	534 627
Social contributions	49 775	52 346	57 320	59 936	44 104	44 104	44 703	48 115	51 724
Goods and services	1 343 724	1 194 106	1 787 264	1 519 285	1 637 376	2 102 550	1 564 246	1 780 320	1 956 261
Transfers and subsidies	**9 779**	**2 325**	**12 949**	**6 705**	**2 395**	**2 395**	**2 534**	**2 676**	**2 823**
Payments for capital assets	**257 582**	**200 793**	**10 893**	**203 462**	**61 387**	**67 935**	**251 798**	**171 639**	**111 015**
Total	**2 031 515**	**1 827 957**	**2 387 819**	**2 210 834**	**2 259 495**	**2 731 217**	**2 332 805**	**2 502 209**	**2 656 450**

Programme 2: Citizen Affairs

Programme Purpose:

Provide secure, efficient and accessible services and documents for citizens and lawful residents.

Sub-programmes:

- *Citizen Affairs Management* provides for the overall management of the branch for both head office and frontline offices and provides policy direction, sets standards and manages back office processes.
- *Status Services (Back Office Status Services)* regulates all matters relating to the National Population Register (NPR). These include: Maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; amendment of personal particulars on the NPR, providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship.
- *Identification Services (Back Office ID Processing)* oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- *Service Delivery to Provinces* provides for all civic, immigration and refugee affairs functions in the provinces. This entails providing a client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example temporary identity certificates) and conducting quality assurance of, for example, immigration and civic services applications.
- *Government Printing Works* – the sub-programme transfers funds to Government Printing Works, which provides security printing services to the South African government and some states in the Southern African Development Community (SADC).
- *Electoral Commission* – the sub-programme transfers funds to the Electoral Commission, which manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period. Funding for the Represented Political Parties' Fund is included under this sub-programme.
- Represented Political Parties' Fund (RPPF) – the sub-programme facilitates the participation of parties in regular free and fair elections.

For programme 2, Citizen Affairs, the spending focus over the MTEF period will be on:

- Continued rollout of the national population registration campaign with the focus on birth, marriage and death registrations, and the issuance of identity documents / smart cards.
- Providing travel and citizenship documents.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents in the civics and immigration environment.
- Implementing an operating model that is appropriate to a department that must deliver services effectively and securely to every citizen and to other clients and sectors.
- Maintaining of the Home Affairs National Identification System (HANIS) and updating of the National Population Register (NPR).
- Transferring of funding to public entities, where relevant (Electoral Commission, Government Printing Works and the Represented Political Parties' Fund).
- Digitising of records as part of the Electronic Document Management System.

Table 8: Post establishment for Citizen Affairs as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 - 6	4246	263	4509	68.70%
7 - 10	1816	99	1915	29.18%
11 - 12	68	12	80	1.22%
13 - 16	41	18	59	0.90%
TOTAL	**6171**	**392**	**6563**	**100**

A total of 131 posts for Interns on salary level 3 are included in the above totals. These posts are additional to the establishment.

DHA Outcome and Strategic Objectives:

Outcome 1: Secured South African citizenship and identity

Strategic Objectives

- Eligible citizens are issued with enabling documents relating to identity and status.
- An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system.
- Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally.

Table 9: Programme 2 (Citizen Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Eligible citizens are issued with enabling documents relating to identity and status	Enabling documents issued to 100% of identified citizens (births registered within 30 calendar days and smart ID cards issued to a projected 4 810 million citizens)	16% • 650 682 for births • 125 112 for smart ID cards Total of 775 794	49% • 704 527 for births • 1 638 387 for smart ID cards Total of 2 342 914	63% • 703 705 for births • 2 320 972 for smart ID cards Total of 3 024 737	• 72% • 745 204 for births • 2 698 131 for smart ID cards Total of 3 443 335	78% (3 750 000)	79% (3 810 000)	100% (4 810 000)	*121% (5 810 000) *Accumulative percentages
	Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) by 2019/20	Not achieved for IDs 1st issues (91.7%) Achieved for IDs re-issues (98.2%)	Not achieved for IDs 1st issues (86.7%) Not achieved for IDs re-issues (92.3%) Passports – New PI	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and system) passports (new live capture system) • Achieved for IDs 1st issues (93.9%) • Achieved for IDs re-issues (97.9%) • Achieved for passports (92.4%)	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) • Achieved for Passports (95.40%)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system) • Passports (90%)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system)

Table 10: Programme 2 (Citizen Affairs) – Annual Targets for the 2018/19 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: 74 Percent (810 000) of births registered within 30 calendar days by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe **Link to National Outcome 12: An efficient, effective and development oriented public service** **Link to National Outcome 14: Social cohesion and nation building**										
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.1: Eligible citizens are issued with enabling documents relating to identity and status										
1.1.2	Births registered within legally prescribed period	Number of births registered within 30 calendar days	704 527	703 765	745 204	750 000	810 000	810 000	810 000	DDG: Civic Services (CS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of births registered within 30 calendar days										
Annual Target: 810 000										
Reporting Period: Quarterly										
Quarter 1 Target: 207 031										
Quarter 2 Target: 209 799										
Quarter 3 Target: 196 146										
Quarter 4 Target: 197 024										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.1.3	Smart ID cards issued to citizens 16 years of age and above	Number of smart ID cards issued to citizens 16 years of age and above	1 638 387	2 320 972	2 698 131	3 million	3 million	4 million	5 million	DDG: Civic Services (CS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of smart ID cards issued to citizens 16 years of age and above										
Annual Target: 3 million										
Reporting Period: Quarterly										
Quarter 1 Target: 780 000										
Quarter 2 Target: 750 000										
Quarter 3 Target: 690 000										
Quarter 4 Target: 780 000										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.1.4	Passports delivered according to set service standards	Percentage (%) of machine readable passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	NA	92.4%	95.42%	90%	90%	90%	90%	DDG: Civic Services (CS)
Quarterly Target Information for 2018/19										
Performance Indicator: Percentage (%) of machine readable passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)										
Annual Target: 90%										
Reporting Period: Quarterly										
Quarter 1 Target: 90%										
Quarter 2 Target: 90%										
Quarter 3 Target: 90%										
Quarter 4 Target: 90%										

Table 11: Reconciling performance targets with the Budget and the MTEF for Programme 2: Citizen Affairs

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes									
Citizen Affairs Management	25 272	39 475	31 391	30 779	36 533	36 433	37 527	38 960	41 519
Status Services	561 953	809 191	915 517	1 029 412	113 528	992 761	116 027	124 168	133 400
Identification Services	204 925	213 867	284 473	140 120	247 385	247 260	244 181	268 589	286 484
Access to Services	-	-	-	-	-	-	-	-	-
Service Delivery to Provinces	1 607 794	2 078 316	1 701 758	1 794 296	1 736 148	1 733 110	1 996 892	2 156 495	2 312 616
Film and Publication Board	-	-	-	-	-	-	-	-	-
Government Printing Works	-	-	-	-	-	-	-	-	-
Electoral Commission	1 553 617	1 517 104	1 657 901	1 657 901	1 299 912	1 299 912	1 965 004	1 966 939	1 989 312
Represented Political Parties' Fund	122 096	127 712	134 480	134 480	141 204	141 204	149 394	157 760	166 437
Total	**4 075 657**	**4 785 665**	**4 725 520**	**4 786 988**	**3 574 710**	**4 450 680**	**4 509 025**	**4 712 911**	**4 929 768**
Economic classification	-	-	-	-					
Current payments	**2 381 002**	**3 109 515**	**2 922 932**	**2 968 298**	**2 131 285**	**3 007 255**	**2 392 185**	**2 585 633**	**2 771 298**
Compensation of employees	1 630 226	2 104 960	1 825 284	1 879 890	1 826 287	1 826 287	1 881 470	2 029 102	2 183 891
Salaries and wages	1 382 592	1 764 888	1 520 672	1 577 833	1 505 264	1 505 264	1 550 609	1 673 024	1 801 107
Social contributions	247 634	340 072	304 612	302 057	321 023	321 023	330 861	356 078	382 784
Goods and services	750 776	1 004 555	1 097 648	1 088 408	304 998	1 180 968	510 715	556 531	587 407
Transfers and subsidies	**1 691 897**	**1 662 687**	**1 802 588**	**1 807 620**	**1 443 425**	**1 443 425**	**2 116 840**	**2 127 278**	**2 158 470**
Payments for capital assets	**2 758**	**13 463**	**-**	**11 070**	**-**	**-**	**-**	**-**	**-**
Total	**4 075 657**	**4 785 665**	**4 725 520**	**4 786 988**	**3 574 710**	**4 450 680**	**4 509 025**	**4 712 911**	**4 929 768**

Programme 3: Immigration Affairs

Programme Purpose:

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

Sub-programmes:

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

For programme 3, Immigration Affairs, the spending focus over the MTEF period will be on:

- Facilitating the importation of critical skills into South Africa according to a risk-based approach.
- Implementing effective and efficient asylum and refugee management strategies and systems, such as developing and implementing a framework to guide the establishment of strategically located refugee reception centres.
- Improving access and smooth facilitation of traveller movements at ports of entry through the implementation of systems such as advance passenger processing, enhanced movement control and biometrics.
- Building capacity, enhancing infrastructure and further system developments at ports of entry.
- Acquisition of forms, labels for temporary residence visas and permanent residence certificates.
- Ensuring that the management of the deportation holding facility – Lindela - is maintained to the highest applicable human rights standards in line with the Constitution (1996) and the Immigration Act.
- Ensuring that the transportation and deportation of persons found to be illegally in South Africa is carried out speedily in line with the Immigration Act.
- Acquisition of adequate resources to combat illegal migration.
- Providing a departmental presence at missions abroad to execute the Department's mandate.
- Strengthening of the Inspectorate capacity and mandate to enforce the Immigration Act and Regulations.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents, including the efficient management of refugee centres and ports of entry in provinces.

Table 12: Post establishment for Immigration Affairs as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 - 6	1473	60	1533	69.46%
7 - 10	588	20	608	27.55%
11 - 12	33	10	43	1.95%
13 - 16	17	6	23	1.04%
TOTAL	**2111**	**96**	**2207**	**100**

A total of 20 posts for Interns on salary level 3 is included in the above totals. This post is additional to the establishment.

DHA Outcome and Strategic Objectives:

Outcome 2: Secured and responsive immigration system

Strategic objectives

- Refugees and asylum seekers are managed and documented efficiently.
- Movement of persons in and out of the country managed according to a risk-based approach.
- Enabling documents issued to foreigners efficiently and securely.

Table 13: Programme 3 (Immigration Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Movement of persons in and out of the country managed according to a risk based approach	SA's borders effectively defended, protected, secured and well - managed through: • Policy and legislation development (Immigration and Refugees Bills submitted to Parliament for approval, BMA legislation finalised) • Policy implementation (IBMS implemented as per APP, 2 Borderline surveys conducted, 400 Law enforcement operations / inspections conducted, 28 port of entry and refugee reception office improvement)	Cabinet approval for BMA obtained, project manager and support staff appointed Draft policy proposals developed	BMA feasibility study approved One borderline survey conducted Refined immigration policy discussion paper approved by Minister	Policy, legislation and strategy development conducted (Final draft of Green Paper on International Migration approved by Minister in March 2016, Draft BMA Bill formally introduced into Parliament in May 2016 after NEDLAC consultations Outline for Integrated Border Management Strategy (Over-arching strategy) for border environment developed and port control framework and strategy approved by DDG: IMS) 1 Borderline survey conducted Feasibility study conducted at 3 missions for installation of biometric systems)	Policy and strategy further developed: (White Paper on International Migration submitted to Cabinet for approval, Integrated Border Management Strategy (Over-arching strategy) for the border environment approved by Minister, BMA Bill introduced into Parliament and Blue Print developed)	Immigration and Refugees Bills approved by Minister for submission to Cabinet Implementation of operational strategies in border environment BMA Road Map approved by Minister (as outlined in Annual Performance Plans)	Legislation for Policy on International Migration drafted Implementation of operational strategies in border environment (as outlined in Annual Performance Plans)	Implementation of legislation and operational strategies in border environment (as outlined in Annual Performance Plans)	Implementation of legislation and operational strategies in border environment (as outlined in Annual Performance Plans)

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Enabling documents issued to foreigners efficiently and securely	Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications – specific sections, business and general work visas and critical skills visas) by 2019/20 • 85% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas	Not achieved for permanent residence (28.2%) Not achieved for critical skills (quota and exceptional) (48.7%)	Not achieved for permanent residence (36.8%) Achieved for business, critical skills and general work visas (66.4%)	Achieved for critical skills (79.8%) Achieved for business and general work visas (84.7%) Not achieved for permanent residence (53%)	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • Achieved for Critical skills (94%) • Achieved for Business and general work visas (97%) • Achieved for Permanent residence (95.4%) • 4 Visa and Permit Premium Centres for clients registered with the Corporate Accounts Unit opened	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • Achieved for Critical skills (93%) • Achieved for Business and general work visas (98%) • Achieved for Permanent residence (98%)	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • 85% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • 90% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • 90% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Refugees and asylum seekers are managed and documented efficiently	Establishment of asylum processing centres closer to the country's borders (establishment of public-private partnership process complied with)	NA	NA	NA	Preparatory work for establishment of asylum processing centres closer to the country's borders conducted (feasibility study, including financial model, for building of asylum processing centres completed and submitted to Minister for approval)	Feasibility report submitted to National Treasury for TA I approval	Treasury prescripts for public-private partnerships adhered to	Treasury prescripts for public-private partnerships adhered to	Treasury prescripts for public-private partnerships adhered to

Table 14: Programme 3 for Immigration Services (IMS) – Annual Targets for the 2018/19 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
DHA Outcome 2: Secured and responsive immigration system										
Strategic Objective 2.1: Refugees and asylum seekers are managed and documented efficiently										
2.1.1	Establishment of asylum processing centres closer to the country's border	Compliance with Treasury Regulation 16 in respect of establishing public-private partnerships	NA	NA	Feasibility study, including financial model, for building asylum processing centres completed and submitted to Minister for approval	Feasibility report submitted to National Treasury for TA I approval	Request for Qualification (RfQ) issued to the market	Request for Proposal (RfP) submitted to National Treasury for approval	Preferred bidder appointed	DDG: Immigration Services (IMS)
Quarterly Target Information for 2018/19										
Performance Indicator: Compliance with Treasury Regulation 16 in respect of establishing public-private partnerships										
Annual Target: Request for Qualification (RfQ) issued to the market										
Reporting Period: Quarterly										
Quarter 1 Target: Draft Request for Qualification (RfQ) Framework recommended by DDG: IMS										
Quarter 2 Target: Draft Request for Qualification (RfQ) document approved by DDG: IMS										
Quarter 3 Target: Request for Qualification **(**RfQ) submitted to National Treasury for approval										
Quarter 4 Target: Request for Qualification (RfQ) issued to the market										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Strategic Objective 2.2: Movement of persons in and out of the country managed according to a risk based approach										
2.2.1	Monitoring of compliance with departmental legislation in respect of law enforcement	Number of law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation	NA	NA	NA	130	140	160	180	DDG: Immigration Services (IMS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation										
Annual Target: 140										
Reporting Period: Quarterly										
Quarter 1 Target: 35										
Quarter 2 Target: 35										
Quarter 3 Target: 35										
Quarter 4 Target: 35										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: Border Management Authority established and operational in 2017/18										
Link to National Outcome 3: All people in SA are and feel safe										
2.2.2	Border Management Authority (BMA) established and operational	BMA established as per project plan (2018/19) Phased operationalisation of BMA as per approved BMA Road Map (2019/20 to 2020/21)	BMA feasibility study approved by Minister Outline for BMA Draft Bill approved by Minister	BMA Bill consultation undertaken in Nedlac Draft BMA Bill formally introduced into Parliament in May 2016 after NEDLAC consultations	BMA Bill introduced into Parliament Draft BMA Blue Print prepared	BMA Road Map approved by Minister	BMA established	BMA operational in a phased manner	BMA operational in a phased manner	Project Manager: BMA
Quarterly Target Information for 2018/19										
Performance Indicator: BMA established as per project plan										
Annual Target: BMA established										
Reporting Period: Quarterly										
Quarter 1 Target: Draft Presidential Proclamations enabling the establishment of the BMA submitted to the Minister for approval										
Quarter 2 Target: Draft Presidential Proclamations enabling the establishment of the BMA submitted to the President										
Quarter 3 Target: Proposals on the (interim) BMA Head Office submitted to Minister for consideration										
Quarter 4 Target: Interim BMA Head Office established and launched										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: Integrated Border Management Strategy (Over-arching strategy) to defend, protect, secure and ensure well-managed borders fully implemented by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
2.2.3	Integrated Border Management Strategy (IBMS) to defend, protect, secure and ensure well-managed borders developed and implemented in consultation and cooperation with JCPS cluster departments and other relevant organisations and entities	Monitoring of phased implementation of Integrated Border Management Strategy through quarterly reporting to Minister	NA	A draft IBMS outline was prepared by the BMA Policy and Legal Task Team	Integrated Border Management Strategy (Over-arching strategy) approved by Minister	Phased implementation of Integrated Border Management Strategy monitored through regular reports submitted to the Minister (4 reports)	Phased implementation of Integrated Border Management Strategy monitored through quarterly reports	Phased implementation of Integrated Border Management Strategy monitored through quarterly reports	Phased implementation of Integrated Border Management Strategy monitored through quarterly reports	Project Manager: BMA
Quarterly Target Information for 2018/19										
Performance Indicator: Monitoring of phased implementation of Integrated Border Management Strategy through quarterly reporting to Minister										
Annual Targets: Phased implementation of Integrated Border Management Strategy monitored through quarterly reports										
Reporting Period: Quarterly										
Quarter 1 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										
Quarter 2 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										
Quarter 3 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										
Quarter 4 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: Immigration and Refugees Bills submitted to Parliament for approval by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
2.2.4	Immigration and refugee legislation reviewed in accordance with new Policy on International Migration	Submission of Immigration and Refugees Bills to Parliament for approval (2018/19) Implementation of new Immigration and Refugees legislation (2019/20 to 2020/21)	Refined international migration policy discussion paper submitted to Minister for approval as a base to Green Paper	Final draft of Green Paper on International Migration approved by Minister on 29 March 2016	White Paper on International Migration approved by Cabinet on 29 March 2017	Immigration and Refugees Bills approved by Minister for submission to Cabinet	Immigration and Refugees Bills submitted to Parliament for approval	New legislation implemented	New legislation implemented	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: Submission of Immigration and Refugees Bills to Parliament for approval										
Annual Target: Immigration and Refugees Bills submitted to Parliament for approval										
Reporting Period: Quarterly										
Quarter 1 Target: SEIAS for Immigration Bill (including amendments to Refugees Act) submitted to DPME										
Quarter 2 Target: Consultation with 3 FOSAD Clusters (JCPS, G&A and Economic Clusters)										
Quarter 3 Target: Consultation with 2 FOSAD Clusters (ICTS and Social Clusters)										
Quarter 4 Target: Immigration Bill (including amendments to Refugees Act) submitted to Cabinet for approval to submit to Parliament										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
2.2.5	Physical infrastructure at selected ports of entry improved as per set standards	Number of selected ports of entry with either improved residential or improved office accommodation or both as per set standards	8	0	12	6	3	3	4	DDG: Immigration Services (IMS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of selected ports of entry with either improved residential or improved office accommodation or both as per set standards										
Annual Target: 3										
Reporting Period: Quarterly										
Quarter 1 Target: Implementation plan approved by DDG: IMS										
Quarter 2 Target: 2										
Quarter 3 Target: 1										
Quarter 4 Target: NA										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
2.2.6	Physical infrastructure at selected refugee reception offices improved as per implementation plan	Number of selected refugee reception offices with improved infrastructure as per implementation plan	NA	NA	NA	1	1	0	0	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of selected refugee reception offices with improved infrastructure as per implementation plan										
Annual Target: 1										
Reporting Period: Quarterly										
Quarter 1 Target: Implementation plan approved by DDG: IMS										
Quarter 2 Target: Supply chain processes concluded for 2 deliverables (terminal seating and signage)										
Quarter 3 Target: Supply chain processes concluded as per approved implementation plan										
Quarter 4 Target: Refugee reception office with improved infrastructure handed over to centre management										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 4: Decent employment through inclusive economic growth **Link to National Outcome 12: An efficient, effective and development oriented public service**										
Strategic Objective 2.3 Enabling documents issued to foreigners efficiently and securely										
2.3.1	Permanent residence permits delivered according to set standards	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) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	36.8%	53%	98%	98%	85%	90%	90%	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: 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) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)										
Annual Target: 85%										
Reporting Period: Quarterly										
Quarter 1 Target: 85%										
Quarter 2 Target: 85%										
Quarter 3 Target: 85%										
Quarter 4 Target: 85%										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
2.3.2	Temporary residence visas delivered according to set standards	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)	62% of business, critical skills and general work permits adjudicated within 8 weeks for applications processed within the RSA	84.7%	97%	98%	90%	90%	90%	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: 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)										
Annual Target: 90%										
Reporting Period: Quarterly										
Quarter 1 Target: 90%										
Quarter 2 Target: 90%										
Quarter 3 Target: 90%										
Quarter 4 Target: 90%										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: 85% of critical skills visas adjudicated within 4 weeks for applications processed within the RSA by 2018/19										
2.3.3	Temporary residence visas delivered according to set standards	Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	NA	79.8%	94%	93%	85%	85%	85%	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator : Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)										
Annual Target: 85%										
Reporting Period: Quarterly										
Quarter 1 Target: 85%										
Quarter 2 Target: 85%										
Quarter 3 Target: 85%										
Quarter 4 Target: 85%										

Table 15: Reconciling performance targets with the Budget and the MTEF for Programme 3: Immigration Affairs

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes									
Immigration Affairs Management	63 909	32 619	37 930	7 269	48 389	48 367	49 024	50 147	52 639
Admission Services	564 211	407 101	592 172	763 670	779 193	778 729	609 244	622 181	662 200
Immigration Services	200 655	227 956	203 029	249 199	235 805	235 496	242 943	252 278	269 357
Asylum Seekers	133 510	62 080	209 335	125 564	157 947	157 850	172 398	168 784	180 430
Total	**962 285**	**729 756**	**1 042 466**	**1 145 702**	**1 221 334**	**1 220 442**	**1 073 609**	**1 093 390**	**1 164 626**
Economic classification	-	-	-	-					
Current payments	**956 110**	**726 187**	**1 040 776**	**1 135 424**	**1 220 949**	**1 220 057**	**1 073 202**	**1 092 960**	**1 164 173**
Compensation of employees	549 560	309 634	667 828	708 496	813 552	813 552	912 382	982 294	1 055 648
Salaries and wages	463 850	264 955	615 613	604 921	730 648	730 648	827 097	890 515	956 986
Social contributions	85 710	44 679	52 215	103 575	82 904	82 904	85 285	91 779	98 662
Goods and services	406 550	416 553	372 948	426 928	407 397	406 505	160 820	110 666	108 525
Transfers and subsidies	**1 794**	**1 131**	**1 690**	**1 328**	**385**	**385**	**407**	**430**	**453**
Payments for capital assets	**4 381**	**2 438**	**-**	**8 950**	**-**	**-**	**-**	**-**	**-**
Total	**962 285**	**729 756**	**1 042 466**	**1 145 702**	**1 221 334**	**1 220 442**	**1 073 609**	**1 093 390**	**1 164 626**

PART C

LINKS TO OTHER PLANS

8 INFRASTRUCTURE PLAN (PROJECTS)

The table below depicts the projects which form part of Capital Works and include construction, repair, upgrade and maintenance.

Table 16: Infrastructure Projects for 2018/19 to 2020/21

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Departmental Infrastructure									
Small projects (total project cost of less than R250 million over the project life cycle)									
Phutadithjaba	Final Delivery	38 776	26 000	11 368	1 408	-	-	-	-
Taung	Design	36 126	-	-	-	5 300	13 473	17 353	-
Hluhluwe	Final Delivery	39 183	-	10 320	27 374	1 489	-	-	-
Stanger	Tender	38 250	-	-	581	430	17 068	17 068	3 103
Lusikisiki	Various	90 293	-	250	4 643	-	60 000	25 400	-
Randfontein	Various	12 544	-	741	2 803	3 000	3 000	3 000	-
Brakpan	Various	2 030	-	-	2 030	-	-	-	-
Marabastad	Various	28 125	-	157	27 968	-	-	-	-
Repair and maintenance group 2012	Handed over	3 194	3 194	-	-	-	-	-	-
Ganyesa	Pre-feasibility	6 877	-	-	-	300	300	6 277	-
Bushbuckridge	Pre-feasibility	8 000	-	-	-	-	8 000	-	-
Modimolle	Pre-feasibility	1 228	-	128	-	500	300	300	-

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Bochum	Pre-feasibility	94	-	-	-	-	-	47	47
Mokopane	Pre-feasibility	27 642	-	-	-	2 642	12 000	8 000	5 000
Ministry	Pre-feasibility	159	-	159	-	-	-	-	-
Planned Maintenance	Construction	18 372	-	3 500	1 372	4 000	4 500	5 000	-
Look and Feel/Modernisation	Various	132 312	24 000	51 000	25 312	8 000	8 000	8 000	8 000
Itsoseng	Construction	3 908	-	-	-	408	3 500	-	-
Christiana	Construction	5 498	-	-	-	1 998	3 500	-	-
Thohoyandou	Construction	30 290	-	-	-	3 290	16 000	11 000	-
Lichtenburg	Construction	5 300	-	-	-	5 300	-	-	-
Pampierstad/Mol	Various	1 948	-	-	1 948	-	-	-	-
Louis Trichardt	Hand over	10 473	-	773	-	6 200	3 500	-	-
Phalaborwa/Mhala	Design	100	-	100	-	-	-	-	-
Construction of New Head Office	Feasibility	49 726	-	-	226	1 500	40 000	5 000	3 000
Atamaleng, Molopo and Mankwe	Construction	8 052	-	7 617	317	118	-	-	-
New Cooperation Building	Construction	-	-	-	-	-	-	-	-
Harding	Feasibility	10 000	-	300	-	6 200	3 500	-	-
Ingwavuma	Feasibility	10 000	-	300	-	6 200	3 500	-	-
Komanga	Feasibility	10 000	-	300	-	6 200	3 500	-	-
Nqamakhwe	Various	32 330	-	-	-	-	-	16 165	16 165

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Sea Port: New Offices	Various	-	-	-	-				
Lebombo Official: residential	Various	-	-	-	-				
Oshoek	Various	-	-	-	-				
Maseru Bridge	Various	1 834	-	-	1 834				
Beit Bridge	Construction	7 277	-	-	7 277				
Onverwacht	Construction	589	-	-	589				
Ongeluksnek	Construction	230	-	-	230				
Feasibility study for the redevelopment of six ports of entries (Beit Bridge, Lebombo, Maseru, Oshoek , Kopfontein and Ficksburg)	Feasibility	12 327	-	-	12 327				
Cowrie Place: Refurbishment	Construction	15	-	-	15				
Cowrie Place: Project Management	Construction	-	-	-	-				
Cowrie Place: Refurbishment for Border Management Authority	Construction	-	-	-	-				
Border Post Infrastructure	Construction	16 378			16 378	73 500	77 763	82 118	86 635
Supply and delivery of Park homes (Various Ports)	Construction	4 334			4 334				
Project Management (Various Ports)	Various	-	8 730	3 000	-				
Total		**703 814**	**53 194**	**87 013**	**138 966**	**136 575**	**281 404**	**204 728**	**121 950**

Footnote: The names of projects are subject to change due to reprioritisation of funds

9. DHA MODERNISATION PROGRAMME FOR 2018/19

Table 17: DHA Modernisation Programme 2018/19 to 2020/21

Phase No	Project Name	Output	2017/18 R million	Medium Term Budget for DHA Modernisation Project		
				2018/19 R million	2019/20 R million	2020/21 R million
Phase 1	Live capture system (Identity document and passport applications) and EMCS	Maintenance and support of modernised systems • Live capture in 208 offices and EMCS solution • Contractual obligations – maintenance, support and licenses	374,915	347,012	354,757	361,644
		Technology refresh	47,000	60,000	30,000	10,000
	Mobile Units for Live Capture system	Development of mobile compatible live capture solution	32,000	40,000	10,000	10,000
		Procurement and rollout of mobile (hardware) units				
Phase 2	National Identity System (NIS)	Develop an integrated National Identity System with biometric functionality	40,000	35,000	150,000	195,000
	Trusted Traveller System	Develop and roll out the Trusted Traveller system	-	7,000	10,000	10,000
Phase 3 Live capture further developments included in EMCS development	Border Management System	Enhance EMCS in line with immigration regulations and biometrics	25,000	50,000	10,000	10,000
	EMCS Enhancement	Integrate Movement Control modules, multi biometric features and rollout				
	Civic Services Business Processes (Phase 2)	Automate Duplicate, Birth, Marriage, Divorce, Amendment, Citizenship and Death business processes				
	e-Permit System	Develop and rollout full end-to-end e-Permit system				
	Asylum Seeker and Refugee System	Develop, integrate and roll out the Asylum Seeker and Refugee System with e-Permit system	-	10,000	10,000	10,000
Phase 4	Contact Centre System	Develop a Contact Centre system that provides business intelligence information of live capture	-	-	5,000	5,000
Total			**518,915**	**549,012**	**579,757**	**611,644**

Note: Trusted Traveller Programme is allocated R27 million for the development of the system and R63 million for the roll out of the system is allocated on self-financing WAIO budget.

10. CONDITIONAL GRANTS

Not Applicable

11. PUBLIC ENTITIES

Not Applicable. The Department of Home Affairs does not have any public entities as per the PFMA.

- *The Government Printing Works (*GPW) provides security printing services to the South African government and some states in the SADC region. The GPW was initially established as a trading account in the Department of Home Affairs, but in September 2008 its conversion to a government component in terms of the Public Service Act (2007) was approved and in June 2009, its new status was formalised. The conversion was to allow the entity to start operating on sound business principles, setting it on the path of full profitability. The chief executive officer is the accounting officer in terms of section 36(3) of the PFMA. The GPW is currently self-sufficient.
- *The Electoral Commission* is a **chapter 9 constitutional institution** reporting directly to Parliament. The commission manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period. The commission aims to continue entrenching itself as the focal point in the delivery of free, fair and cost effective elections. The Electoral Commission was established in terms of the Electoral Commission Act, 1996 which sets out the composition, powers, functions and duties of the Commission as well as the establishment, composition, powers, functions and duties of the electoral court. The chief electoral officer is the accounting officer in terms of section 12 of the Act.
- The Represented Political Parties' Fund is established in terms of the Public Funding of Represented Political Parties, Act 103 of 1997 for the purpose of funding political parties that participate in Parliament and provincial legislatures. In terms of section 4(1) of the Act, the chief electoral officer, acting in his/her official capacity, is responsible for the management and administration of the Fund, as is its accounting officer and CEO.

The table below outlines the mandate, outputs, budget allocations for 2018/19 and evaluation frequency for the GPW, EC and RPPF:

Table 18: Mandate, Outputs and Budget Allocations for Institutions

Name of Public Entity	Mandate	Outputs	Current Annual Budget (2018/19) in Millions	Evaluation Frequency
Government Printing Works (GPW)	Provides security printing services to the South African government and some states in the SADC region	Supply of security documents	-	Quarterly
		Supply of non-security documents		
		Outsourcing of printing services for security documents and other commercial work to private sector suppliers		
Electoral Commission	Manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period	Maintain systems and procedures which will ensure an accurate and up to date national voter's role	1 965 004	Monthly
		Deliver well run elections which produce credible results		
		Educate and inform civil society to optimise citizen participation in democracy and electoral processes		
		Implement and promote effective electoral processes that will facilitate the participation of political parties and candidates in the management and delivery of free and fair elections		
Represented Political Parties' Fund	Provides funding for political parties participating in Parliament and provincial legislatures.	Governs the eligibility of parties and the allocations they receive	149 394	Quarterly

12. PUBLIC-PRIVATE PARTNERSHIPS

The Department does not currently have Public-Private Partnerships (PPP) that will be expiring in the next five years. However, the DHA is currently in the process of conducting three PPPs for the following:

Developing a master plan for ports of entry

The PPP aims to have a complete redesign of ports of entry to meet the current and future demands for movement of goods and people entering and leaving South Africa. Due to the current fiscal pressures, the advisor will also develop funding models that will involve the private sector.

Developing a master plan for relocating refugee reception offices closer to the country's borders

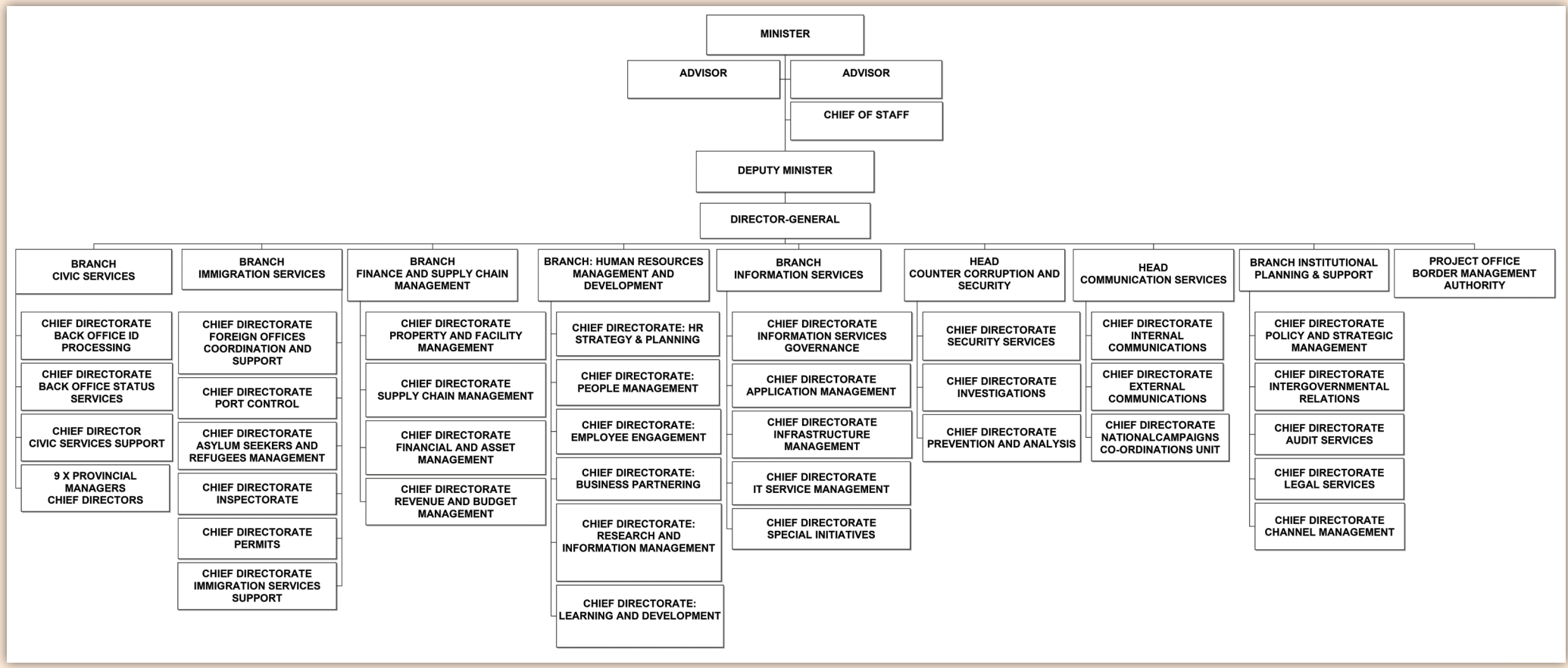
The PPP aims to provide protection and basic services to asylum seekers and refugees in a humane and secure manner through the establishment of humane and secure Asylum Seeker Processing Centres closer to the borderline to meet their basic needs whilst their applications are being processed.

Engagement of the banking sector on the live capture roll-out through Public-Private Partnership

The PPP is aimed at increasing the footprint of the DHA and improving access to DHA services for the public through selected banking institutions. This means that DHA services (currently smart ID cards and passports) can be delivered outside the normal delivery channel of DHA branches in a secure and efficient manner. The partnership will assist in delivering efficient services and the eventual replacement of the Green barcoded ID book. Due to resource constraints at DHA, the partnership will provide the Department with the required financial and human resources depending on the model to be agreed upon.

13. ANNEXURES

ANNEXURE A: ORGANISATIONAL STRUCTURE



ANNEXURE B: GLOSSARY OF TERMS

ACRONYM	DEFINITION
ABIS	Automated Biometric Identity System
AFIS	Automated Fingerprint Identification System
APP	Advance Passenger Processing System (IMS) Annual Performance Plan (Planning)
BACM	Biometric Access Control Management
BMA	Border Management Authority
BMCS	Biometric Enhanced Movement Control System
BMD	Birth, Marriage and Death
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG:HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPME	Department of Performance Monitoring and Evaluation
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
DTPS	Department of Telecommunications and Postal Services
EC	Electoral Commission
EDMS	Electronic Document Management System
EMCS	Enhanced Movement Control System
EOC	Enterprise Operations Centre

ACRONYM	DEFINITION
G&A	Governance and Administration
GPW	Government Printing Works
GWEA	Government Wide Enterprise Architecture
HANIS	Home Affairs National Identification System
HR	Human Resources
IBMS	Integrated Border Management System
ICAO	International Civil Aviation Organisation
ICT	Information Communication Technology
ID	Identity Document
IMS	Immigration Services
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security
LAN	Local Area Network
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MoU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGO	Non-governmental Organisations
NIS	National Identity System
NIIS	National Immigration Information System
NOC	Network Operations Centre
NPR	National Population Register
ORTIA	Oliver Tambo International Airport
PFMA	Public Finance Management Act
PNR	Passenger Name Record

ACRONYM	DEFINITION
PoE	Port of Entry
PPP	Public-Private Partnership
PR	Permanent Residence
RfP	Request for Proposal
RfQ	Request for Qualification
RSA / SA	Republic of South Africa / South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SEIAS	Social Economic Impact Assessment Study
SONA	State of the Nation Address
SSA	State Security Agency
TA	Treasury Approval
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
UAT	User Acceptance Testing
UNHCR	United Nations High Commissioner for Refugee Affairs
VFS	Visa Facilitation Centre
VOIP	Voice Over Internet Protocol
VPN	Virtual Private Network
WAN	Wide Area Network

ANNEXURE C: KEY DEFINITIONS

The following key definitions are used in the Annual Performance Plan Targets for 2018/19 to 2020/21:

- **Strategic Outcome Oriented Goals (Outcomes)**

  Strategic outcome oriented goals (Outcomes) identify areas of institutional performance that are critical to the achievement of the departmental mission. These outcomes should relate to the national priorities and the focus is on impact. These outcomes must indicate where a Department ultimately wants to be with its service delivery / performance. Strategic Outcome Oriented Goals normally span a period of five years.

- **Strategic Objectives**

  Strategic objectives must clearly state what the institution intends doing (or producing) to achieve its outcomes. It must describe things that the institution is directly responsible for doing / delivering under its respective programmes and sub-programmes. Strategic objectives should generally be stated in the form of an output statement, although in exceptional circumstances institutions might specify them in relation to inputs and activities or outcomes.

- **Outputs**

  Outputs are the products, goods and services that result from planned interventions and initiatives indicating the achievement of measurable objectives.

- **Performance Indicators**

  Performance indicators are quantitative measures but may also be qualitative observations. They specify how performance will be measured along a scale or dimension without specifying a particular level of achievement. In order to be evaluated, performance indicators are linked to target values, so that the value can be assessed as meeting expectations or not. It specifically tells us what to measure to determine whether the objective has been met. Performance indicators must be reliable, well defined, verifiable, cost effective, appropriate and relevant. Management processes must be in place to collect information to track performance.

- **Targets**

  Targets are outputs of the performance indicator that can be measured in terms of quantity and/or quality and/or time dimension.

- **Baseline**

  Baseline refers to the level of performance recorded in the year prior to the planning period.

ANNEXURE D: ANNEXURE TO STRATEGIC PLAN 2015 TO 2020

As part of the Strategic Plan 2015 to 2020, the DHA developed nine strategic objectives in support of the three DHA outcomes. The review of the 2015 to 2020 Strategic Plan has necessitated the addition of one strategic objective and the reformulation of some of the strategic objectives. Objective statements have also been amended to make provision for changes to targets and relevant timelines. The DHA has also added five year targets for each of its strategic objectives. The five year targets and technical indicator description sheets for strategic objectives are available on the DHA website.

The Strategic Outcome Oriented Goals outlined in the Strategic Plan for 2015 to 2020 indicate the linkages with the relevant MTSF 2014 to 2019 outcomes. The detail of some of the MTSF commitments have changed and the section dealing with strategic objectives contains these updates.

Table 19: The strategic objectives in support of DHA outcome 1 are indicated below:

DHA Outcome	Secured South African citizenship and identity
Strategic Objective	**Eligible citizens are issued with enabling documents relating to identity and status**
Objective statement	To ensure that: (1) Registration of birth takes place within a period of 30 calendar days as prescribed in legislation in order to ensure an accurate and reliable national population register protected against fraudulent and corrupt activities. • Improve the birth registration rate within 30 calendar days from 750 000 in 2015/16 to 810 000 in 2018/19 (as per MTSF). (2) Eligible citizens turning 16 years of age and those 16 years and older are in possession of identity documents / identity cards (smart cards). • Increase the issuance of smart ID cards from 2.2 million per annum in 2015/16 to 4 million per annum by 2019/20. This will be in addition to the issuance of green-barcoded identity documents according to set service standards. • Maintain the issuance of 90% of identity documents (1st issues) within 54 working days over the medium term period (2015 to 2017). • Maintain the issuance of 95% of identity documents (re-issues) within 47 working days over the medium term period (2015 to 2017). (3) Passports are issued in a secure and efficient manner. • Maintain the issuance of 90% of passports (new live capture system) within 13 working days over the medium term period (2015/16 to 2019/20).

5 Year Strategic Plan Targets	• Enabling documents issued to 100% of identified citizens. (births registered within 30 calendar days and smart ID cards issued to a total 4 810 000 citizens). • Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) by 2019/20.
Changes	• The word "all" was removed from the initial formulation of the strategic objective and five year targets were added. • The objective statement was amended to make provision for changes to timelines. • The indicators dealing with the issuance of IDs (1st issue and re-issue) have been removed from the APP with effect from the 2017/18 financial year. The DHA has reached maturity with regard to these processes and have consistently achieved the targets. The DHA will develop a strategy for the discontinuation of the issuance of green barcoded ID books in order to encourage citizens to take up smart ID cards with effect from 2017/18. The implementation of the strategy will be subject to the complexity of the recommendations made, resource implications, progress made with key enablers such as technological solutions, etc. Since the key enablers for the implementation of the strategy have not been put in place as yet, the implementation of the strategy will take place in the next MTSF cycle.
Link to national outcomes	Outcome 3,12,14
Financial Programme	Citizen Affairs

Strategic Objective	**An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system**
Objective statement	• To design and implement a new national identity system which will include details of South Africans and foreign nationals. The system will include business process reengineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification, live capture and smart ID card) to enable the Department to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country. • The new national identity system will also ensure the secure issuance of enabling documents to eligible applicants. Key enabling documents will be secured through the inclusion of security features. • The aim is to have the NIS operational by 2019/20 (as per MTSF). By the end of 2018/19, the NIS must be developed.
5 Year Strategic Plan Target	NIS operational by 2019/20
Changes	• A five year target was added to the strategic objective. • The MTSF was amended to read as "NIS operational by 2019/20". • The objective statement was amended to make provision for the new strategic objective dealing with biometrics at ports of entry. • Refer to the section dealing with: "Introduction to Financial Programmes and Annual Performance Plan Indicators and Targets" for challenges experienced with the five year target.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

Strategic Objective	Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally
Objective statement	• National and personal security depends to a significant degree on the state knowing and protecting the identity and status of every citizen and every foreigner who wishes to enter the country legally. • The aim is to ensure that the biometric data of all travellers who enter and exit the country legally are captured at all ports of entry equipped with the Enhanced Movement Control System.
5 Year Strategic Plan Target	• 100% of all designated ports of entry equipped with biometric systems capable of processing travellers (at ports equipped with EMCS) by 2018/19 (as per MTSF).
Changes	• A new strategic objective was formulated to support the MTSF. This priority was previously incorporated under the strategic objective dealing with an integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system. • A 5 year target was added to the strategic objective.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

Table 18: The strategic objectives in support of DHA outcome 2 are:

DHA Outcome	Secured and responsive immigration system
Strategic Objective	**Movement of persons in and out of the country managed according to a risk based approach**
Objective statement	• To implement a risk methodology for managing immigration that will enhance the integrity of ports of entry and manage immigration in the national interest thereby ensuring maximum benefits to the country and minimising risks. • This will achieved through the establishment of the Border Management Authority (BMA), immigration policy development, law enforcement, effective leadership and management practices as well as capacity, process, infrastructure and system improvement. The aim is to have: • The Border Management Authority established and operational in 2017/18 (as per MTSF). • The Integrated Border Management Strategy (IBMS), including sub-strategies, to defend, protect, secure and ensure well-managed borders implemented by 2018/19 (as per MTSF). The BMA will be responsible for the monitoring of the implementation of the IBMS. • Immigration and Refugees Acts submitted to Parliament for approval by 2018/19 (as per MTSF). • Surveys amongst borderline communities conducted by 2015/16. • Physical infrastructure for office / residential accommodation improved at 28 ports of entry and refugee reception offices by 2019/20. • Law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation starting with effect from the 2017/18 financial year. A total of 400 operations / inspections are planned for the 2017/18 to 2019/20 financial years.

5 Year Strategic Plan Target	SA's borders effectively defended, protected, secured and well - managed through: • Policy and legislation development (Immigration and Refugees Bills submitted to Parliament for approval, BMA legislation finalised) • Policy implementation (IBMS implemented as per APP, 2 borderline surveys conducted, 400 law enforcement operations / inspections conducted, 28 port of entry and refugee reception office improvement)
Changes	• A 5 year target was added to the strategic objective. • The objective statement was amended to make provision for the changes in targets and timelines. • The MTSF was amended to read as "BMA established and operational in 2017/18". • The MTSF was amended as the formulation of "New immigration and refugee legislation in place by 2017/18" was replaced with "Immigration and Refugees Acts submitted to Parliament by 2018/19". • The roll out of the port control strategy by 2018/19 was removed from the 2016/17 APP and replaced by the priority for improvement of physical infrastructure for office / residential accommodation at 28 ports of entry and refugee reception offices by 2018/19. The port control strategy was developed and approved by the DDG: IMS and the implementation thereof will become part of operations and eventually be migrated to the BMA. • No further surveys amongst borderline communities will be conducted with effect from 2016/17. The focus will be on the implementation of proposals emanating from the borderline surveys. • A new priority was added with effect from the 2017/18 financial year dealing with law enforcement inspections / operations in specific sectors or industries (e.g. hospitality, construction and farming).
Links to national outcomes	Outcome 3
Financial Programme	Immigration Affairs

Strategic Objective	**Refugees and asylum seekers are managed and documented efficiently**
Objective statement	• To ensure the implementation of the Refugees Amendment Act, 2011 (Act No 12 of 2011) and Regulations and an effective and efficient asylum seeker and refugee management system. The processing of asylum seekers will be made more effective and efficient through establishing processing centres closer to borders as well as the automation of the refugee ID and refugee travel document processes.
5 Year Strategic Plan Target	• Establishment of asylum processing centres closer to the country's borders (Preferred bidder appointed as part of the PPP process).
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. • A five year target was added to the strategic objective. This five year target is different from the document on the DHA website in support of the 2015/16 APP which deals with the issuance of refugee IDs and travel documents. • The implementation of the strategy for the local integration, repatriation and resettlement of refugees, as indicated in the 2015/16 APP, was removed from the 2016/17 APP as the strategy was not approved by the time of publishing of the 2016/17 APP and the phased implementation of the strategy could therefore not be defined. The indicator has several dependencies and will be considered for the APP level once dependencies have been clarified with the various role-players and stakeholders. • The targets dealing with the issuance of refugee IDs and travel documents were removed from the 2016/17 APP due to significant changes in business processes / automation of business processes. The 2016/17 APP included a target on the automation of refugee identity and travel documents in order for refugees to apply at any DHA office and not only refugee reception offices. The rollout of the automation will take place from 2017/18 onwards and will form part of operations.
Links to national outcomes	Outcome 3, 12, 14
Financial Programme	Immigration Affairs and Administration

Strategic Objective	Enabling documents issued to foreigners efficiently and securely
Objective statement	• To facilitate the movement of skilled migrants and investment into the country through the issuance of relevant visas and permits thereby contributing to the National Development Plan and relevant delivery agreements. This will entail policy review, implementation of strategies to recruit and retain foreigners with critical skills as well as the design and implementation of systems to facilitate the issuing process. The aim is to have: • 85% of permanent residence applications adjudicated within eight months by 2019/20 (applications processed within the RSA) for the following categories: Critical skills (s27b), general work (s26a) and business (s27c) only). • 90% of business and general work visas adjudicated within eight weeks by 2019/20 (applications processed within the RSA). • 85% of critical skills visas adjudicated within four weeks (applications processed within the RSA) by 2018/19 (as per MTSF).
5 Year Strategic Plan Target	• Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) by 2019/20: o 85% for Permanent Residence Permits o 90% for Business and General Work Visas o 85% for Critical Skills Visas

Strategic Objective	Enabling documents issued to foreigners efficiently and securely
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. • The percentages and timelines for the adjudication of permanent residence permits, business and general work visas and critical skills visas have been amended. • A five year target was added to the strategic objective. • The MTSF specifies that that the critical skills turnaround time must be met by 2018/19.
Links to national outcomes	Outcome 4, 12 and 14
Financial Programme	Immigration Affairs

Table 19: The strategic objectives in support of DHA outcome 3 are:

DHA Outcome	Services to citizens and other clients that are accessible and efficient
Strategic Objective	**Secure, effective, efficient and accessible service delivery to citizens and immigrants**
Objective statement	To ensure that service delivery is secure and at acceptable levels in terms of access to services as well as professional standards. Services are to be rendered by a cadre of patriotic, disciplined and security conscious officials. The emphasis will be on: • Human capital development over the 2015/16 to 2019/20 financial years through training of nominated staff as outlined in the APPs. • Development of a business case and implementation of recommendations to reposition the DHA as a modern and highly secure department. This will include key organisational design issues as well as legislative changes. • The development and phased implementation of a DHA access model to improve access to services.

DHA Outcome	Services to citizens and other clients that are accessible and efficient
Strategic Objective	**Secure, effective, efficient and accessible service delivery to citizens and immigrants**
5 Year Strategic Plan Targets	• A professional DHA cadre established through training of nominated staff in relevant initiatives to transform the DHA into a highly secure and modern department (100% of nominated staff trained) • DHA repositioned as a modern, secure and professional department by 2019/20 (fifth phase). • DHA Access Model implemented in a phased manner by 2019/20.
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. • Five year targets were added to the strategic objective. • The number of officials to be trained and the various training programmes have been amended due to reprioritisation (review of departmental priorities and resource considerations). The use of numbers in the medium term targets was replaced by percentages with effect from the 2016/17 financial year. • The target dealing with the implementation of the Home Affairs contact centre has been removed as it was achieved in 2015/16. (It was an Outcome 12 commitment). • The development and phased implementation of a DHA Access Model was added to the 2018/19 APP.
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Good governance and administration
Objective statement	To ensure that financial and performance information systems are compliant with the Public Finance Management Act and other relevant prescripts. The intention is to obtain no audit qualifications on a regular basis through, inter alia, the submission of: • Annual financial statements to the Auditor-General by 31 May annually. • In-Year monitoring reports to National Treasury by the 15th of each month. • Annual reports tabled in Parliament by 30 September annually. • DHA quarterly performance reports within 60 days after each quarter. The vacancy rate of the DHA will be maintained at 10% or below as per DPSA prescripts. To ensure compliance with Treasury Regulations in respect of establishing a public-private partnership for the revamp of major ports of entry.
5 Year Strategic Plan Target	No audit qualification by 2019/20.

Strategic Objective	Good governance and administration
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. The entering into public-private partnerships was added. The implementation of a sustainable model for civic and immigration services (repositioning of the DHA as a modern and highly secure department) has been moved to the strategic objective dealing with "Secure, effective, efficient and accessible service delivery to citizens and immigrants". • A five year target was added to the strategic objective. • The targets dealing with the submission of annual financial statements by 31 May on an annual basis; In-year monitoring reports to National Treasury by the 15th of each month, tabling of the annual report by 30 September annually and submission and signing off on quarterly reports have been relegated to the DHA Operational Plan as per recommendation from the DPME (with effect from 2017/18). • The target dealing with the establishment of a PPP at 6 priority land ports of entry, as published in the 2017/18 APP, was amended due to a recommendation from National Treasury to add an additional step to the process. Parliament was informed of the change in January 2018.
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Ethical conduct and a zero tolerance approach to crime, fraud and corruption
Objective statement	To implement the Counter Corruption Strategy of the DHA to ensure that crime, fraud and corruption is kept at a minimal level and proactive measures are undertaken in dealing with crime, fraud and corruption related matters. This will be achieved through conducting / concluding by 2019/20: • 100 awareness initiatives on ethics, fraud prevention and counter corruption. • 66% of reported cases within 90 working days. • 8 additional reviews of key business processes. • 400 additional Threats and Risk Assessments (TRAs in accordance with the requirements of Minimum Information-(MISS) and / or Minimum Physical Security Standards (MPSS). • 3 112 vetting fieldwork investigations. • 70% of reported misconduct cases presented to a presiding officer by 2019/20.
5 Year Strategic Plan Target	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20.
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. The numbers and percentages of the various priorities and timelines have been amended and indicated until 2019/20. • A five year target was added to the strategic objective. • Guilty verdicts pronounced in finalised misconduct cases were added as a priority to the objective with effect from 2017/18. The target was amended as published in the 2017/18 APP as the Portfolio Committee had reservations around the formulation of the target. An errata was drafted for the 2017/18 APP to address this concern and submitted to Parliament. • The target dealing with the review of key business processes was removed from the 2018/19 APP and relegated to the DHA Operational Plan. The target was consistently achieved since 2015/16 and reprioritised.

Strategic Objective	Ethical conduct and a zero tolerance approach to crime, fraud and corruption
Links to national outcomes	Outcome 3, 12
Financial Programme	Administration

Strategic Objective	Collaboration with relevant stakeholders in support of enhanced service delivery and core business objectives
Objective statement	To establish and maintain partnerships with relevant stakeholders to assist the Department 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. The detail of the communication strategy will be captured annually in the quarterly breakdown of targets for the medium term.
5 Year Strategic Plan Target	Communication strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements.
Changes	A five year target was added to the strategic objective.
Links to national outcomes	Outcome 12, 14
Financial Programme	Administration

ANNEXURE E: RISK MANAGEMENT PLAN

Table 20: The risks outlined below may affect the realisation of strategic objectives and the outcomes of the DHA. Risks are subject to change.

Programme	Outcome	Strategic Objective	Risk Description	Risk Contributing Factors	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	Loss, damage and difficulty in retrieving documents and records	• Inconsistent implementation of policies and procedure guidelines. • Lack of plan to manage digitised records. • Lack of ownership over electronic database. • Non-coordination of different records centres.	CFO
PROGRAMME 2 – CIVIC AFFAIRS	Outcome 1: Secured South African citizenship and identity	Eligible citizens are issued with enabling documents relating to identity and status An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system	Contamination of data on the NPR	• Unauthorised breaches / changes to the database on NPR. • False registration of births, marriages and deaths and amendments of status through corrupt activities. • Theft and sale of ID numbers to non-citizens. • Use of late registration of birth process fraudulently. • Duplication of ID numbers.	DDG: CS
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Movement of persons in and out of the country managed according to a risk-based approach Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally	Illegal entry, stay and departure in and from the country.	• Insufficient control measures at the borderline. • Insufficient human and operating capital for inspectorate. • Inability to trace illegal immigrants and undocumented foreign nationals.	DDG: IMS
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Refugees and asylum seekers are managed and documented efficiently Enabling documents issued to foreigners efficiently and securely	Abuse of the refugee and asylum seeker system	• Lack of policy response and strategy for management of low and unskilled migrants. • Weaknesses in the implementation of the asylum seekers system and the management of refugees. • Inadequate institutional mechanism to deal with appeals for asylum seekers.	DDG: IMS

Programme	Outcome	Strategic Objective	Risk Description	Risk Contributing Factors	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Good governance and administration	Failure of corporate governance	• Non-compliance to applicable laws and regulations. • Non implementation of the Corporate Governance Framework. • Lack of awareness of relevant laws and regulations.	DDG: IPS
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Good governance and administration	Lack of leadership	• Lack of consequence management. • Delays in appointing permanent managers. • Lack of accountability. • Lack of knowledge on the roles and responsibilities of managers.	DDG: HRM&D
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	IT System unavailability	• Hacking of systems. • Reliance on external service providers. • Network downtime. • Interruption in power supply.	DDG: IS
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure ethical conduct and zero tolerance approach to crime, fraud and corruption	Fraud and Corruption	• Inadequate measures to prevent, detect and sanction acts of crime, fraud and corruption. • Delays in vetting of officials. • Lack of integration of systems. • Unethical conduct.	DDG: CC&SS
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Enabling documents issued to foreigners efficiently and securely	Illegal issue of permits and visas to non-deserving persons	• Abuse of the appeal system. • Collusion between officials and external parties. • Inadequate systems (non-integration of the visa adjudication system).	DDG: IMS

Programme	Outcome	Strategic Objective	Risk Description	Risk Contributing Factors	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	Insufficient capacity	• Ineffective utilisation of human capital. • Under-utilisation of existing resources. • Inequitable allocation / distribution of human capital.	DDG: HRM&D
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Collaboration with relevant stakeholders in support of enhanced service delivery	Negative public image and publicity	• None responsiveness of business units to media and public enquiries. • Unreliable data from business units. • Lack of consolation among internal and external role players.	DDG: Communication Services
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	Unauthorised access to IT systems and data	• Inadequate management of user accounts. • No monitoring of system vulnerability on a regular basis (on virtual private network - VPN). • Insufficient resources to monitor systems. • Cyber-attacks. • Unauthorised access to the data center.	DDG: IS

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Annual Performance Plan

Official Sign Off

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Department of Home Affairs under the guidance of Minister MKN Gigaba.

Was prepared in line with the Strategic Plan of the Department of Home Affairs and the Medium Term Strategic Framework for 2014 to 2019.

Accurately reflects the performance targets which the Department of Home Affairs will endeavour to achieve given the resources made available in the budget for 2018/19.

Mr Gordon Hollamby
Chief Financial Officer — Signature

Mr Thulani Mavuso
Institutional Planning and Support — Signature

Mr Mkuseli Apleni
Accounting Officer — Signature

Approved by:
Mr MKN Gigaba
Executive Authority — Signature

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FOREWORD BY THE MINISTER OF HOME AFFAIRS

The Medium Term Strategic Frameworks (MTSF) leading up to 2030 will be the main vehicle for the implementation of the National Development Plan (NDP) and the achievement of its main objectives, namely confronting the triple challenge of poverty, inequality and unemployment by achieving higher growth rates.

What makes the 2018/19 financial year of added significance, is that it is the last year of the MTSF 2014 to 2019 cycle. The Department of Home Affairs (DHA) therefore will need to ensure that we put all our energy and resources in demonstrating progress towards the achievement of government outcomes and ultimately to make a difference in the lives of the people we serve.

In its strategic Plan 2015 to 2020, the DHA outlined the 2 goals in support of the MTSF 2014 to 2019, namely to deliver against the core mandate of the DHA, which is to secure the identity and citizenship of our people and to manage immigration securely in support of development and security. The second is to deliver services related to these critical functions of the state. These goals will guide the DHA in delivering on its mandate and thereby contributing to the achievement of government objectives, and of a developmental and capable state as envisioned by the NDP.

The importance of DHA for the state and society is widely underappreciated. The mandate of the DHA is rooted in the Constitution and touches the lives of every South African and visitor to the country. The importance of immigration is underscored by political, social and economic developments in the rest of the world and the fundamental impact it has on elections and forming of governments. The scope and importance of the mandate therefore places a heavy burden on each and every official.

A number of important programmes were either continued or initiated during the 2014 to 2019 MTSF cycle. It is of the utmost importance to have a clear understanding of the progress recorded as well as the challenges that impacted on these programmes in order to determine the impact made and the way forward.

Looking back, significant progress has been recorded in the establishment of the Border Management Authority (BMA). The BMA is on track to become operational in the 2019/20 financial year. The establishment of the BMA is dependent on a number of factors of which the passing of the BMA legislation is the cornerstone. The new Policy on International Migration is well on track. The achievement of this priority is of significant importance due to the critical role it will play in development, national security and nation building. The White Paper further contends that the cost of a lack of investment in managing international migration is far higher than the cost of building the necessary capacity. The White Paper will culminate in the drafting of new immigration and refugees' legislation.

The Modernisation programme started in 2012. Significant progress has been recorded with the rollout of smart ID cards since inception in 2013, the expansion of live capture functionality to other functions, the automation of front and back office systems in the immigration environment and rollout of biometric functionality. The modernisation agenda will ultimately lead to the new National Identity System (NIS) by 2020/21. The NIS will be a key enabler to reposition the DHA as a modern and secure department through the benefits it will bring to the DHA as well as the country in general. Underpinning all these important programmes and the endeavour to provide a high quality of service delivery is the role of our human capital. Our staff is central to all these initiatives and adequate attention and focus will be placed on investing in people and skills.

The repositioning of Home Affairs as a modern and secure department and an integral part of the security apparatus of a capable state, could be regarded as the most critical factor in transforming the DHA. This programme will be one of the driving forces for the DHA going forward and the next MTSF cycle. In the 2017/18 foreword I indicated that the DHA will only be able to fully execute its mandate once all the critical enablers have been put in place of which repositioning is the most critical one.

The DHA must ensure that service delivery is informed by values such as humility, professionalism and patriotism. The DHA has made major strides in improving public perceptions regarding its service delivery and improving on its governance. The reality is that the DHA, as with all other government departments, will need to optimise and maximise the limited resources at its disposal to ensure that the public is served in an efficient and effective manner.

MR MKN GIGABA, MP
MINISTER OF HOME AFFAIRS

FOREWORD BY THE DEPUTY MINISTER OF HOME AFFAIRS

Progress made on the development of a new policy on international immigration is gratifying and encapsulates the new framework within which immigration will be managed in the future. In light of the impact of immigration world-wide, it is important for the country to have an immigration policy that will further the objectives of the National Development Plan and attainment of the strategic outcomes of government. Benefits emanating from international migration must be accentuated to ensure that the lives of South Africans are improved through a safe and mutually beneficial movement of South Africans and nationals from more than 200 other sovereign states.

A well-managed immigration system is critical for development in South Africa, and consensus on all levels of society is required to be forged to enable its benefits to accrue. The White Paper on Migration reminds us that the cost of a lack of investment in managing international migration is far higher than the cost of building the necessary capacity particularly of the Immigration Inspectorate. It is envisaged that the new legislation will be implemented in the next Medium Term Strategic Framework cycle.

One of the eight policy interventions in the White Paper deals with the management of asylum seekers. The RSA experiences high volumes of mixed migration flows through the asylum regime. The policy objective in this area is to provide effective and efficient status determination and protection services to genuine asylum seekers and refugees while limiting the abuse of the system.

Some of the progress recorded in the 2017/18 financial year is the expansion of the automated booking terminal (ABT) solution deployed at the Cape Town refugee reception centre to assist volumes of asylum seekers awaiting the finalisation of their appeals. This follows the successful deployment of ABT at the Desmond Tutu Refugee Reception Centre in Marabastad.

Amendments to the Refugees Act have been finalised by Parliament and signed into an act of Parliament by the President on 14 December 2017 (Act no 11 of 2017). The draft regulations will come into operation later this year. These amendments will address administrative and operational challenges in the asylum seeker and refugee management environment. This includes improvement of operational efficiencies at both the refugee reception offices and the two statutory bodies, namely the Standing Committee for Refugee Affairs (SCRA) and Refugee Appeals Board (RAB). The latter will be replaced by the Refugees Appeals Authority and seeks to address several operational challenges, not least of which is the chronic backlog at the Refugee

Appeals Board which has been hamstrung by quorum requirements and a burdensome appeals procedure.

The Department launched the new refugee travel document with effect from 1 November 2017 to fully comply with the requirements of the UNHCR, as well as the International Civil Aviation Organisation (ICAO) standards.

The following priorities will receive attention over the medium term: finalisation of the public-private partnership to locate refugee centres closer to the country's borders; the upgrade of Musina Refugee Reception Centre as part of the Moetapele initiative in respect of infrastructure, systems, process and leadership and management practices; the implementation of a smart ID card for refugees and the rollout of live capture processes for the issuance of refugee travel documents.

The Border Management Authority Bill, 2016 provides for, amongst others, the establishment, organisation, regulation, functions and control of the Border Management Authority, the establishment of an Inter-Ministerial Consultative Committee and a Border Technical Committee. The Bill is currently with Parliament and once it is implemented will address the existing void in the state machinery to secure the sovereignty and territorial integrity of the country.

The Chief Directorate: Legal Services is exploring several avenues in an attempt to address capacity constraints being experienced and also exploring the implementation of certain strategies to introduce legal capacity into the two core branches in the DHA, namely Immigration and Civic Services in order to offer quick intervention mechanisms to revise practices within those units that attract most litigation against the Department and re-route scarce resources to strategic litigation affecting core functions. Another area of focus is the management of commercial contracts and drafting of service-level agreements. This is a specialist function in need of additional capacity and expertise to optimise value for money outcomes in relation to expenditure and procurement.

The Moetapele initiative has made some major strides since its launch in February 2015 with several Moetapele standard service points being introduced. The initiative focused on the following areas last year: interventions at legal services and employee engagement (case management system to support their operations), enhancement of track and trace (document linking system) at the identity document production facility, permanent residence section, end-to-end system at the Desmond Tutu Refugee Reception Centre and OR Tambo International Airport (ORTIA).

The Moetapele initiative is now included as a key performance area in the performance contracts of all senior managers in the organisation. This development, together with the coalface deployment of senior management, will enable our senior managers to ensure that DHA improves its service delivery levels whilst keeping in touch with challenges experienced by frontline officials.

The issue of investing in human capital cannot be over-emphasised. Through the Moetapele initiative and enhancing skills of supervisors and managers in the DHA in critical areas such as leadership, management and problem-solving, the DHA is preparing for the next phase in better governance and service.

MS F CHOHAN, MP
DEPUTY MINISTER OF HOME AFFAIRS

FOREWORD BY THE DIRECTOR-GENERAL OF HOME AFFAIRS

At the end of the 2014 to 2019 Medium Term Strategic Framework (MTSF) cycle, government departments will be required to submit progress reports in terms of their contribution to the strategic objectives set out in their respective strategic plans and the programme of action. In this regard, the Department of Home Affairs (DHA) contributes directly to government outcomes 3 (All people in SA are and feel safe), outcome 4 (Inclusive growth path) and outcome 12 (A capable public service).

The impact of the DHA's mandate stretches much further than these three outcomes given that this department is a key enabler for other government departments and stakeholders to execute their respective mandates. The MTSF contains DHA priorities which will have a significant impact not only on the lives of the people but also on government and society in general, for example, building a new national identity system.

Central to our vision for the future is the design and operationalisation of a new national identity system and the rollout of biometrics at ports of entry. The establishment and operationalisation of the Border Management Authority, which is expected to change the face of border management and security, is another critical area in which significant progress has been recorded.

The DHA has learned some valuable lessons in the implementation of these critical priorities. Therefore, it will be in a better position to deliver on future commitments in the next MTSF cycle. The registration of births within the prescribed period of 30 days is a further important priority for the DHA. A whole-of-government approach will be required to ultimately achieve this priority and the gradual phasing out of the late registration of birth process. Early birth registration is key to ensuring a clean and reliable national identity system.

The importance of the DHA and the full execution of its mandate are succinctly outlined in the Minister's foreword. Through its repositioning as a modern, professional and secure department, the DHA will take its rightful place within government and the state broadly. This mammoth task has already begun.

Following a Cabinet meeting on 1 March 2017, it was announced that the business case for the repositioning of the DHA was supported and that the DHA must be positioned within the security system of the state so that it may contribute to national security and be enabled to protect its people, systems and data. This will enable the DHA to fully deliver against its mandate as a

critical enabler of inclusive economic development, national security, effective service delivery and efficient administration.

Put differently, repositioning, will allow the DHA effectively to be the custodian and guardian of the individual identities that constitute the nation, linked to nationality and other aspects of civil status, among other things, to:

- Regulate and lead the management of international migration so as to advance the national and regional agenda;
- Enable the state to lead development and provide safety and security to all;
- Empower citizens through increased access to services and information; and
- Enable radical economic transformation through inclusive development and efficient governance.

There is consensus that the DHA needs to change in order to fully execute its mandate. Despite the significant progress so far recorded, more needs to be done to ensure the DHA is fully transformed into an organisation that it should be.

Notwithstanding numerous strategic and operational challenges, since 2012/13, the DHA has shown significant improvement in organisational performance. Several factors have contributed to its achievements. Central to success has been improved leadership and management practices. This has culminated in an unqualified audit outcome for the 2016/17 financial year, the first since the 2010/11 financial year. The DHA has set itself the goal of moving to the next level of audit outcomes.

In the final analysis, the priority is on making measurable impact on the lives of those we serve over and above meeting targets, thus we strive consistently to set SMART targets. We look forward to increasing access to public services, through among other innovative solutions, the introduction of a mobile solution to accelerate the rollout of the smart ID card particularly to reach out to our people in the most remote and rural communities.

Our achievements thus far should be seen against the background of severe austerity measures implemented by government, from 2016. The DHA, which is a critical role-player in the service delivery environment, was especially constrained by the dire economic situation the country currently finds itself in. The main impact of the budget cuts was on the compensation of employees' budget as the DHA was unable to fill critical vacancies. This has had a negative impact on service delivery and the filling of critical specialist posts, especially in the information services environment.

The management team believes that a rock-solid foundation has been laid for the DHA to catapult itself into the envisaged modern and secure department positioned at the core of government service delivery and, ultimately, of building a capable state. Given our robust departmental strategic planning processes, we are confident that we will achieve the desired outcomes and impact we have set for ourselves.

MKUSELI APLENI
DIRECTOR-GENERAL OF HOME AFFAIRS

PART A

STRATEGIC OVERVIEW

Vision

A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship

Mission

The efficient determination and safeguarding of the identity and status of citizens and the management of immigration to ensure security, promote development and fulfill our international obligations

Value Statement

The Department of Home Affairs is committed to being:

- People-centred and caring
- Patriotic
- Professional and having integrity
- Corruption free and ethical
- Efficient and innovative
- Disciplined and security conscious

DHA Outcomes

- Secured South African citizenship and identity
- Secured and responsive immigration system
- Services to citizens and other clients that are accessible and efficient

1. SITUATIONAL ANALYSIS

The situational analysis of the Department of Home Affairs (DHA) is presented in three main parts. The first part deals with the mandate and main priorities for the DHA over the medium-term. The second part is presented under the Performance Delivery Environment which provides an overview of the DHA performance environment. The third part of the situational analysis focuses on the organisational environment and provides information on the organisational structure and capacity for the DHA to deliver on its mandate.

Mandate of the Department of Home Affairs (DHA)

The core mandate of the DHA is to be the custodian of identity and civic status, including citizenship; and to manage immigration securely and efficiently in the interest of economic development and national security.

Mandate of Civic Services

The purpose of civic services is to ensure secure, efficient and accessible services and documents for citizens and lawful residents through the execution of the following core functions:

- Management of legislation relating to issuance of identity documents; births, marriages and deaths (BMD); passports and travel documents.
- Management of birth, marriage and death records.
- Maintain secure, accurate, accessible systems (National Population Register and Home Affairs National Identification System) and data.
- Affirm and regulate official identity, civil status and the acquisition and loss of citizenship.
- Provide access to secure and efficient services and enabling documents.

The civic services' mandate is managed and implemented through the Births and Deaths Registration Act, 1992 (Act No 51 of 1992); Marriage Act, 1961 (Act No 25 of 1961); Recognition of Customary Marriages Act, 1998 (Act No 120 of 1998); Civil Union Act, 2006 (Act No 17 of 2006); Identification Act, 1997 (Act No 68 of 1997); South African Citizenship Act, 1995 (Act No 88 of 1995); and South African Passports and Travel Documents Act, 1994 (Act No 4 of 1994).

In 1994 the first democratically elected government inherited a paper-based manual fingerprint identification system as well as a computerised population register that was primarily used as a tool for racial segregation and oppression. This paper-based fingerprint identification system has since been replaced by implementing an Automated Fingerprint Identification System (AFIS). The AFIS is also fully integrated with the National Population Register (NPR). Unlike the apartheid government, the democratic government uses these systems to actively record

biometrics of all citizens, permanent residents and foreign nationals to ensure access to rights and inclusive development. These systems have also been employed for identity verification at ports of entry and by non-government sectors such as banking and insurance.

The future Civic Services must provide identity management that is accurate and reliable. Identity management can extend services not only to public and international organisations but also to private partners requesting tailor-made physical and digital identification and identity verification solutions. Such identity management services are a concrete means to secure electronic transactions such as:

- Online trading of products, services and resources.
- Pre-clearance of airline passengers.
- Health care services including the prescription and the controlled retailing of drugs.
- Distance learning and research programmes.

With the existing systems (AFIS and NPR), identity verification can be extended to:

- The National Health Insurance (NHI).
- All law enforcement agencies (this is currently limited to the Criminal Record Centre in Tshwane).
- The Electoral Commission for voter registration and voting.
- Municipalities for customers requesting municipal services.
- The retail sector (especially financial service providers other than banks).
- Rural development and land reform for deed registrations.
- Implementation on social media platforms to decrease instances of cyber bullying and fake news, etc.

The existing identity management system could be enhanced to a multi-modal biometric identification system by adding any of the following identification solutions: facial recognition, voice recognition, palm recognition, retina or iris recognition, DNA and behavioural biometrics (this is especially advantageous for public screening processes).

It is therefore imperative for South Africa to invest in:

- Reliable, monitored networks and systems with business continuity and disaster recovery.
- Minimum security standards set and maintained for infrastructure, data, documents, people and systems.
- Physical records archived properly and all records kept in an electronic document management system.
- Appropriate staff, including specialists and professionals.
- A functional National Identity System, fully integrated and digital.

Mandate of Immigration Services

The purpose of Immigration Services is to facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa (RSA); determine the status of asylum seekers and regulate refugee affairs; confirm and provide enabling documents to foreign visitors legally residing within the Republic; enforce immigration legislation and effect deportations.

The core immigration mandate is to:

- Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa.
- Confirm and provide enabling documents to foreign visitors legally residing within RSA.
- Enforce immigration legislation and effect deportations.
- Determine the status of asylum seekers and regulate refugee affairs.
- Contribute towards realising a positive migration trend into the RSA that enhances the skills base and support foreign direct investment.

The immigration mandate is managed and executed through the Immigration Act, 2002 (Act No 13 of 2002) and the Refugees Act, 1998 (Act No 130 of 1998).

The centrality of the DHA to the functioning of the state and society in general is often not fully appreciated. As states and societies have developed, transactions have grown more complex and are regulated through a vast array of laws and systems. The management of immigration must be risk-based and intelligence led – integrated across international, border and domestic environments. The purpose of adhering to a risk methodology is to ensure that persons travelling to the country can be profiled well in advance, testing the credibility of travel documentation, personal identity and running background checks on the possible listings against national or international stop-lists. A risk–based methodology is thus underpinned by a seamless interface of technology, reporting systems and proactive management by Immigration Services.

Security is closely related to development and to human rights. Knowing who is in your country, and why, is critical for national security and stability in a globalised world characterised by rapid movements of people, goods, finance, data and epidemics. Systems dealing with identity, status and movement are powerful tools for development and for socio-economic inclusion, which contributes in turn to social stability and cohesion. Secure identity systems can enable

e-commerce and government, drastically reduce fraud and costs; thus attracting investment and giving the country a competitive edge. Managing immigration in an ineffective manner can lead to many negative consequences such as human rights abuse. Managing international migration requires the whole-of-the-state and a whole-of-society approach.

South Africa must invest in immigration management in terms of:

- Integrated and secure end-to-end digital immigration systems that provide a single view of travellers and their official history.
- Professional staff that is appropriately selected and trained.
- A security system that can maintain adequate security standards.
- Appropriate operational intelligence capacity supported by research and analysis units that integrate information.
- Capacity to enforce immigration laws, working together with all relevant bodies, communities and the public.
- Institutional capacity to coordinate and lead key areas of immigration management, such as refugees and permitting.

Contribution to the National Development Plan (NDP)

Given the mandate and role of Home Affairs as outlined above, a DHA that is modernised, professional and secure will be a powerful enabler of the implementation of the NDP. A major focus of the NDP is to confront the triple challenge of poverty, inequality and unemployment by achieving higher growth rates.

- A priority for the DHA is to facilitate the acquisition of the critical skills needed for economic growth and to build our own skills base.
- The NDP draws on international experience in pointing out that the strategy will succeed if it is led by a capable state staffed by professionals; where trust is engendered by social stability, improved services and reduced corruption; and the mass of citizens feel part of the plan and economic development.
- The DHA could play a key role in enabling regional development by working with SADC countries to establish efficient, secure and managed migration.
- The inclusion of all citizens in democracy and development is enabled by providing them with a status and an identity, thus access to rights and services.
- The modernisation programme of the DHA can reduce fraud and the cost of doing business by enabling e-government and this will attract more investment.

In addition, the DHA has a critical role to play in government and in society in the following areas:

- Enabling economic development.
- Play a key role in national security.
- Enabler of good governance and administration.
- Provider of essential services and enabler of service delivery.

MAIN PRIORITIES GOING FORWARD

The main priority for the DHA for the period leading up to 2018/19 is to deliver against the commitments as outlined in the Medium Term Strategic Framework (MTSF) of government (2014 to 2019). The targets that the DHA is committed to achieving relate directly to economic growth and to ensuring access to rights and services.

The commitments to be achieved by 2018/19, unless otherwise indicated, are as follows:

- Finalising the preparations for the establishment of the Border Management Authority.
- Monitoring the full implementation of the Integrated Border Management Strategy (IBMS) in conjunction with other departments and organs of state.
- Review of the policy on international migration and the amendment of relevant legislation in support thereof (Immigration and Refugees Acts).
- Registration of 810 000 or 74% of births within 30 calendar days.
- Rollout of biometric functionality to all ports of entry equipped with the enhanced movement control system (EMCS).
- Ensuring that 85% of critical skills visas are adjudicated within 4 weeks.
- Developing the NIS by 2018/19 and having it operational by 2019/20.
- The establishing of three visa premium centres and the DHA contact centre have already been achieved in the 2016/17 and 2015/16 financial years respectively.

Repositioning of the Department of Home Affairs:

The DHA has embarked on a new phase of its transformation process that began in 1994. On the 1st of March 2017 Cabinet approved a business case for the DHA to reposition itself as a modern, highly secure and professional department within the core security system of the state. Going forward, the main strategic priority of the DHA will be the repositioning programme to ensure the full and effective execution of its constitutional mandate.

The repositioning of the DHA follows on the turnaround strategy of 2007 to 2009 (to address the service delivery crisis and ensure a citizen-oriented approach to service delivery), the commencement of the modernisation programme in 2012 (to develop secure and integrated digital systems managed strategically by professionals) and the Moetapele initiative which started in 2015 (to challenge DHA officials to show leadership and initiative in improving service delivery levels). The modernisation programme and moetapele initiative will be implemented in close coordination with the repositioning programme and there will be a cross-cutting change management programme that will include a training component.

The next three to five years will be critical for the development and establishment of the repositioned Home Affairs. The repositioning will enable the DHA to deliver its full mandate in a democratic, sovereign state by being:

- The custodian and guardian of the individual identities that constitutes the nation, linked to nationality and other aspects of civil status.
- Regulating and leading the management of international migration to advance the national and regional agenda.
- Using these functions to enable the state to lead development and provide safety and security to all.
- Empowering citizens through access to services and information and enable radical economic transformation through inclusive development and efficient government.

The following guiding principles for the Business Case were approved by Cabinet:

- A policy framework should be adopted and legislation enacted that makes explicit the security requirements and mandate, strategic role and functions of the DHA.
- To be protected and fulfil its mandate the DHA should be located within the Justice, Crime Prevention and Security (JCPS) cluster and become an effective part of the security system of the state.
- The DHA must have an appropriate operating and organisational model.
- A sustainable funding model should be proposed that will ensure adequate resources for the DHA while having an overall positive impact on the fiscus.

The DHA established a project office in 2016 to develop and implement the business case to reposition the DHA. The implementation of the business case will be undertaken in a phased approach. The next key deliverables are the development of a draft White Paper by March 2018 and its submission to Cabinet by March 2019.

A roadmap consisting of 2, 5 and 10 year milestones has been developed to guide the implementation process. The development of the White Paper / DHA Bill, the commencement of a change management strategy and realisation of short-term gains are envisaged for the first two years (2017/18 and 2018/19). The development and implementation of a new operational model, the pilot of the envisaged funding model and the full operationalisation of the NIS are planned for the period 2019/20 to 2023/24. Within the next ten years the DHA must be fully secure, highly connected and have a professional culture.

The DHA is currently allocated a budget based on the assumption that it is not strategic and that it delivers routine services that do not require a highly secure environment. The consequences of the funding and security deficit have been very costly; and have not allowed the DHA to fulfil its mandate as a key enabler of economic development, security and efficient government. A secure, modernised and professional DHA would be a key enabler of economic development and would generate new revenue streams.

Big data is the basis of the 4th industrial revolution that is rapidly advancing. Comprehensive, detailed, current statistics on national or local populations will be invaluable. The NIS will be a relational database. Statistics South Africa, other government agencies and departments would have access to such data, which would significantly enhance the capabilities of the state to plan, conduct research, monitor the impact of policies, deliver services more effectively and manage risks. The budget provided to the DHA must accommodate research and development to ensure the DHA can manage risks effectively, keep abreast of developments and respond to needs. It would also ensure that the DHA would attract and retain specialists.

Policy on International Migration:

The White Paper contends that SA urgently needs a progressive vision that inspires the country to maximise the benefits of international migration while minimising the associated risks. The vision for the new policy is that South Africans should embrace international migration for development while guarding sovereignty, peace and security. For such a vision to be achieved, SA, at governmental and societal levels, need consensus on how to harness international migration for development while managing associated risks. A whole of government approach is key to the successful integration of foreign nationals into South African society and equally, for South African citizens to recognise and harness the unique skills and offerings that migrants potentially introduce for a sustained and diversified second and third level economies. An Inter-Governmental Committee on Migration (IGC) was established in 2017 to ensure that an integrated approach and shared responsibility across government stakeholders can be undertaken. The DHA is the principal department that drives and co-ordinates the work of the IGC by leveraging progress within the ambit of the Integrated Border Management Strategy under the BMA. The White Paper further contends that the cost of a lack of investment in managing international migration is far higher than the cost of building the necessary capacity.

On 29 March 2017 the White Paper was approved by the Cabinet subsequent to extensive public consultation. The 2017 White Paper provides a policy framework that will guide the comprehensive review of immigration and related legislation. Those elements of the new policy that require only administrative action and have no additional cost implications will be implemented over the short term. However, those elements of the new policy that require major changes will be implemented in step with the amendment of legislation and provision of additional resources.

The process of amending the legislation has begun and is expected to be concluded by March 2019 with the submission of the amended legislation to parliament for public consultation and approval. It is envisaged that the new legislation will be implemented in the next Medium Term Strategic Framework cycle (2020-2024).

Completion of the Modernisation Programme (Including the WAIO Scope):

The Information Communication Technology (ICT) Modernisation Programme is the foundation of the digital roadmap that DHA has planned to embark on. The digital transformation will be enabled by robust integrated back end systems and modern network infrastructure, which in turn enable all DHA front end processes and alignment with all related government systems. Digital transformation and continuous innovation will enable DHA to become a provider of "people centric" services and identity data verification for both government and private institutions.

The NIS will become the heartbeat of all DHA functions. The NIS will enable the security and reliability of identity data (biographical and biometric); which in turn will enable economic transformation; prompt service delivery and security of citizens and all known foreign nationals in South Africa. The DHA is in the process of implementing this single integrated source of biographic and biometric information in order to make digital service delivery a seamless reality. The current disparate civic and immigration systems will be replaced by the fully integrated NIS and border management solution. All processes such as the registration of births, marriages and deaths will be digitised and secured. In summary, the NIS will have:

- Records of persons living in SA (citizens and non-citizens) with amendments of status throughout their life cycle (from the cradle to the grave).
- Records of all persons entering the country with their biometrics captured at the point of applying for a visa or at the point of entry to ensure single identification.
- Processing and storing of asylum seeker and refugees' status applications.
- Records of visitors who enter and leave the country.
- Records of persons who are detected as illegal in the country, deported or in the process of being deported.

The successful implementation of the NIS will lead to a substantial reduction in fraudulent transactions; and enable e-Government and e-Commerce services. The reduction in social grant fraud and other government services alone will more than pay for its development over the medium term; new revenue streams will be generated; and many forms of partnerships developed as the digital economy and digital government expands.

A comprehensive border management solution, implemented by the BMA, is required to enable efficient, legal and secure movement of people and goods through all land, air and sea ports. Visa, permitting and national identity databases will interface with the movement control system to enable proficient processing of travellers in and out of South Africa. The trusted traveller programme will interface with the border management solution and will allow for immigration self-service by means of specialised equipment fitted with software applications that comprise all basic features contained in the border management system. The trusted traveller programme will be enabled by required integration of existing or newly designed systems and automated biometric verification capability that will be multi-modal: fingerprints, facial recognition and iris technology.

The modernisation budget provides funding for the development of a new NPR, the legacy system that hosts all the biographical data of all citizens, permanent residents and naturalised persons. In order to achieve a single national identity system with the objectives indicated above, other legacy biographical and biometric systems need to be upgraded or redeveloped as modules of the single integrated NIS. The DHA has since appointed the CSIR through SITA to develop the full requirements and specifications for the NIS of the future. The first step to create a robust biometric solution for the DHA is already underway. The current HANIS system will be redesigned and integrated into an entirely new platform that will be able to interface as a key enabler of the NIS of the future. A service provider has already been appointed to drive and implement the HANIS which should be ready for implementation in the 2018/19 financial year.

The timelines for the development of the system specifications as proposed and funded within the current modernisation programme baseline are 12 months. The procurement process will commence during the 2018/19 financial year. A funding shortfall is foreseen from the 2019/20 financial year onwards and the cost indications will be dependent on the functional and technical specifications. The detailed project plan and confirmed funding shortfall will be submitted to National Treasury through the modernisation business case.

The remaining WAIO scope deliverables will be implemented within the projections for the next 3 years of the modernisation budget: R549 012 000 (2018/19), R579 757 000 (2019/20) and R611 644 000 (2020/21). However, operations, maintenance and support, and technology

refresh that are required are not funded as part of the modernisation programme and remain a critical issue for discussion with National Treasury and further funding.

The modernisation programme is a period-defined project that intends to develop and rollout systems as per the modernisation business case. As with the nature of IT projects, it constitutes contractual obligations that are long term; i.e. software licensing, maintenance and support, hardware refresh, increased costs of data-lines as per required bandwidth, etc. Technology also evolves at a high speed and sometimes dictates continuous upgrades to systems and hardware and thus an estimated amount of operations, maintenance and support of systems constitute at least 25% of the project costs using best practice.

Establishment of the Border Management Authority (BMA):

In 2013 Cabinet resolved that a Border Management Authority should be established that will include the ceding and transfer of functions from relevant organs of state to the BMA. Cabinet endorsed the following guiding principles for the BMA:

- The BMA should be responsible and accountable for the entire border environment.
- The role of the BMA should be to ensure coordination, collaboration, oversight, control and effective management.
- The establishment of the BMA can be achieved through integrated systems and cooperation within an appropriate legal framework that specifies roles and responsibilities.

The goal of the BMA will be to secure and protect South Africa's borders in the national interest, while meeting the country's regional, African and global developmental commitments. The functions of the BMA will be to:

- Facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry.
- Facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry.
- Facilitate the collection of revenue within the border law enforcement area and at ports of entry.
- Co-operate with and coordinate its border law enforcement functions with other organs of state, border communities or any other persons.

The BMA Blueprint (2032) document serves as the vision and ideal end state for the operationalisation of the entity. This spans a 15 year view for a fully established and integrated BMA including the ports of entry and land and maritime border law enforcement areas (Border Guard and introduction of the Coast Guard).

The BMA Bill, 2016 was formally introduced into Parliament in May 2016 and was adopted by the National Assembly in June 2017. Currently, the BMA Bill is under consideration in the National Council of Provinces (NCOP). All regulatory proclamation processes, assumptions and pre-conditions for the establishment of the BMA will be completed once the BMA Bill is enacted to enable the formal establishment of the BMA on 1 April 2019. The BMA will be implemented in a phased manner as per the BMA Blue Print and Road Map. The projected timeframe for the BMA to be operational will be in the 2019/20 financial year due to important regulatory pre-conditions needing to be in place (for example a BMA Act, the signing of the Presidential proclamation and the classification and listing of the BMA as a Schedule 3A National Public Entity).

The BMA will however commence with critical pilot interventions in 2018/19 leading up to the establishment and operationalisation in 2019/20 such as implementing BMA pilots to be incrementally rolled out across targeted ports of entry with effect from April 2018 onwards.

The establishment of the BMA is central to the overall re-positioning project of DHA. It is envisaged that the BMA will assume all frontline border law enforcement functions at ports of entry, the land and maritime borderline environment for both human and goods movement entering or departing South Africa.

Redevelopment and Modernisation of Priority Land Ports of Entry:

One of the Department's Ministerial priorities over the MTEF period is the development of modern, cost-effective and efficient Port of Entry Master Plans for six (6) priority land ports of entry which have the highest volume of people and goods movement in the country i.e. Beit Bridge, Maseru Bridge, Kopfontein, Lebombo, Oshoek and Ficksburg Bridge ports of entry. It is envisaged that this project will culminate in a Public-Private Partnership (PPP) between the DHA and a successful service provider/bidder.

A Transaction Advisor has been appointed to support the development of modern, cost-effective and efficient master plans for six priority land ports of entry. Further, DHA continues to roll-out the capturing of biometric capability at ports of entry and in 2018/19 will prioritise the further roll-out of biometric capabilities to the remaining air and land ports with partial implementation of rollout to maritime ports of entry.

To date, the Department has been granted a conditional Treasury Approval 1 (TA1), i.e. the Feasibility Study for the project. It is anticipated that over the 2018 MTEF period the second and third phases of the project namely, the procurement; and the commercial and financial close phases will be completed, subject to Treasury Approval 2 (TA 2) and Treasury Approval 3 (TA 3) respectively.

Rollout of the Smart ID Card:

The DHA introduced the smart ID card during the 2013/14 financial year. Currently 184 out of 411 offices country-wide have been connected with the live capture system. More than 200 of the remaining offices cannot be equipped with live capture functionality due to suitability issues. These remaining offices are largely situated in rural areas and thus putting those based in rural areas at a disadvantage as they are unable to apply for smart cards - impacting mostly on the youth who are then forced to apply for green ID books.

The DHA identified 38 million citizens with green identity documents that required replacement. Out of the 38 million people, more than 8.7 million have been replaced since 2013 leaving a balance of around 29 million. The DHA however receives 1.1 million first time applicants on a yearly basis. If the Department continues with the current pace to replace the green ID books, it will take 18 years and longer to conclude the replacement process. There are major risks involved in having a dual system of issuance of identity documents for the credibility of the national population register.

In order to expedite the rollout of the smart ID card programme, the following enabling conditions will be required, namely increased capacity, improved footprint development and the use of mobile technology.

In an effort to add an alternative model of service delivery, the Department launched eHome Affairs in 2016 allowing clients to lodge applications for smart ID cards and passports online. The eHome Affairs was launched in partnership with the four major banks i.e. FNB, Nedbank, Standard bank and ABSA. To date, facilities in 14 bank branches have been rolled out with the live capture system. These offices were further upgraded to have a card payment system. The intention is to expand the rollout to more bank branches. A Public-Private Partnership (PPP) with the banks is at an advanced stage. The DHA will also develop a strategy in 2017/18 for the discontinuation of the issuance of the green barcoded identity documents to improve the uptake of the smart ID card. The implementation of the strategy will be escalated over the medium term once key enablers such as mobile technology have been fully developed and rolled out.

As part of the modernisation programme, the DHA is in the process of developing a mobile technology solution to improve access to service delivery and thereby improving its footprint. The mobile solution will be able to render all DHA functions and services. These mobile units will be used in offices where the infrastructure is not conducive for live capture conversion and for other purposes such as school visits.

The successful implementation of the abovementioned interventions has the potential to reduce the timeframe of replacing 29 million books and an additional 1.1 million new clients qualifying for smart ID cards each year from 18 years to an estimated 7 years and 8 months. To enable the DHA to replace 29 million green ID books with smart ID cards within 5 years it will require the DHA to issue 4.7 million Smart ID Cards per annum.

Benefits of accelerated rollout of the smart ID Cards to all citizens include the following:

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

Passenger Name Record:

Advance Passenger Processing (APP) and Passenger Name Record (PNR) form part of the iBorders Strategy of the DHA. These systems play a critical role in the prevention and management of risks to the country and therefore national security.

The DHA implemented APP on behalf of the security departments to perform risk profiling of passengers prior to their arrival in / departure from SA. Governments seeking to improve their national security also access PNR data for pre-arrival risk profiling of passengers.

The DHA as lead agency has included the provisions for implementation of APP/PNR in the Immigration Act, 2002 and will assume responsibility for ensuring that –

- Departments' user requirements are taken into consideration;
- Airlines comply with the requirement ; and
- Foreign governments that require bilateral agreements regarding data protection are engaged.

The DHA is in consultation with the Integrated Justice System (IJS) on co-funding of the PNR.

Service Delivery:

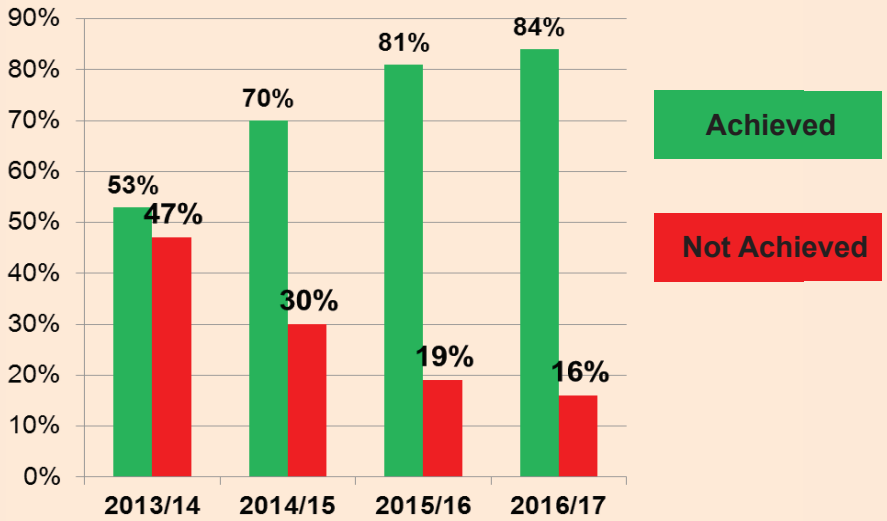
In addition to the priorities outlined above, the Department will need to ensure that the quality of service delivery remains at a high standard in order to meet the legitimate expectations of the public and stakeholders. The DHA has showed significant progress in its organisational and operational performance since 2012 and plans must be put in place to ensure continuity and improved interface with the public despite bleak economic prospects. The implementation of the

Moetapele initiative is a vehicle that must be used as a key driver to continuously improve the standard and quality of our service delivery.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

Government and the DHA in particular are operating in a world where citizens are demanding the same level of service from the public sector as those received from the private sector. The expectations of clients are increasing due to the improved service delivery culture of the DHA and the expansion of the digital economy. The public sector exists for public good with increasing higher service delivery expectations. There is also a growing need and demand for customised / tailor-made services. Every South African citizen and foreigner is a client of the DHA as the department is the sole provider of official identity and immigration services.

Significant improvement in organisational performance has been realised over the last 4 financial years.



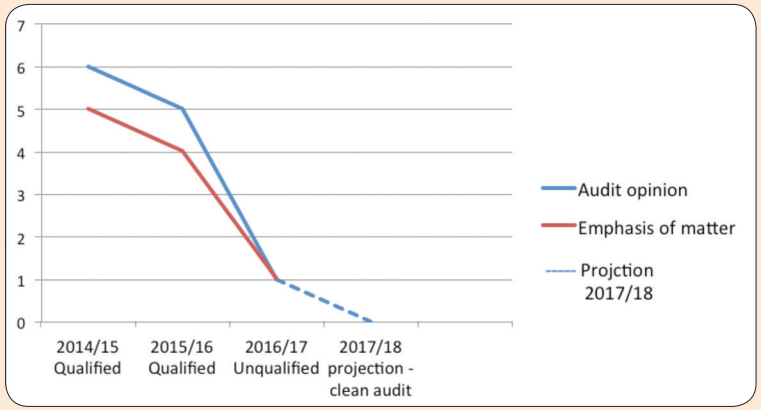
The improved performance reflects continued efforts to improve leadership and management, planning, monitoring and budgeting practices and processes. This is a result of the development of coherent objectives that are based on a sound understanding of the mandate of the DHA and a common vision of where it is going. There is a focus on key governmental and departmental priorities and assurance that these priorities are translated into measurable, funded and realistic plans and projects.

Another reason for the improvement in performance is the increased use of modern digital technology combined with the use of operations management to monitor production and improve processes continually. As the improved audit results indicate, these positive trends are supported by stronger governance, accountability and controls. The two core branches, civic and immigration services, both received unqualified audits in respect of reliability and usefulness of performance information in the 2016/17 financial year.

The DHA also showed an improvement in the Management Performance Assessment Tool (MPAT) scores when compared to previous years. A comparison of MPAT 1.6 versus MPAT 1.5 shows:

- 12 areas of improvement versus 6 of regression.
- 13 scores of 4 were achieved versus 12 of 2015.
- Scores of 3 have remained the same on 10.
- Scores of 1 have reduced from 5 to 4.

The DHA has also made significant progress in respect of its audit outcome for the 2016/17 financial year. The DHA was able to achieve an unqualified audit outcome for 2016/17, the first since the 2010/11 financial year.



The main reasons for the improvement in audit outcomes over the last 3 financial years can be attributed to:

• Improved internal controls, sound management practices and improved planning:

  - The introduction of monthly checklists to be completed by all managers from Assistant Director and above as well as all heads of offices, irrespective of rank.

- Hosting of regular Top 1000 meetings to provide feedback and to plan for audits.
- Development and implementation of an audit action plan to deal with findings from the Auditor-General and the DHA Internal Audit.
- Availability of relevant policies and procedures via internal communication channel.
- Review of the process to deal with the payment of invoices within 30 days.
- Presentations on compliance related issues at various governance fora such as Minister's Management Meeting (MMM), EXCO and Departmental Management Committee (DMC).

Some of the main achievements of the DHA in 2016/17:

The DHA has made positive contributions to the objectives of the National Development Plan through the:

- Strengthening of democracy: More than 4.5 million enabling documents in the form of birth certificates (registrations within 30 days), smart ID cards, identity documents and passports were issued in the 2016/17 financial year, thereby providing status and identify to access services and rights. The Mandate Paper – Budget 2018 is clear on the importance of identity and its link to other governmental services such as social grants.
- Modernisation of business processes and systems: Through the automation of processes, the DHA has been able to ensure higher efficiencies, consistency and predictability in the issuance of key enabling documents, for example:
  - Passports (95.4% of passports issued within 13 working days)
  - Identity documents - 95,98% of IDs (First Issues) were issued within 54 working days (RSA applications only) and 98,37% of IDs (Re-Issues) were issued within 47 working days (RSA applications only).
  - More than 8.7 million smart ID cards issued since inception in 2013.
  - Permits
    - 98% (5271 out of 5374) of permanent residence applications were adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is received at the office of application). (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only).
    - 97% (2007 out of 2062) of business and general work visas were 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).
    - 94% (5951 out of 6314) of critical skills visas had been adjudicated within 4 weeks for applications processed within the RSA .
- The DHA won the prestigious Information Communication Technology (ICT) Service Delivery Transformation Award in the National Government category at the ICT Public Service Awards at GovTech 2016 for the automated booking system piloted at the largest and busiest refugee reception centre.
- Facilitation of economic development with the adoption of a more open approach to immigration in order to expand the supply of critical skills that contributes to economic growth through the establishment of "one stop shops". These service centres afford prospective investors and exporters reduced turnaround times for business visas for corporate clients and their family members. The beneficiaries of this service are large businesses, organisations, and employers who make an important contribution to the economy in infrastructure, manufacturing, energy, retail, professional and financial services, research and development and knowledge production. There has also been a teaming agreement with the Department of Trade and Industry (DTI) for the creation of One Stop service centres that promote economic investment by offering investors an integrated application environment. To date, the DTI has established such centres in Gauteng, KwaZulu-Natal and Western Cape with the support of the DHA and its business partner VFS.

  The DHA also introduced a mobile biometric service, which is an end-to-end solution that allows applicants to apply for visa renewals conveniently at any location within South Africa. This initiative has been rolled out to schools, universities and corporate clients, particularly the high pressure corporate clients like ESKOM Power projects. The mining sector can benefit by not having their expatriates, who are involved in projects of national interest, taken out of these projects to apply for visa renewal as it may pose a risk to the project timelines.
- Reduction in unemployment through the appointment of 349 interns, 160 cadets, 402 experiential learners and maintaining a vacancy rate of 0.6%. In terms of capacity and skills development, more than 5700 staff and stakeholders were trained in the 2016/17 financial year, spanning a variety of courses.
- In preparing for the establishment and roll-out of the BMA in 2019/20, the following have been achieved thus far:
  - The Project Management Office for the BMA produced a BMA Business Case (2015) and undertook a BMA Socio-Economic Impact Assessment System (SEIAS).

- A BMA Bill, 2016 has been submitted to Parliament. A BMA Blue Print Document detailing the BMA's projected ideal state, organisational structure; operating model; and costing model for the next 15 years has been developed together with a BMA Road Map (2017 – 2032) that outlines the different phases and milestones of the BMA's roll-out approach.
- A number of inter-departmental task teams have been established to guide the BMA establishment process and to coordinate the current border management mandates of relevant organs of state in the transition phase.
- A BMA Multi-Party Agreement has also been concluded to promote enhanced coordinated border management in the transition period towards the establishment of the BMA.
- The Integrated Border Management Strategy (IBMS) was developed by the Border Management Authority Project Management Office (BMA PMO) with inputs and participation from various government departments and state owned companies. The IBMS was approved in March 2017. The Strategy is aimed at laying the basis for the preparation of detailed thematic, sectoral and risk-based border management strategies and plans and will be utilised by all relevant stakeholders in the border environment under the leadership of the BMA. The BMA PMO is responsible for overseeing the implementation of the Strategy which prescribes 18 strategic interventions and 116 actions related to the management of the border environment. A total of 90 actions were prioritised for 2017/18.
- In leading up to the operationalisation of the BMA in 2019/20, the BMA PMO will commence with critical pilot interventions in 2018/19 such as the implementation of identified BMA pilot sites in line with the BMA Road Map.

- Improved understanding of the DHA mandate and the ability of the DHA to design and implement huge projects such as the development of a business case to reposition the DHA as a modern and highly secure department, the on-going modernisation and professionlisation of the DHA, the further rollout of the Moetapele Initiative, significant progress with the establishment of the BMA and review of the Policy on International Migration.
- Major advances were made in moving towards a risk–based approach to immigration:
  - The modernisation programme has prioritised a number of key initiatives in support of improving frontline capability at ports of entry. The completion of the EMCS roll-out to more than 90% of ports of entry is significant and this system now represents the backbone of the Department's capability to report and monitor all movements. The transition to biometrics underpins the essence of a risk-based approach to the management of migration.
  - E-permitting is aimed at ensuring long-term capability to submit online visa applications from anywhere in the world (where connectivity allows) and the central adjudication of applications. This integrated approach will ultimately ensure a single view of the traveller - from the point of visa application to arrival at port of entry, law enforcement operations and finally to departure. It also underpins the concept of e-gates and introduction of services that would recognise travellers who are regarded as a lower risk due to the DHA having access to their bio and travel data and in effect being able to pre-validate them.
  - There was also the commencement of the testing of online criminal record checks for applicants who are older than 18 years in line with the Immigration Regulations. The solution is modelled on the well-defined Zimbabwe and Lesotho special projects process and will ensure that clients are not required to obtain South African police clearances, but their fingerprints are captured online and the criminal record checks done online. This is part of managing migration through a risk methodology while improving efficiency.
  - Development of a new policy on international migration and review of existing legislation (Immigration Regulations, 2014 and Refugee Amendment Bill, 2016).
  - Significant progress was recorded with the implementation of Inter-Ministerial Committee (IMC) on Migration Regulations, now renamed the Intergovernmental Committee on Migration (IGC). The committee was established by the former President, JG Zuma, in 2015 and is chaired by the Minister in the Presidency. The DHA has worked diligently to ensure the implementation of the relevant interventions; although some remain work in progress. DHA has provided a secretariat support function to the work of the IGC.
  - Special dispensations (Zimbabwe and Lesotho): As part of ensuring the legal movement of travellers within SADC, the Department implemented the Lesotho Special Permit (LSP) which follows from the 2015 Zimbabwe Special Dispensation (ZSP). The objectives of LSP are to regularise Basothos residing in South Africa illegally, relief pressure on the asylum seeker and refugee regime and to provide amnesty to Basothos who obtained South African documents fraudulently by suspending their deportation and allowing them to apply for Lesotho Special Permits. The project concluded on 31 July 2017.
  - Establishment of community crossing points: As a result of borderline surveys conducted in 2014/15 in the North West / Botswana village of Tshidilamolomo, a

community crossing point was established to enable movement of villagers residing in this village that is separated by the borderline between the two countries. The Tshidilamolomo Community Crossing Point was opened by the Minister of Home Affairs and his Botswana counterpart Edwin Batshu, on 8 December 2015. The community crossing point functions as a one-stop border with both South African and Botswana immigration officials processing travellers in the same structure. This venture was regarded as ground breaking as it is the first structure of its kind in South Africa. The community crossing continued to function and service the movement of residents within the village of Tshidilamolomo and will become a strategy for managing the movement of persons that reside in villages that exist across borderlines. Based on the success of the Tshidilamolomo project, the DHA has subsequently introduced a new programme in KZN at Gate 6.

- Operation Fiela II: In February 2017 the country saw the outbreak of attacks against foreign nationals in Rosettenville and Pretoria West as a result of community uprising against alleged drug misuse and sexual offence allegations against certain foreign nationals. The Inter-Ministerial Committee (IMC) on Migration mandated security cluster departments to implement Operation Fiela II. The DHA played a key role in Operation Fiela.
- Expansion of Advance Passenger Processing (APP) to maritime conveyors: The DHA administers the APP system to ensure the pre-clearance of travellers. The APP was extended to maritime conveyors, using a phased approach, starting with cruise liners in time for the 2016/2017 cruise liner season.
- Secure and streamlining of the management, processing and adjudication of asylum seekers: Some of the major achievements include the renovation of the newly named Desmond Tutu Refugee Centre in Marabastad which also incorporates the operations of the Tshwane Interim Refugee Reception Office (TIRRO), the ongoing training of senior management equipping them with leadership and management skills and significant enhancement of business processes. The Centre was officially opened by former President Jacob Zuma, on 17 February 2017. Furthermore, progress has been made on the conceptualisation of relocating asylum processing centres to the borderline, as well as coordinating the feasibility study on the potential establishment of the Lebombo Processing Centre, near the Lebombo port of entry.

  In order to mitigate risks of impropriety by having interpreters on site the Department launched an offsite interpretation service that allows for a central interpretation centre, this minimises interaction between interpreters, clients and staff and allows for a digital recording of all interpretations.

  In an effort to streamline and support the client experience, an Automated Booking Terminal (ABT) which is integrated with the National Immigration Information System (NIIS) was introduced at the Desmond Tutu refugee office. This ABT allows for clients to book a date and time of their choice. It was further enhanced to enable qualifying asylum seekers to self-extend their section 22 permits using biometric verification. The ABT solution was also expanded to the Cape Town refugee centre to assist volumes of asylum seekers still waiting for the finalisation of their appeals. The DHA will extend such systems to the remaining refugee reception offices in Durban and Port Elizabeth in line with availability and demand.

  The Department is in the process of developing refugee smart ID cards and travel documents to be issued from the same live capture platform as with citizens' smart ID cards. This will greatly enhance the client experience for refugees, as they will be able to apply at any of the Department's offices equipped with live capture functionality. The refugee smart ID cards will be similar to that of citizens' smart ID cards, however it will have an expiry date which will be in line with the expiry date of the refugee permit. The Department finalised the development of the new improved refugee travel document with enhanced security features that complies with the UNHCR requirements as well as the ICAO standards and will be issued to refugees during the 17/18 financial year.
- Various bi-and multi-lateral engagements: The mandate of Immigration Services requires engagement in a number of international, multi-lateral and bi-lateral *fora* including SADC and other key stakeholders across the continent and globally.

  At a bilateral level, this includes regular engagements with all SADC countries and several of the other African countries. It also involves bilateral engagements with other countries outside of Africa in line with South Africa's foreign policy, as directed by DIRCO. Migration related discussions were held with the following countries: Angola, Botswana, Canada, China, Comoros, Democratic Republic of Congo, Ethiopia, Germany, Ghana, Indonesia, India, Ireland, Kenya, Lesotho, Mexico, Mozambique, the Netherlands, Namibia, New Zealand, Nigeria, Russia, Serbia, Somalia, Swaziland, Tanzania, Turkey, Uganda, United States of America, United Kingdom and Zimbabwe.

  Multilateral level: engagements take place at a number of forums such as the United Nations, particularly, the UN High Level Dialogue on Migration, the UN High Commissioner for Refugees (UNHCR), UN Office on Drugs and Crime (UNODC); South African Development Community (SADC) and the African Union (AU); International Organisation for Migration (IOM); International Civil Aviation Organisation (ICAO); European Union (EU); African, Caribbean and Pacific (ACP) countries and Commonwealth.
- Service delivery improvements through initiatives such as:

- Moetapele: The Moetapele (leadership) initiative was launched in May 2015, which challenges staff to be client-centred and innovative in the front and back office to improve service delivery and the client experience. In addition to the improvements highlighted in the asylum seeker environment, 779 managers were trained in leadership development and management techniques. Leadership workshops were conducted for office managers and supervisors in all 9 provinces supported by the implementation of operations tools to improve management practices in the front and back office. Training of our most valuable asset, our people, will enable optimal outcomes in client experiences.

  Other gains which have been recorded are interventions at 38 frontline offices and at head office in areas such as immigration services, human resource management and development, legal services, counter-corruption and security services and ORTIA.

- Operationalisation of DHA contact centre: The DHA established its own in-house contact centre, with business intelligence to integrate into and run on top of core departmental systems in the 2015/16 financial year. The Minister of Home Affairs launched the multiple-access channel Contact Centre in 2016, thereby expanding accessibility of services to the public. The average turnaround time for query management has improved as a result of the integration of systems and the rollout of the customer relationship management system to all 3 tiers of the contact centre. The in-house contact centre employs around 120 permanent staff members.

- Launch of the e-channel in April 2016: The e-Home Affairs (e-channel), inclusive of a booking system, was launched by the former President on 7 April 2016 for processing online applications for smart ID cards and passports which can be finalised at 14 bank branches or any traditional DHA front office. The eHome Affairs system at the banks is operating on the DHA/SITA secured network

- Further roll out of visa application centres: During 2016/17, further rollout of visa application centres to ten more countries was approved. This included countries such as Zimbabwe, Botswana, UAE, Iran, Philippines, Russia, Egypt, Mongolia, Senegal and Pakistan. This has assisted more clients to have access to DHA services in application for visas to South Africa as these countries represent a large proportion of overseas visitors into the country.

- Facilitation of movement of people during peak periods: During the 2016/17 financial year, the DHA recorded 41 269 039 movements of South Africans and foreign nationals through ports of entry. All modalities (air, maritime and land) experienced additional pressure during the peak periods with especially an increase through our land ports of entry. This was managed through the implementation of additional contingency plans in co-operation with other stakeholders to ensure the efficient facilitation of increased traveller movements whilst balancing this with our security considerations. Contingency measures included the extension of operational hours at identified ports of entry, as approved by the Minister, the deployment of additional human resources, setting up of additional work–stations at priority ports of entry and enhanced coordinating arrangements institutionalised by the Inter Agency Clearing Forum (IACF). The 24 hour Operational Centre played a vital role in the success of port operations during the peak periods. It resolved most challenges experienced on a tactical level and a sound escalating protocol was followed to ensure that senior and executive management of the department were well informed of challenges, thus allowing for early responses to resolve challenges.

- Progressive implementation of the counter corruption strategy and major strides in combatting fraud and corruption. The Department's Operation Bvisa Masina project, a Venda phrase meaning "Weed out the rot", has to date resulted in the arrest of 166 people consisting of 73 Home Affairs officials, 8 SAPS officials and 85 members of the public for various violations of DHA legislation.

Critical Challenges Facing the Department of Home Affairs

Despite the significant progress recorded, the DHA has identified specific challenges and strategic responses required to ensure continuous improvement.

The DHA acknowledges that not all staff members are appropriately trained, professional and caring with the required leadership and management capabilities to support the strategic direction of the DHA. The DHA will address this challenge through the modernisation and professionalisation of the DHA by developing officials that are ethical, patriotic and professional. Training programmes and the development of leadership and management capabilities will be a key success factor. These initiatives will be underpinned by an effective change management strategy and programme.

There is a lack of capacity in critical areas and retention of critical staff. Support areas such as Information Services, Legal Services, Risk Management, Counter Corruption and Security Services and Financial Management are severely under-staffed as well as core business in the areas of inspectorate and the need for permanent capacity for health facilities. This will be addressed through a phased restructuring of staff according to a plan (proposed by a consulting firm) so as to increase the proportion of specialists; and priorisation of vacant and funded posts.

The phased digitisation of records through partnerships with appropriate organisations (e.g. StatsSA) and automation of processes going forward will be used to deal with the challenge of

a lack of efficient records management system in support of key services to clients.

Non integration of IT systems in DHA, lack of information systems, aging infrastructure and limited capability to integrate data platforms are a risk to the integrity of business processes and performance. Initiatives such as the repositioning of the DHA and the modernisation programme will build a security system to protect the DHA. This will include process and system security such as the design and implementation of a national identity system with biometric capability; as well as cadre formation, vetting, counter intelligence and cyber security. There will also be investment in specialists, especially in the IT environment, and the establishment of initiatives to improve governance such as an enterprise programme management office.

The application of operations management principles, optimal utlisation of staff and strengthening of effective leadership and management practices will be used to deal with inefficiencies in business processes, systems and management of human capital.

The provision of adequate access to improve service delivery in especially rural and marginalised areas is critical for service delivery. The DHA will develop and use various strategies to deal with this issue, for example, the use of mobile technology and public-private partnerships.

To curb the flow of illegal migration into the country, the DHA will continue with the implementation of special dispensations and the development of a new policy on international migration. The establishment and operationalisation of the BMA will also be a significant initiative.

The DHA experiences high levels of litigation. In this regard, the DHA will increase its stakeholder management initiatives, implement plans to minimise litigation and improve controls around compliance with legislation and standard operating procedures.

1.2 ORGANISATIONAL ENVIRONMENT

The DHA identified a need to review its organisational structure in order to be more responsive to the needs of clients and to reposition itself as a modern, professional and secure department at the heart of national security and development. The organogram of the DHA is attached as Annexure A.

The top three tier organisational structure was therefore reviewed in 2016. The top three tier functional organisational structure and post establishment was approved by the Minister of Home Affairs in April 2017. The road map since 2004 reflects that the organisational structure was reviewed in 2006, 2008, 2010 and 2012 respectively. This road map depicts the strategic intent, design characteristics, functions and span of control of each organisational structure.

The business case on the changes to the organisational structure was developed and consulted with DPSA as per the 2016 directive with regards to the process to be followed on the changes to organisational structures by departments for concurrence prior to implementation. The feedback from the DPSA is currently under consideration by the DHA.

The DHA is a labour intensive department and the compensation of employees' budget is critical to the DHA executing its mandate in an optimal and effective manner. The DHA was negatively affected by the compensation of employees ceiling which was approved by Cabinet on 13 January 2016 in respect of the 2016/17 to 2018/19 period. In order to comply with the instruction from National Treasury, the DHA was compelled not to fill any posts which became vacant after 1 February 2016. In addition, officials performing acting duties could not be compensated and other expenditure impacting on compensation of employees such as overtime, recognition of higher qualifications and arbitrations had to be factored in as well. This situation meant that critical posts responsible for ensuring service delivery and business continuity as well as specialised functions could not be immediately filled. Critical skills could also not be retained. By reaching the prescribed compensation of employees' ceiling through the non-filling of vacant posts, the Department was allowed to continue with the filling of vacant and funded posts with effect from 1 September 2016. The 2017 MTEF allocation letter dated 28 October 2016 further reduced the compensation of employees' budget by R35 569 million in 2017/18, R37 299 million in 2018/19 and R39 365 million in 2019/20.

The situation regarding the non-filling of posts has already had some negative consequences on the departmental performance in specialised areas as well as in the rendering of service delivery to clients. Furthermore, national security is also compromised if key ports of entry cannot appoint a head in a short period of time.

The repositioning and modernising exercise is heavily dependent on having the correct number of specialised skills in the correct areas. A system compromised through gaps in specialised resources creates opportunities for fraud, corruption and the government statistical system and planning also become compromised. The DHA is in the process of implementing initiatives to address the dire situation such as a capacity development model to ensure that capacity is evenly spread amongst frontline offices (right-sizing capacity in each and every office) as well as at head office.

The Branch HRM&D is a key driver of the change management programmes that supports a broader departmental agenda. A change management strategy and a rollout plan have been developed and are currently being implemented incrementally. A major consideration has been to ensure that frontline offices are managed at an appropriate level whereby medium offices are all headed by assistant directors and larger offices headed by deputy directors.

The priority going forward is to acquire the specialists needed to run a modernised, professional and secured twenty first century office and this will include the appointment of statisticians, business analysts and IT experts. Existing staff must be professionalised for the DHA to deliver

effectively against its security and service delivery mandate. In order to take this agenda forward, the DHA is in the process of reviewing its top three tier functional organisational structure and post establishment in view of the broader change management agenda which is inclusive of the modernisation programme.

In line with the DHA's vision to professionalise its staff, modernise its systems, processes and procedures and transform its organisational culture, the DHA adopted the philosophy of Moetapele. As a philosophy aimed at dealing with the issue of leadership and managerial discipline, Moetapele has become a key enabler in ensuring the development of leadership capacity, management and supervisory capabilities as well as the endowment of staff with the correct disposition, deportment, values, knowledge and skills. The Moetapele initiative also aims to improve operational efficiency by exposing managers sitting at various levels to training that emphasises some of the twenty first century skills depicted below:

One objective is to improve service delivery through building the values and competencies of front and back office managers. Another step taken to empower managers was to review delegations of authority through the decentralisation and ceding of certain functions from head office to provincial structures. Included in the decentralisation are responsibilities such as the appointment of staff between levels 6 to 8; as well as the capturing of leave and authority to procure goods up to a stipulated value in the provinces.

The DHA has identified a need to support evolving functions as we implement the modernisation programme both in the front and back offices through the following initiatives:

- Enhance capacity in the border environment through streamlining functions of the Port Control Chief Directorate and the Border Management Authority.
- Strengthen the inspectorate function through further increasing the number of Inspectors at land ports of entry (subject to available funding).
- Attract, develop and retain a competent and capable workforce in key functional areas in support of the modernisation and broader change management processes.
- Strengthen capacity of functions such as business process analysts, change management specialists, statisticians, auditors, risk managers and monitoring and evaluation practitioners.
- Funding of critical posts in Legal Services, the Standing Committee on Refugee Affairs (SCRA), and Refugee Appeals Board (RAB) to increase capacity. (The implementation of the above strategies is dependent on funds being available).

The DHA will continue to map its process flows in various functional areas, develop standard operating procedures and value chains that would serve to inform systems development in support of the modernisation programme. Given the pressure on the budget, the focus will be on making optimal use of existing staff through redeployment, retraining and restructuring.

1.3 ANNUAL PERFORMANCE PLANNING PROCESS

On an annual basis, the DHA develops a strategic planning programme to ensure the timely submission of its planning instruments to the Department of Planning, Monitoring and Evaluation (DPME), National Treasury and Parliament as informed by the overarching government planning cycle. The aim is also to improve the quality of strategic planning linked to reporting and resource management. Integrated Planning Guidelines were developed for the 2018/19 planning cycle which culminated in a number of strategic planning sessions or workshops on departmental and branch level. The integrated planning guidelines included a strategic planning, risk management, budgeting, supply chain management, reporting and human resource component in an attempt to deal effectively with dependencies and risks.

The annual planning process commenced with a "Priority Setting" workshop in June 2017 with the aim of assessing the environment within which the DHA has to operate in (environmental analysis), feedback on how far the DHA has progressed in achieving its aims and objectives since the start of the current administration in 2014 in order for the DHA top management to take well informed decisions about the direction that should be taken; and the setting of new and confirmation of current priorities to guide future planning. Political guidance and direction was also provided.

Branches and provinces were then afforded an opportunity to, based on the outcomes of the "Priority Setting" workshop, develop their own business and operational plans during the period July to August 2017 as part of the departmental "Bottom Up" planning process. This process encourages branches to involve all levels of management and staff in the planning process.

The feedback from the branches and provinces culminated in the submission of the 1st draft of the 2018/19 Annual Performance Plan by 31 August 2017. During these various "bottom up" planning sessions conducted by branches, the importance of the Information Services branch as an enabler to modernise and reposition the DHA became evident again. A need for a special modernisation discussion was identified to ensure integration and alignment of especially IS and core business plans. This discussion took place with chief directors and deputy directors-general in August 2017.

The submission of the 2nd draft of the 2018/19 APP was informed against the backdrop of the feedback report on the 1st draft of the DHA APP for 2018/19 by the DPME and the National Treasury, the half-yearly departmental performance review, the receipt of the preliminary budget allocation letter for 2018/19 and the provision of inputs for the ENE 2018 process.

The DHA conducted a strategic planning workshop for all senior managers and departmental planning nodal points in early February 2018 with the aim to finalise the 2018/19 APP taking into consideration all relevant developments since the submission of the 2nd draft of the 2018/19 APP on 30 November 2017. As the norm, all DHA officials will be expected to ensure that their performance agreements are in support of the departmental planning instruments.

Factors Impacting on the Development of the Plan

The main focus of the Annual Performance Plan of the Department of Home Affairs is on the 2018/19 financial year with indicative targets outlined for the two outer years. Some of the important strategic factors that were considered in the development of the Plan are:

- 2018/19 being the last financial year of the 2014 to 2019 MTSF cycle. A concerted effort was made during the planning process to ensure that all MTSF and strategic plan commitments were adequately planned for. The resolutions from key governmental conferences were also taken into account.
- The current global and domestic economic outlook and implications for an already under-funded DHA.
- The development of a business case and subsequent work to reposition the DHA as a highly secure, professional and modern department. This is a critical development and will have a fundamental impact on the DHA going forward, in terms of its operating, organisational and funding models. Cabinet has approved for the DHA to be part of the security system of the state.
- The modernisation programme of the DHA in respect of people, processes, infrastructure and systems.
- The establishment of the BMA and impact thereof on the DHA.The BMA is envisaged to come into operation on 1 April 2019.
- Addressing key dependencies on service providers to ensure uninterrupted service delivery.
- The need for intensive consultation and collaboration with stakeholders on the development and implementation of immigration policies and legislation.

The Framework for Strategic and Annual performance Plans, published by National Treasury in August 2010, was used as basis for the development of the Plan. Some of the sections and templates were customised to reflect the planning methodology of the DHA.

2. CONSTITUTIONAL AND LEGISLATIVE MANDATES

The Department administers a wide range of civic and immigration functions within the framework provided by the Constitution

2.1 Constitutional Mandate

The mandate of the Department of Home Affairs is grounded on three sets of related principles.

Firstly, as stated in Chapter 1, Section 3 of the Constitution:

1. "There is a common South African citizenship.

2. All citizens are:

   (a) equally entitled to the rights, privileges and benefits of citizenship; and

   (b) equally subject to the duties and responsibilities of citizenship.

3. National legislation must provide for the acquisition, loss and restoration of citizenship."

A related principle of specific relevance under the Bill of Rights is Section 20, which states that "No citizen may be deprived of citizenship" and Section 28(1)(a), which states that "every child has the right to a name and a nationality from birth".

Secondly, the Constitution emphasises that citizenship is equal, inclusive and participatory and comes with rights and responsibilities. To establish real equality, given a history of racial exclusion, the Constitution also insists on achieving equity through redress. This principle has, for example, guided the DHA in expanding its footprint to cover remote and marginalised communities.

Thirdly, unless otherwise stipulated, the Bill of Rights applies to all persons in South Africa and this speaks to policy and legislation related to international migration. Importantly, Section 21 stipulates that:

(1) "Everyone has the right to freedom of movement.

(2) Everyone has the right to leave the Republic.

(3) Every citizen has the right to enter, to remain in and to reside anywhere, in the Republic.

(4) Every citizen has the right to a passport".

It follows that managing international migration appropriately is a priority for economic development and to attain social harmony and cohesion.

Another right reserved for citizens relates to freedom of trade, occupation and profession. According to Section 22, "Every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law."

The Constitution also expresses a number of general principles of relevance to the mandate of Home Affairs:

- The Republic of South Africa (RSA) is a sovereign state and all citizens have a duty to protect it.
- South Africa is committed to a better life, peace and security for South Africans and all peoples of Africa and the world.
- SA is a good global citizen, respecting multilateralism and international commitments.

3. LEGISLATIVE MANDATE

3.1 Births, Marriages and Deaths

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

3.2 Identity Documents and Identification

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

3.3 Citizenship

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

3.4 Travel Documents and Passports

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

3.5 Legislative Mandate: Immigration

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

3.6 Other Prescripts Relevant to the Mandate of Home Affairs

- The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;
- The basic agreement between the Government of the Republic of South Africa and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;
- The 1951 United Nations Convention Relating to the Status of Refugees;

- The 1967 Protocol Relating to the Status of Refugees;
- The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996; and
- The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997.

3.7 Other Legislative Mandates

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

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

- The Electoral Commission (IEC)
- The Government Printing Works (GPW)
- The Representative Political Parties' Fund (RPPF).

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

4. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

In the 2017/18 APP of the Department, mention was made of the Security Printer's Bill and Immigration Bill.

As far as the Security Printer's Bill and the GPW SOC Bill are concerned, it has been decided towards the end of July 2017 to only proceed with the Security Printer's Bill, whilst GPW will remain a Government Component (as is currently the case).

The Refugees Amendment Bill was dealt with in the 2017/18 financial year, and will again be dealt with in the 2018/19 financial year following the finalisation of the Immigration Policy.

The BMA Bill, 2016 is currently before Parliament (2017/18) and will be dealt with in the 2018/19 financial year, if not finalised in the 2017/18 financial year.

5. OVERVIEW OF 2018/19 BUDGET AND MTEF ESTIMATES

5.1 Expenditure Estimates

Table 1: Department of Home Affairs Expenditure Estimates over the MTEF 2018-2021

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programmes									
Administration	2 031 515	1 827 957	2 387 819	2 210 834	2 259 495	2 731 217	2 332 805	2 502 209	2 656 450
Citizen Affairs	4 075 657	4 785 665	4 725 520	4 786 988	3 574 710	4 450 680	4 509 025	4 712 911	4 929 768
Immigration Affairs	962 285	729 756	1 042 466	1 145 702	1 221 334	1 220 442	1 073 609	1 093 390	1 164 626
Total for Programmes	**7 069 457**	**7 343 378**	**8 155 805**	**8 143 524**	**7 055 539**	**8 402 339**	**7 915 439**	**8 308 510**	**8 750 844**
Total	**7 069 457**	**7 343 378**	**8 155 805**	**8 143 524**	**7 055 539**	**8 402 339**	**7 915 439**	**8 308 510**	**8 750 844**
Change to 2017 Budget Estimate						(1 346 800)	(99 414)	(661 393)	(611 961)
Economic classification									
Current payments	**5 101 266**	**5 460 541**	**6 327 685**	**6 104 389**	**5 547 947**	**6 888 199**	**5 543 860**	**6 006 487**	**6 478 083**
Compensation of employees	2 600 216	2 845 327	3 069 825	3 069 768	3 198 176	3 198 176	3 308 079	3 558 970	3 825 890
Salaries and wages	2 217 097	2 408 230	2 655 678	2 604 200	2 750 145	2 750 145	2 847 230	3 062 998	3 292 720
Social contributions	383 119	437 097	414 147	465 568	448 031	448 031	460 849	495 972	533 170
Goods and services	2 501 050	2 615 214	3 257 860	3 034 621	2 349 771	3 690 023	2 235 781	2 447 517	2 652 193
Transfers and subsidies	**1 703 470**	**1 666 143**	**1 817 227**	**1 815 653**	**1 446 205**	**1 446 205**	**2 119 781**	**2 130 384**	**2 161 746**
Payments for capital assets	**264 721**	**216 694**	**10 893**	**223 482**	**61 387**	**67 935**	**251 798**	**171 639**	**111 015**
Total economic classification	**7 069 457**	**7 343 378**	**8 155 805**	**8 143 524**	**7 055 539**	**8 402 339**	**7 915 439**	**8 308 510**	**8 750 844**

5.2 Relating Expenditure Trends To Meeting Outcomes And Objectives

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

(1) Implementing the modernisation programme of the Department. Specific emphasis will be placed on automation and the development of key digital systems such as the national identity system (NIS); the border management solution, including the trusted traveller programme and e-Permit system; and the continued roll out of the smart ID card to replace the green ID book. Professionalisation and ensuring the security of the DHA are other critical aspects of modernisation.

(2) A priority is the further development of immigration policy, including extensive consultation with stakeholders. Initiatives aimed at improving the management of immigration include the improvement of existing immigration systems; the roll out of new systems as part of the modernisation programme; improving the asylum seeker and refugee management process and improving infrastructure at ports of entry.

(3) Establishing the Border Management Authority. The BMA will require new additional funds over and above the budgets and resources that will be transferred from relevant organs of state. Funding submissions will be submitted to National Treasury in the 2018/19 financial year in preparation for the establishment and operationalisation of the BMA in 2019.

(4) Establishing and maintaining secure identity systems, record management and an electronic document management system (EDMS) and issuing of secure civic and immigration enabling documents.

(5) Professionalising the DHA by building a competent and capable workforce that is able to secure DHA systems and delivery of improved services.

(6) Taking steps to secure all DHA offices, systems and service points.

(7) Improving service delivery through enhanced access (development and optimisation of strategic channels such as a DHA contact centre and mobile technology), the rollout of the Moetapele initiative, implementation of the DHA service delivery charter and plan, infrastructure development in frontline offices, public education / awareness and customer relationship management.

The costs of driving the activities outlined above are reflected in all three departmental programmes as captured in the Annual Performance Plan.

The focus of the DHA over the medium term will be on repositioning the department as a highly secure, professional and modern department through, inter alia, developing a new operational, organisational and funding model. A critical element of the repositioning will be increasing capacity in specialist areas of business; modernising and integrating its information systems, people, processes and infrastructure as well as increasing and improving its client interfaces.

The bulk of the DHA's spending is on compensation of employees across all programmes. Over the MTEF period, spending on compensation of employees and goods and services will decrease significantly due to the impact of fiscal constraints.

The 2016/17 to 2018/19 MTEF allocation letter reduced the compensation of employees' (CoE) budget by R253 967 million for 2017/18 and R396 942 million for 2018/19. The 2017/18 to 2019/20 allocation letter further reduced the CoE budget by a further R55 937 million for 2017/18, R37 299 million for 2018/19 and R39 365 million for 2019/20.

The 2016/17 to 2018/19 MTEF allocation letter reduced the goods and services' budget by R28 226 million for 2017/18 and R30 559 million for 2018/19 (taken from the Lindela Detention Centre). Further cost containment measures included: R21 866 million for 2016/17, R15 324 million for 2017/18 and R28 201 million for 2018/19.

The 2017/18 to 2019/20 allocation letter further reduced goods and services by R20 259 million for 2017/18, R18 285 million for 2018/19 and R23 394 million for 2019/20.

Funds reprioritised towards spending items in the vote include R51 038 million for the Advance Passenger Processing System over the medium term starting in 2017/18 and R17 million for the provision of additional capacity at ORTIA starting in the 2018/19 financial year.

The 2018/19, 2019/20 and 2020/21 compensation of employees' ceilings are R3 308 billion, R 3 559 billion and R3 826 billion respectively. The growth from the 2017/18 to 2018/19 budget comes to 3.5% whereas the projected improvement in benefits will exceed 3% for the 2018/19 financial year. This leaves the DHA in a precarious situation. If the DHA has to remain within the CoE ceiling, the DHA will not be able to fill critical priority posts and / or posts becoming vacant through natural attrition.

The letter "2018 Medium Term Expenditure Framework Revised Allocations: 2018/19 to 2020/21" from National Treasury dated 7 December 2017 further reduced the baseline allocation for the Administration programme with R50 723 million for 2018/19, R54 326 million for 2019/20 and R57 314 million for 2020/21.

These severe austerity measures have necessitated the DHA to review its strategic and operational planning and budget. It is therefore inevitable that service delivery and performance targets over the medium term will be affected. The DHA will implement a number of initiatives to ensure that the impact is kept at a minimum:

- Installing video conferencing in the Ministry, offices of Provincial Managers, Hallmark and the New Cooperation Building to reduce the need for accommodation, travel and subsistence.
- Installing VOIP at 110 offices with a further rollout to 90 offices in 2018/19.
- Installing alarms with armed reaction monitoring at offices to reduce the need for guards on night shift.
- Installing telephone management systems at offices.
- Participating in transversal contracts (Telkom, Vodacom, OEM (SITA))
- Modernising and automation of systems which will reduce operating costs.
- Reducing non-essential spending (catering, etc.).

The main cost drivers and areas where spending pressures will be experienced are:

- Shortfall on CoE ceiling in 2018/19.
- Modernisation programme, including maintenance costs and upgrades.
- Management of admissions and departures (Advance Passenger Processing, Passenger Name Record, Airline Liaison Officers, capturing of biometric data) and increases in contractual obligations due to the weakness of the Rand.
- Deportations.
- HANIS upgrade (financial support has been obtained from SAPS and the Integrated Justice System).
- Litigation costs against the DHA.
- Smart ID card rollout.
- Start-up costs for the BMA establishment.
- Leases.
- Deployment of officials abroad.
- Payment for the use of data lines.

Table 2: DHA Post Establishment as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 – 6	6208	343	6551	65.99%
7 - 10	2783	147	2930	29.52%
11 - 12	235	34	269	2.71%
13 - 16	141	36	177	1.78%
TOTAL	**9367**	**560**	**9927**	**100%**

The above table includes interns. The total per Programme is: Administration – 30 staff members, Citizen Affairs – 140 staff members and Immigration Affairs – 20 staff members as well as 1 post for DDG: Communication Services – additional to the establishment.

PART B

PROGRAMME AND SUB-PROGRAMME PLANS

Key Strategy Components for 2018/19

Figure 1: The key strategy components of the Department of Home Affairs are outlined below:

<table>
<tr><td colspan="3">Home Affairs Contribution to Government Priorities
All people in South Africa are and feel safe (3) Decent employment through inclusive economic growth (4) An efficient, effective and development oriented public service (12) and Social cohesion and Nation building (14)</td></tr>
<tr><td colspan="3">Mandate
Custodian, protector and verifier of the identity and status of citizens and other persons resident in South Africa as recorded on the National Population Register, including the issuing of traveling documents.
DHA controls, manages and facilitates immigration and the movement of persons through ports of entry. It also services foreign missions; enforces the Immigration Act; and determines the status of asylum seekers and refugees in accordance with international obligations</td></tr>
<tr><td>Vision
A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship</td><td>Mission
The efficient determination and safeguarding of the identity and status of citizens and the management of immigration to ensure security, promote development and fulfill our international obligations</td><td>Values
The DHA is committed to being -
People-centred & caring, Patriotic, Professional & having integrity, Corruption free & ethical, Efficient & innovative, Disciplined & security conscious</td></tr>
<tr><td>Strategic Objectives for Outcome 1
Eligible citizens are issued with enabling documents relating to identity and status
An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system
Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally</td><td>Strategic Objectives for Outcome 2
Refugees and asylum seekers are managed and documented efficiently
Movement of persons in and out of the country managed according to a risk-based approach
Enabling documents issued to foreigners efficiently and securely</td><td>Strategic Objectives for Outcome 3
Secure, effective, efficient and accessible service delivery to citizens and immigrants
Good governance and administration
Ethical conduct and zero tolerance approach to crime, fraud and corruption
Collaboration with stakeholders in support of enhanced service delivery and core business objectives</td></tr>
<tr><td>Programme 2: Citizen Affairs
Purpose: Provide secure, efficient and accessible services and documents for citizens and lawful residents.
Sub-programmes:
Citizen Affairs Management
Status Services
Identification Services
Service Delivery to Provinces
Government Printing Works
Electoral Commission
Represented Political Parties‘Fund</td><td>Programme 3: Immigration Affairs
Purpose: Facilitate and regulate the secure movement of people through ports of entry into and out of the Republic of South Africa, determine the status of asylum seekers, regulate refugee affairs and ensure that all persons are in the Republic on a lawful basis, failing which such persons are subject to immigration enforcement.
Sub-programmes:
Immigration Affairs Management
Admission Services
Immigration Services
Asylum Seekers</td><td>Programme 1: Administration
Purpose: Provide strategic leadership, management and support services to the Department.
Sub-programmes:
Ministry
Management Support Services
Corporate Services
Transversal Information Technology Management
Office Accommodation</td></tr>
<tr><td colspan="3">Key Strategies to Achieve DHA Outcomes and Strategic Objectives
Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans
Developing a leadership collective with the capacity to drive transformation
Building a platform of processes and systems that are secure and integrated to secure the identity and status of all persons residing in South Africa
Implementing an operating model, organisational structure and funding model that is appropriate to a secure DHA that must deliver services effectively to every citizen and to other clients and sectors
Good governance practices, including establishing a strong M & E function that will ensure effective performance management and accountability
Developing effective partnerships with communities and across all spheres of government to enhance security and effective service delivery
Having the capacity, including research capacity, to work strategically and effectively within the state, civil society and internationally
Contributing significantly to the fight against corruption.</td></tr>
</table>

6. INTRODUCTION TO FINANCIAL PROGRAMMES AND ANNUAL PERFORMANCE PLAN INDICATORS AND TARGETS

The performance delivery environment of the DHA, just like all other state organs, is focused on the execution of the DHA mandate and the implementation of the Medium Term Strategic Framework outcomes for 2014 - 2019 which is informed by the NDP. The DHA contribution to MTSF outcomes are portrayed in bold in the table below. The table also illustrates all MTSF outcomes and the relevant chapters in the National Development Plan.

Table 3: MTSF Priorities and DHA Specific Outcomes in support of MTSF Priorities

No	MTSF Outcomes	NDP Chapter	DHA Outcomes
1	Quality basic education	Chapter 09	
2	A long and healthy life for all	Chapter 10	
3	**All people in South Africa are and feel safe**	**Chapter 12 & 13**	• **Secured South African citizenship and identity** • **Secured and responsive immigration system**
4	**Decent employment through inclusive economic growth**	**Chapter 03**	• **Secured and responsive immigration system**
5	Skilled and capable workforce to support an inclusive growth path	Chapter 09	
6	An efficient, competitive and responsive economic infrastructure network	Chapter 04	
7	Vibrant, equitable, sustainable rural communities contributing to food security for all	Chapter 06	
8	Sustainable human settlements and improved quality of household life	Chapter 08	
9	Responsive, accountable, effective and efficient local government system	Chapter 13	
10	Protect and enhance our environmental assets and natural resources	Chapter 05	
11	Create a better South Africa, a better Africa and a better world	Chapter 07	
12	**An efficient, effective and development oriented public service**	**Chapter 13**	• **Services to citizens and other clients that are accessible and efficient**
13	Social protection	Chapter 11	
14	Nation building and social cohesion	Chapter 15	

As depicted in the table above, the DHA as an organ of the state contributes directly to 3 of the 14 outcomes of the MTSF 2014 to 2019. The DHA contribution is based on customised DHA outcomes. The DHA outcomes are further translated into DHA strategic objectives with 5 year targets, outputs, performance indicators and targets (annual and quarterly). The implementation of the DHA planning instruments is monitored through a formal quarterly performance review process and the compilation of an annual report.

An analysis of performance and trends is important for planning due to focused attention being placed on successes and challenges. It also enables the organisation to identify projects that are to be discontinued, amended or newly proposed. The DHA provided a detailed input into the mid-term review of the MTSF in 2016 for government outcomes 3 and 4. The outcome 12 commitment was achieved in the 2015/16 financial year.

The DHA outcome "*Services to citizens and other clients that are accessible and efficient"* contributes to MTSF Outcome 12. The Administration programme plays a meaningful role in ensuring that the MTSF outcome becomes a reality. The services provided by branches such as information services and human resource management and development tend to cut across all three financial programmes of the DHA.

A number of strategic objectives relates to outcome 3 of the DHA. The objective that deals with

"secure, effective, efficient and accessible service delivery to citizens and immigrants" includes indicators which deal with the training of managers in leadership and management development programmes to improve performance and professionalism as well as the repositioning of Home Affairs as a modern and highly secure department. The Learning Academy in the DHA will be a key driver in the professionalisation and repositioning of the DHA through its various training and change management interventions. The repositioning of the DHA as a highly secure and modern department is a critical priority for the DHA going forward.

All people within the borders of the RSA have a basic human right to safety and security. As the custodian of identity and immigration management, the DHA plays a critical role in the national security system of the state. The departments designated as security services in the Constitution must work closely with the DHA in order to protect the integrity of our state. The departments in the JCPS cluster depend on DHA systems, as do a number of other agencies such as the South African Revenue Service (SARS) and financial regulatory bodies.

To ensure "good governance and administration", the DHA pays focused attention on compliance related issues prescribed in the PFMA and other relevant legislation. The submission of prescribed financial reports to the National Treasury and Auditor-General, close monitoring of the DHA vacancy rate and adherence to prescripts regarding the establishment of public-private partnerships over the past few years have contributed to the priority to build a capable state.

The strategic objective dealing with "inculcating ethical conduct and a zero tolerance approach to crime, fraud and corruption" focuses on the implementation of the four pillars of the counter corruption strategy, namely prevention, detection, investigations and resolution.

The strategic objective "collaboration with stakeholders in support of enhanced service delivery and core business objectives" deals primarily with the implementation of the DHA communication strategy and action plan.

In respect of the outcome dealing with *"Secured South African citizenship and identity",* the civic services branch, with close support from the information services branch, plays the leading role. This outcome is in support of national outcome 3: All people in SA are and feel safe. The strategic objectives are crafted around the secure and timely issuance of enabling documents to eligible citizens and the establishment of an integrated and digitised national identity system that is secure and contains the biometric details of every person recorded on the system. Indicators deal with the early registration of birth (a MTSF priority); the issuance of smart ID cards; key enablers to support the rollout of the smart ID card; the timeous issuance of passports and identity documents and the design and operationalisation of the national identity system by 2019/20 (a MTSF target). To improve the security of processes, systems and efficiencies of operations, the DHA has embarked on a programme to automate its processes such as birth, marriage and deaths and upgrade critical identity systems such as the Automated Fingerprint Identification System (AFIS).

The design and operationalisation of the NIS is a critical priority, not only for the DHA but for the country as a whole. It is the basis for the modernisation and repositioning of the DHA as a secure and modern department and will impact significantly on the operations of other departments and organisations with significant savings to the fiscus, once implemented. It also impacts on the priorities of other branches within the DHA and the DHA strategic direction in its totality.

The Mandate Paper – Budget 2018 emphasises the importance of having a national identity system by stating: "Improved operational and information systems will help fight crime and corruption but also government efficiency generally. Ongoing technological change is driving down the cost of effective administrative, information and monitoring systems. A bedrock of such administrative systems is an effective identity system for citizens and visitors. It is therefore critical to ensure that the population register of the Department of Home Affairs and the electronic and card identification system include all citizens and be of the highest integrity. Obstacles to a more rapid rollout must be investigated and a comprehensive integrated approach developed about how this system can be integrated with other government programmes and systems".

Regarding the delays with the design, development and operationalisation of the NIS, the DHA has experienced challenges around procurement issues. The significant reduction in the compensation of employees' budget since January 2016 has led to the non-filling of specialist posts in the DHA, especially in the information services environment. The proposed date for having the NIS fully operational is 2020/21 with the design and development completely finalised by 2019/20.

In the 2018/19 financial year, the DHA in partnership with SITA and the CSIR, will finalise the business requirements, system design and specifications of the NIS. Automation of the front end processes for asylum seeker and refugee management will commence to enable the full integration into the NIS. The NIS will be developed in phases based on open standards and the Government Wide Enterprise Architecture (GWEA) to ensure seamless integration to all government IT systems. The development of all modules, as required, will be based on re-engineered business processes in the live capture solution. The NIS modules will be fully implemented once data from the legacy systems have been cleaned up and migrated. The various annual performance plans of the DHA since 2014/15 shows the various elements which need to be put in place to ensure an operational NIS.

A comprehensive border management solution is required to enable the efficient and legal movement of people and goods through all land, air and sea ports. The visa, permit and national identity databases will be integrated into the biometric based movement control system to enable proficient processing of travellers in and out of South Africa. The DHA is in the process of rolling out an interim biometric system to all ports of entry and will complete the rollout by the

end of 2018/19. The interim system enables only fingerprints and photographs to be captured and stored accordingly. The full biometric MCS (i.e. with various biometric capability) is currently under development and will be integrated into the national identity system where all biometrics of citizens and foreigners will be under a single view.

The Immigration Services branch is the key driver of the DHA outcome dealing with a "*Secured and responsive immigration system".* This outcome is in support of national outcome 3: All people in SA are and feel safe and outcome 4: Decent employment through inclusive economic growth. Three strategic objectives have been developed to support this outcome, namely refugees and asylum seekers are managed and documented efficiently, movement of persons in and out of the country are managed according to a risk–based approach and enabling documents are issued to foreigners efficiently and securely. The strategic objective dealing with the establishment of an integrated and digitised national identity system that is secure and contains the biometric details of every person recorded on the system is a critical enabler for the achievement of this outcome.

Four targets under these objectives have been elevated to the MTSF, namely the establishment and operationalisation of the BMA, the implementation of the Integrated Border Management Strategy, the development of a policy on international migration and subsequent legislation in support thereof and the rollout of biometrics at ports of entry equipped with the EMCS system.

Other key priorities include the establishment of asylum processing centres closer to the country's border, conducting of law enforcement operations and improvement of infrastructure at ports of entry.

The effective and efficient issuance of critical skills visas is a priority in support of outcome 4: "*Decent employment through inclusive economic growth"*. The DHA is also in the process of improving the turnaround time for other categories of visas and permits in support of economic development and growth such as business and general work visas.

The technical indicator description sheets or key performance indicator sheets will be placed on the DHA website by 30 April 2018.

7. FINANCIAL PROGRAMMES AND ANNUAL PERFORMANCE PLAN INDICATORS AND TARGETS

Programme 1: Administration

Purpose:

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

Sub-programmes:

- Ministry
  - Minister
  - Deputy Minister
- Management Support Services
  - Director-General
  - Border Management Authority
  - Institutional Planning and Support
- Corporate Services
  - Communications
  - Counter Corruption and Security Services
  - Human Resources Support
  - Learning Centre
  - Financial Services
- Transversal Information Technology Management
  - IS Operational
  - Transversal IT Projects
- Office Accommodation

Spending over the MTEF Period will be on the following:

- Improving the footprint of the DHA and access to the services rendered by the DHA by: increasing the number of service points; use of technology and through partnerships with stakeholders; optimising the use of existing health facilities for registration of birth for new-born children; the maintenance of stakeholder forums and the expansion of contact centre services.
- As part of the DHA modernisation programme, designing and implementing a new national identity system which will include South Africans and foreign nationals. This will include business process reengineering, provision of access to systems, inherent biometric features and system integration to enable the DHA to ensure the integrity and security of the identity of citizens, all who live in South Africa, and all who enter or leave the country.
- Improving business processes and systems to combat fraud and corruption by rolling out online verification and live capture functionality for both passports and identity documents to small, medium and large offices, health facilities, mobile offices as well as banks.
- Improving the service delivery environment for both the public and staff through improvement of infrastructure at ports of entry, the use of public-private partnerships and frontline office refurbishment.
- Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans through establishing a world-class academy and the culture and practice of continuous learning. The focus is on strategic projects such as leadership and management training, training on the National Certificate: Home Affairs Services, coaching clinics, development programmes and the strengthening of the security of the Department.
- Providing of security services to departmental offices.
- Promoting the services and activities of the Department through marketing and awareness initiatives, via a multimedia approach, media platforms that will carry departmental messages and campaigns which will include television (various stations like SABC, e-TV and DSTV), airport screens, radio (various national and local stations), print media (various national and local newspapers), departmental printing (internal newsletters, planning instruments, annual reports, posters, pamphlets and booklets).
- Outsourcing activities for planned audit projects and audits that require specialised skills that are lacking in the internal auditing environment as well as related expenditure such as travel costs.
- Creating awareness in respect of risk management.

Table 4: Post establishment for Administration as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 - 6	489	20	509	43.99%
7 - 10	379	28	407	35.18%
11 - 12	134	12	146	12.62%
13 - 16	83	12	95	8.21%
TOTAL	**1085**	**72**	**1157**	**100**

A total of 28 posts for Interns on salary level 3 are included in the above totals. These posts are additional to the establishment.

DHA Outcomes and Strategic Objectives:

The Administration programme contributes to all three of the departmental outcomes with the main contribution under outcome 3.

Outcome 3: Services to citizens and other clients that are accessible and efficient

Strategic objectives

- To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants.
- Good governance and administration.
- To ensure ethical conduct and zero tolerance approach to crime, fraud and corruption.
- Collaboration with stakeholders in support of enhanced service delivery and core business objectives.

Table 5: Programme 1 (Administration) – 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system	NIS operational by 2019/20	Civic and immigration systems such as National Population Register (NPR), Movement Control System (MCS), etc	Civic and immigration systems such as NPR, MCS, etc	Data analysis on NPR conducted	Live capture system in operation for smart ID cards and passports for citizens System design, development and testing in preparation for NIS finalised (Phased approach) • Birth, marriage and death (BMD) processes developed onto live capture • Live capture for refugee smart ID cards and passports developed and tested • End-to-end e-Permit system developed (prototype) VFS front end and DHA Visa Adjudication System operational Automated Fingerprint Identification System (AFIS) tender specifications finalised	System design, development and testing in preparation for NIS finalised (Phased approach) • Amendment & Citizenship processes developed onto live capture Impact analysis report signed off by DDG:CS and DDG: IMS (AFIS)	System development for areas contributing to NIS finalised as outlined in APP (Phased approach)	NIS operational	NIS fully operational

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally	100% of all designated ports of entry equipped with biometric systems capable of processing travellers (at ports equipped with EMCS) by 2018/19	NA	NA	Temporary solution for biometric functionality partially rolled out to ORTIA, King Shaka, Cape Town and Lanseria airports Phase 2 of EMCS implemented in line with new Immigration Regulations (Solution to deal with Undesirables)	Biometrics rolled out in phased approach • Business requirement specifications for biometrics (full biometric scope) approved by DDG: IMS • Interim solution for biometric functionality partially rolled out to 4 pilot airports and 6 land ports and 1 maritime port	EMCS (full biometric scope) tested in quality assurance environment Interim solution for biometric functionality rolled out to 10 ports of entry	Biometric functionality (full scope) piloted All ports of entry with EMCS equipped with interim solution for biometric functionality	Biometrics rolled out in phased approach	Biometrics roll out completed

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Secure, effective, efficient and accessible service delivery to citizens and immigrants	A professional DHA cadre established through training of nominated staff in relevant initiatives to transform the DHA into a highly secure and modern department (100% of nominated staff trained)	129% (129) for outbound management development programmes 111% (667) for National Certificate: Home Affairs Services	161% (161) for leadership and management programmes Cadets(new PI) 118% (355) for National Certificate: Home Affairs Services Client Relations Improvement and Professionalising Programme (new PI)	212% (779) for leadership and management development programmes 100% (80) for Cadets trained 117% (407) for National Certificate: Home Affairs Services 106% (212) for Client Relations Improvement and Professionalising Programme	163% (490) of staff trained in leadership and management development programmes	348% (1044) of staff trained in leadership and management development programmes	100% of nominated staff trained	100% of nominated staff trained	100% of nominated staff trained
	DHA repositioned as a modern, secure and professional department by 2019/20 (fifth phase)	NA	Business case for a sustainable model for civic and immigration services approved by Minister and submitted to National Treasury	First phase of business case implemented: • Cabinet memorandum on the repositioning of DHA as a modern, secure, department approved by Minister	Second phase of repositioning completed (Business case for repositioning of the DHA submitted to Cabinet for approval)	Third phase of repositioning completed (White Paper submitted to Minister for approval)	Fourth phase of repositioning completed	Fifth phase of repositioning completed	Sixth phase of repositioning completed

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Ethical conduct and a zero tolerance approach to crime, fraud and corruption	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20 (100% of identified interventions implemented as outlined in the APP)	Anti-corruption awareness campaign conducted 4 reviews on business processes signed off by DG	Ethics Management Programme implemented: (63% of reported cases finalised within 90 working days 4 reviews on business processes signed off by DG 86 Threat and Risk Assessments (TRAs) conducted 532 vetting fieldwork investigations finalised)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (44 awareness interventions conducted 69% of reported cases finalised within 90 working days 2 reviews on business processes signed off by DDG: CCSS 88 Threat and Risk Assessments (TRAs) conducted 1143 vetting fieldwork investigations finalised)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (42 awareness interventions conducted 64% of reported cases finalised within 90 working days 2 reviews on business processes signed off by DDG: CCSS 96 Threat and Risk Assessments (TRAs) conducted 732 vetting fieldwork investigations finalised) (All targets achieved)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution (37 awareness interventions conducted 66% of reported cases finalised within 90 working days 2 reviews on business processes signed off by DDG: CCSS 80 Threat and Risk Assessments (TRAs) conducted 572 vetting fieldwork investigations finalised)	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution	Key elements of Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Good governance and administration	No audit qualification by 2019/20	Disclaimer	Qualified audit report	Qualified audit report	Unqualified report	Unqualified audit	No audit qualifications	No audit qualifications	No audit qualifications
Collaboration with stakeholders in support of enhanced service delivery and core business objectives	Communication Strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagement	NA	Communication strategy implemented	Communication Strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in Annual Performance Plan (APP) implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Communication interventions of the Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements

Table 6: Programme 1 (Administration) - Annual Targets for the 2018/19 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.1: Eligible citizens are issued with enabling documents relating to identity and status										
1.1.1	Measures introduced to ensure dedicated network connectivity for DHA	SITA provided with plan for dedicated network connectivity for DHA (2018/19)	NA	NA	NA	New PI	Dedicated DHA network connectivity for WAN and LAN ensured	NA	NA	DDG: Information Services (IS)
Quarterly Target Information for 2018/19										
Performance Indicator: SITA provided with plan for dedicated network connectivity for DHA										
Annual Target: Dedicated DHA network connectivity for WAN and LAN ensured										
Reporting Period: Quarterly										
Quarter 1 Target(s): Tripartite agreement between DHA, SITA and service provider signed Service level agreement between parties signed										
Quarter 2 Target: Assessment report of DHA networks presented to EXCO										
Quarter 3 Target: Strategy to ensure dedicated network connectivity, based on assessment of networks, presented to MMM										
Quarter 4 Target: Implementation plan to ensure dedicated network connectivity for DHA submitted to SITA (including provision for an enterprise operations centre)										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: National Identity System (NIS) developed (2018/19) and operational (2019/20)										
Link to National Outcome 3: All people in SA are and feel safe										
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.2: An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system										
1.2.1 1.2.2 1.2.3	National Identity System (NIS) developed and operational	NIS development in respect of: • Automation of Asylum Seeker Management process as per specifications (2018/19) • Approval of NIS specifications by DG (2018/19) • Approval of Trusted Traveller programme business requirement specifications by DDG: IMS (2018/19) NIS elements operational: (2019/20) • Trusted Traveller programme piloted at one port of entry as per signed business requirements (2019/20) NIS operational (single view of client) (2020/21) Number of ports of entry with Trusted Traveller Programme (2020/21)	NA	Live capture system in operation	BMD processes developed onto live capture Refugee smart ID cards and passports developed and tested End-to-end e-Permit system developed (prototype)	Citizenship and Amendment processes developed onto live capture	NIS developed in respect of: • Asylum Seeker Management process developed onto live capture • Specifications for NIS approved by DG • Business requirement specifications for Trusted Traveller programme approved by DDG: IMS	NIS operational: Trusted Traveller programme piloted at 1 port of entry	NIS fully operational Trusted Traveller programme rolled out to 3 ports of entry	DDG: Information Services (IS)

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Quarterly Target Information for 2018/19										
Performance Indicator: Automation of Asylum Seeker Management process as per specifications										
Annual Target 1.2.1 : Asylum Seeker Management process developed onto live capture										
Reporting Period: Quarterly										
Quarter 1 Targets: Business requirement specifications for asylum seeker management process approved by DDG: IMS Work–order for contracting of service provider signed by DDG: IS										
Quarter 2 Target: Technical specifications for asylum seeker management process approved by DDG: IS										
Quarter 3 Target: NA										
Quarter 4 Target: Asylum seeker management process developed (pre-production)										
Quarterly Target Information for 2018/19										
Performance Indicator: Approval of NIS specifications by DG										
Annual Target 1.2.2: Specifications for NIS approved by DG										
Reporting Period: Quarterly										
Quarter 1 Target: Desktop study on the development of specifications approved by DDG: IS										
Quarter 2 Target: Legacy system “As Is” status report approved by DDG: IS										
Quarter 3 Target: NA										
Quarter 4 Target: NIS requirement approved by DG										
Quarterly Target Information for 2018/19										
Performance Indicator: Approval of Trusted Traveller programme business requirement specifications by DDG: IMS										
Annual Target 1.2.3: Business requirement specifications for Trusted Traveller programme approved by DDG: IMS										
Reporting Period: Bi-annually										
Quarter 2 Target: Feasibility study approved by DDG: IS										
Quarter 4 Target: Business requirements approved by DDG: IMS										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.2.4	Automated Fingerprint Identification System (AFIS) upgrade completed	AFIS data migration into ABIS completed (2018/19) Iris and palm-print recognition capabilities functional as per specified areas (2019/20) Support and maintenance provided (2020/21)	NA	AFIS tender specifications finalised	AFIS closed tender advertised	Impact analysis report signed off by DDG:CS and DDG: IMS (AFIS)	Migration of AFIS data into Automated Biometric Identification System (ABIS) completed	Iris and palm-print recognition capability functional in respect of identification, verification and latent search	Support and maintenance of ABIS	DDG: Information Services (IS)
Quarterly Target Information for 2018/19										
Performance Indicator: AFIS data migration into ABIS completed										
Annual Target: Migration of AFIS data into ABIS completed										
Reporting Period: Quarterly										
Quarter 1 Target: Production and disaster recovery tested										
Quarter 2 Target: Security integration completed (sign off by DDG: IS)										
Quarter 3 Target: NA										
Quarter 4 Target: Data migration of AFIS to ABIS completed (sign off by DDG: IS)										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: 100% of all designated ports of entry equipped with biometric systems capable of processing 100% of travellers (at ports equipped with EMCS) by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
Strategic Objective 1.3: Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally										
1.3.1	Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)	Full biometric solution piloted as per signed business requirements (2018/19) Number of ports with biometric functionality as per signed business requirements (2019/20 and 2020/21)	NA	Phase 2 of EMCS implemented in line with new Immigration Regulations (Solution to deal with Undesirables)	Business requirement specifications approved by DDG: IMS	EMCS (full biometric scope) developed and tested in quality assurance environment	Biometric MCS (full biometric solution) piloted at one port of entry	Biometric MCS (full biometric solution) rolled out to 32 ports	Biometric MCS (full biometric solution) rolled out to additional 40 ports	DDG: Information Services (IS)
Quarterly Target Information for 2018/19										
Performance Indicator: Full biometric solution piloted as per signed business requirements										
Annual Target: Biometric MCS (full biometric solution) piloted at one port of entry										
Reporting Period: Bi-annually										
Quarter 2 Target: Biometric MCS (full biometric solution) developed										
Quarter 4 Target: Biometric MCS piloted in 1 port of entry										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.3.2	Biometric functionality implement-ed at ports of entry equipped with the Enhanced Movement Control Sys-tem (EMCS)	Number of ports of entry with interim biometric functionality equipped	NA	NA	NA	New PI	62	NA	NA	DDG: IS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of ports of entry with interim biometric functionality equipped										
Annual Target: 62										
Reporting Period: Quarterly										
Quarter 1 Target(s): IT equipment for interim biometric functionality procured Network assessment for 62 ports conducted (assessment report signed off by relevant port manager)										
Quarter 2 Target: 21										
Quarter 3 Target: 21										
Quarter 4 Target: 20										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service										
DHA Outcome 3: Services to citizens and other clients that are accessible and efficient										
Strategic Objective 3.1: Secure, effective, efficient and accessible service delivery to citizens and immigrants										
3.1.1	Leadership and management skills and competencies provided to support Moetapele	Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation	161	779	490 managers (195 junior; 238 middle; 57 senior)	1044	500	500	500	DDG: HRM&D
Quarterly Target Information for 2018/19										
Performance Indicator: Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation										
Annual Target: 500										
Reporting Period: Quarterly										
Quarter 1 Target: 100										
Quarter 2 Target: 150										
Quarter 3 Target: 150										
Quarter 4 Target: 100										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.1.2	Programme for the repositioning of Home Affairs as a modern and secure department implemented	Phased implementation of a repositioned DHA as a modern and secure department: • Fourth phase: First draft of DHA Bill submitted to Minister for approval (2018/19) • Fifth phase: DHA Bill submitted to Parliament (2019/20) • Sixth phase: Phased implementation of DHA Act (2020/21)	Business case for a sustainable model for civic and immigration services approved by Minister and submitted to National Treasury	First phase of business case implemented: - Cabinet memorandum on the repositioning of DHA as a modern, secure department approved by Minister	Second phase of repositioning completed (Business case approved by Cabinet in March 2017).	Final Draft of White Paper submitted to Minister for approval	First draft of DHA Bill submitted to Minister for approval	Draft DHA Bill submitted to Parliament	Approved plan for implementing the DHA Act implemented (phased approach)	DDG: Institutional Planning and Support (IPS)
Quarterly Target Information for 2018/19										
Performance Indicator: Phased implementation of a repositioned DHA as a modern and secure department: Fourth phase: First draft of DHA Bill submitted to Minister for approval										
Annual Target: First draft of DHA Bill submitted to Minister for approval										
Reporting Period: Quarterly										
Quarter 1 Target: SEIAS submitted to DPME for approval										
Quarter 2 Target: Report on consultations with relevant government clusters (JCPS, Economic and G&A), departments (SSA, DTPS, National Treasury, DPSA) and entities (Telkom and CSIR) submitted to EXCO										
Quarter 3 Target: White Paper submitted to Cabinet										
Quarter 4 Target: First draft of DHA Bill submitted to Minister for approval										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.1.3	Access to service delivery improved	Approval of DHA Access Model by EXCO (2018/19) DHA Access Model implemented in a phased manner (based on recommendations) (2019/20 – 2020/21)	NA	NA	NA	New PI	DHA Access Model approved by EXCO	DHA Access Model implemented based on recommendations	DHA Access Model implemented based on recommendations	DDG: IPS
Quarterly Target Information for 2018/19										
Performance Indicator: Approval of DHA Access Model by EXCO										
Annual Target: DHA Access Model approved by EXCO										
Reporting Period: Bi-annually										
Quarter 2 Target: Service provider appointed to conduct accessibility study										
Quarter 4 Target(s): Accessibility study conducted (report submitted to DDG: IPS for comment) Access model submitted to EXCO for approval										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service										
Strategic Objective 3.2: Good governance and administration										
3.2.1	Adequate levels of human resources for Home Affairs ensured	Vacancy rate maintained at a set percentage or lower	4.9%	2.1%	0.6%	5.5%	Vacancy rate maintained at 10% or below by 31 March 2019	Vacancy rate maintained at 10% or below by 31 March 2020	Vacancy rate maintained at 10% or below by 31 March 2021	DDG: HRM&D
Quarterly Target Information for 2018/19										
Performance Indicator: Vacancy rate maintained at a set percentage or lower										
Annual Target: Vacancy rate maintained at 10% or below by 31 March 2019										
Reporting Period: Quarterly										
Quarter 1 Target: Vacancy rate maintained at 10% or below										
Quarter 2 Target: Vacancy rate maintained at 10% or below										
Quarter 3 Target: Vacancy rate maintained at 10% or below										
Quarter 4 Target: Vacancy rate maintained at 10% or below										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.2.2	Public-private partnership (PPP) entered into for improving infrastructure at ports of entry	Compliance with Treasury Regulations in respect of entering into a PPP for the redevelopment of ports of entry (2018/19 – 2019/20) Number of priority land ports of entry in process of construction in accordance with the Master Plans (2020/21)	NA	NA	Feasibility study undertaken and TA I request submitted to National Treasury	Pre-qualified bidders selected	Preferred bidder appointed for the redevelopment of 6 priority ports of entry	Financial closure effected with the appointed private party	Commencement of construction of 6 priority land ports of entry in accordance with the Master Plans	Project Manager BMA
Quarterly Target Information for 2018/19										
Performance Indicator: Compliance with Treasury Regulations in respect of entering into a PPP for the redevelopment of ports of entry										
Annual Target: Preferred bidder appointed for the redevelopment of 6 priority ports of entry										
Reporting Period: Quarterly										
Quarter 1 Target: Draft Request for Proposal (RfP) submitted to National Treasury for approval										
Quarter 2 Target: RfP issued to the pre-qualified bidders										
Quarter 3 Target: Assessment of bidders concluded										
Quarter 4 Target: Preferred bidder appointed										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service										
Strategic Objective 3.3 : Ethical conduct and zero tolerance approach to crime, fraud and corruption										
3.3.1	Counter Corruption Strategy for Home Affairs implemented	Number of awareness initiatives on ethics, fraud prevention and counter corruption conducted	Ethics Management programme developed and approved by EXCO Ethics Management Programme implemented Awareness plan implemented	44	42	37	20	20	20	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of awareness initiatives on ethics, fraud prevention and counter corruption conducted										
Annual Target: 20										
Reporting Period: Quarterly										
Quarter 1 Target: 5										
Quarter 2 Target: 5										
Quarter 3 Target: 5										
Quarter 4 Target: 5										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline) 17/18	Medium Term Targets			Delegation
			14/15	15/16	16/17		18/19	19/20	20/21	
3.3.2	Counter Corruption Strategy for Home Affairs implemented	Percentage of reported cases on fraud and corruption finalised within 90 working days	60%	69%	64%	66%	66%	66%	66%	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Percentage of reported cases on fraud and corruption finalised within 90 working days										
Annual Target: 66%										
Reporting Period: Quarterly										
Quarter 1 Target: 66%										
Quarter 2 Target: 66%										
Quarter 3 Target: 66%										
Quarter 4 Target: 66%										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.3.3	Counter Corruption Strategy for Home Affairs implemented	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	80	88	96	80	80	80	80	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)										
Annual Target: 80										
Reporting Period: Quarterly:										
Quarter 1 Target: 20										
Quarter 2 Target: 20										
Quarter 3 Target: 20										
Quarter 4 Target: 20										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
3.3.4	Counter Corruption Strategy for Home Affairs implemented	Number of vetting files referred to State Security Agency (SSA) for evaluation	532	1143	732	572	470	470	470	DDG: CCSS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of vetting files referred to State Security Agency (SSA) for evaluation										
Annual Target: 470										
Reporting Period: Quarterly										
Quarter 1 Target: 131 vetting files referred to State Security Agency (SSA) for evaluation (53 Confidential files and 78 Secret and Top Secret files finalised)										
Quarter 2 Target: 131 vetting files referred to State Security Agency (SSA) for evaluation (53 Confidential files and 78 Secret and Top Secret files finalised)										
Quarter 3 Target: 104 vetting files referred to State Security Agency (SSA) for evaluation (52 Confidential files and 52 Secret and Top Secret files finalised)										
Quarter 4 Target: 104 vetting files referred to State Security Agency (SSA) for evaluation (52 Confidential files and 52 Secret and Top Secret files finalised)										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline) 17/18	Medium Term Targets			Delegation
			14/15	15/16	16/17		18/19	19/20	20/21	
3.3.5	Misconduct cases dealt with efficiently	Percentage of reported misconduct cases submitted to a presiding officer for consideration	NA	NA	NA	–	70%	70%	70%	DDG: HRM&D
Quarterly Target Information for 2018/19										
Performance Indicator: Percentage of reported misconduct cases submitted to a presiding officer for consideration										
Annual Target: 70%										
Reporting Period: Quarterly										
Quarter 1 Target: 70%										
Quarter 2 Target: 70%										
Quarter 3 Target: 70%										
Quarter 4 Target: 70%										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 12: An efficient, effective and development oriented public service **Link to National Outcome 14: Social cohesion and nation building**										
Strategic Objective 3.4: Collaboration with stakeholders in support of enhanced service delivery and core business objectives										
3.4.1	Implementation of the communication strategy and action plan in respect of corporate communication services, media relations and public awareness activities and engagements	Number of communication interventions implemented in support of communication strategy and action plan	Communication strategy and action plan developed and implemented in respect of: • External communication • Internal Communication	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services (23) • Media Relations (12) • Public Awareness Engagements (12)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 Publications of Ikhaya internal newsletter 12 media engagements 6 Ministerial Izimbizo, Budget Vote Communication event 11 Publications of Ministerial Home Affairs Today 2 Campaigns)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 Publications of Ikhaya internal newsletter 28 media engagements 6 Ministerial Izimbizo Budget Vote Communication event 11 Publications of Ministerial Home Affairs Today 8 Notes from the DG's desk 2 Campaigns)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements (4 Publications of Ikhaya internal newsletter 28 media engagements - Ministry and DG 6 Izimbizo - Ministry and DG Budget Vote Communication event 4 Publications of Ministerial Home Affairs Today 8 Notes from the DG's desk 2 Campaigns)	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements	Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements	Head of Communication Services

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Quarterly Target Information for 2018/19										
Performance Indicator: Number of communication interventions implemented in support of communication strategy and action plan										
Annual Target: Communication strategy and action plan implemented with a focus on: • Corporate Communication Services • Media Relations • Public Awareness Engagements										
Reporting Period: Quarterly										
Quarter 1 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 1 Imbizo, 1 Budget Vote communication event, 1 Ministerial Home Affairs Today, 2 Notes from the DG's desk and 1 Campaign										
Quarter 2 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 2 Izimbizo,1 Ministerial Home Affairs Today and 2 Notes from the DG's desk										
Quarter 3 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 2 Izimbizo, 1 Ministerial Home Affairs Today, 2 Notes from the DG's desk and 1 Campaign										
Quarter 4 Target(s): • 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 1 Imbizo, 1 Ministerial Home Affairs Today, 2 Notes from the DG's desk										

Table 7: Reconciling performance targets with the budget and the MTEF for Programme 1: Administration

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited out-come	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes									
Ministry	28 415	33 916	42 257	36 905	37 419	37 208	46 164	47 950	51 095
Management Support Services	193 374	203 944	200 894	190 478	180 875	180 041	186 113	193 032	244 942
Corporate Services	728 767	668 036	678 000	667 434	719 945	863 423	714 403	803 429	897 563
Transversal Information Technology Manage-ment	682 267	498 353	952 146	807 858	833 655	1 162 944	870 243	913 027	888 117
Office Accommodation	398 692	423 708	514 522	508 159	487 601	487 601	515 882	544 771	574 733
Total	**2 031 515**	**1 827 957**	**2 387 819**	**2 210 834**	**2 259 495**	**2 731 217**	**2 332 805**	**2 502 209**	**2 656 450**
Economic classification									
Current payments	**1 764 154**	**1 624 839**	**2 363 977**	**2 000 667**	**2 195 713**	**2 660 887**	**2 078 473**	**2 327 894**	**2 542 612**
Compensation of employees	420 430	430 733	576 713	481 382	558 337	558 337	514 227	547 574	586 351
Salaries and wages	370 655	378 387	519 393	421 446	514 233	514 233	469 524	499 459	534 627
Social contributions	49 775	52 346	57 320	59 936	44 104	44 104	44 703	48 115	51 724
Goods and services	1 343 724	1 194 106	1 787 264	1 519 285	1 637 376	2 102 550	1 564 246	1 780 320	1 956 261
Transfers and subsidies	**9 779**	**2 325**	**12 949**	**6 705**	**2 395**	**2 395**	**2 534**	**2 676**	**2 823**
Payments for capital assets	**257 582**	**200 793**	**10 893**	**203 462**	**61 387**	**67 935**	**251 798**	**171 639**	**111 015**
Total	**2 031 515**	**1 827 957**	**2 387 819**	**2 210 834**	**2 259 495**	**2 731 217**	**2 332 805**	**2 502 209**	**2 656 450**

Programme 2: Citizen Affairs

Programme Purpose:

Provide secure, efficient and accessible services and documents for citizens and lawful residents.

Sub-programmes:

- *Citizen Affairs Management* provides for the overall management of the branch for both head office and frontline offices and provides policy direction, sets standards and manages back office processes.
- *Status Services (Back Office Status Services)* regulates all matters relating to the National Population Register (NPR). These include: Maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; amendment of personal particulars on the NPR, providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship.
- *Identification Services (Back Office ID Processing)* oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- *Service Delivery to Provinces* provides for all civic, immigration and refugee affairs functions in the provinces. This entails providing a client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example temporary identity certificates) and conducting quality assurance of, for example, immigration and civic services applications.
- *Government Printing Works* – the sub-programme transfers funds to Government Printing Works, which provides security printing services to the South African government and some states in the Southern African Development Community (SADC).
- *Electoral Commission* – the sub-programme transfers funds to the Electoral Commission, which manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period. Funding for the Represented Political Parties' Fund is included under this sub-programme.
- Represented Political Parties' Fund (RPPF) – the sub-programme facilitates the participation of parties in regular free and fair elections.

For programme 2, Citizen Affairs, the spending focus over the MTEF period will be on:

- Continued rollout of the national population registration campaign with the focus on birth, marriage and death registrations, and the issuance of identity documents / smart cards.
- Providing travel and citizenship documents.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents in the civics and immigration environment.
- Implementing an operating model that is appropriate to a department that must deliver services effectively and securely to every citizen and to other clients and sectors.
- Maintaining of the Home Affairs National Identification System (HANIS) and updating of the National Population Register (NPR).
- Transferring of funding to public entities, where relevant (Electoral Commission, Government Printing Works and the Represented Political Parties' Fund).
- Digitising of records as part of the Electronic Document Management System.

Table 8: Post establishment for Citizen Affairs as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 - 6	4246	263	4509	68.70%
7 - 10	1816	99	1915	29.18%
11 - 12	68	12	80	1.22%
13 - 16	41	18	59	0.90%
TOTAL	**6171**	**392**	**6563**	**100**

A total of 131 posts for Interns on salary level 3 are included in the above totals. These posts are additional to the establishment.

DHA Outcome and Strategic Objectives:

Outcome 1: Secured South African citizenship and identity

Strategic Objectives

- Eligible citizens are issued with enabling documents relating to identity and status.
- An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system.
- Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally.

Table 9: Programme 2 (Citizen Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Eligible citizens are issued with enabling documents relating to identity and status	Enabling documents issued to 100% of identified citizens (births registered within 30 calendar days and smart ID cards issued to a projected 4 810 million citizens)	16% • 650 682 for births • 125 112 for smart ID cards Total of 775 794	49% • 704 527 for births • 1 638 387 for smart ID cards Total of 2 342 914	63% • 703 705 for births • 2 320 972 for smart ID cards Total of 3 024 737	• 72% • 745 204 for births • 2 698 131 for smart ID cards Total of 3 443 335	78% (3 750 000)	79% (3 810 000)	100% (4 810 000)	*121% (5 810 000) *Accumulative percentages
	Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) by 2019/20	Not achieved for IDs 1st issues (91.7%) Achieved for IDs re-issues (98.2%)	Not achieved for IDs 1st issues (86.7%) Not achieved for IDs re-issues (92.3%) Passports – New PI	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and system) passports (new live capture system) • Achieved for IDs 1st issues (93.9%) • Achieved for IDs re-issues (97.9%) • Achieved for passports (92.4%)	Compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) • Achieved for Passports (95.40%)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system) • Passports (90%)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system)	Compliance with service standards set for enabling documents issued to citizens for passports (new live capture system)

Table 10: Programme 2 (Citizen Affairs) – Annual Targets for the 2018/19 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: 74 Percent (810 000) of births registered within 30 calendar days by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe **Link to National Outcome 12: An efficient, effective and development oriented public service** **Link to National Outcome 14: Social cohesion and nation building**										
DHA Outcome 1: Secured South African citizenship and identity										
Strategic Objective 1.1: Eligible citizens are issued with enabling documents relating to identity and status										
1.1.2	Births registered within legally prescribed period	Number of births registered within 30 calendar days	704 527	703 765	745 204	750 000	810 000	810 000	810 000	DDG: Civic Services (CS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of births registered within 30 calendar days										
Annual Target: 810 000										
Reporting Period: Quarterly										
Quarter 1 Target: 207 031										
Quarter 2 Target: 209 799										
Quarter 3 Target: 196 146										
Quarter 4 Target: 197 024										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.1.3	Smart ID cards issued to citizens 16 years of age and above	Number of smart ID cards issued to citizens 16 years of age and above	1 638 387	2 320 972	2 698 131	3 million	3 million	4 million	5 million	DDG: Civic Services (CS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of smart ID cards issued to citizens 16 years of age and above										
Annual Target: 3 million										
Reporting Period: Quarterly										
Quarter 1 Target: 780 000										
Quarter 2 Target: 750 000										
Quarter 3 Target: 690 000										
Quarter 4 Target: 780 000										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
1.1.4	Passports delivered according to set service standards	Percentage (%) of machine readable passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	NA	92.4%	95.42%	90%	90%	90%	90%	DDG: Civic Services (CS)
Quarterly Target Information for 2018/19										
Performance Indicator: Percentage (%) of machine readable passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)										
Annual Target: 90%										
Reporting Period: Quarterly										
Quarter 1 Target: 90%										
Quarter 2 Target: 90%										
Quarter 3 Target: 90%										
Quarter 4 Target: 90%										

Table 11: Reconciling performance targets with the Budget and the MTEF for Programme 2: Citizen Affairs

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes									
Citizen Affairs Management	25 272	39 475	31 391	30 779	36 533	36 433	37 527	38 960	41 519
Status Services	561 953	809 191	915 517	1 029 412	113 528	992 761	116 027	124 168	133 400
Identification Services	204 925	213 867	284 473	140 120	247 385	247 260	244 181	268 589	286 484
Access to Services	-	-	-	-	-	-	-	-	-
Service Delivery to Provinces	1 607 794	2 078 316	1 701 758	1 794 296	1 736 148	1 733 110	1 996 892	2 156 495	2 312 616
Film and Publication Board	-	-	-	-	-	-	-	-	-
Government Printing Works	-	-	-	-	-	-	-	-	-
Electoral Commission	1 553 617	1 517 104	1 657 901	1 657 901	1 299 912	1 299 912	1 965 004	1 966 939	1 989 312
Represented Political Parties' Fund	122 096	127 712	134 480	134 480	141 204	141 204	149 394	157 760	166 437
Total	**4 075 657**	**4 785 665**	**4 725 520**	**4 786 988**	**3 574 710**	**4 450 680**	**4 509 025**	**4 712 911**	**4 929 768**
Economic classification	-	-	-	-					
Current payments	**2 381 002**	**3 109 515**	**2 922 932**	**2 968 298**	**2 131 285**	**3 007 255**	**2 392 185**	**2 585 633**	**2 771 298**
Compensation of employees	1 630 226	2 104 960	1 825 284	1 879 890	1 826 287	1 826 287	1 881 470	2 029 102	2 183 891
Salaries and wages	1 382 592	1 764 888	1 520 672	1 577 833	1 505 264	1 505 264	1 550 609	1 673 024	1 801 107
Social contributions	247 634	340 072	304 612	302 057	321 023	321 023	330 861	356 078	382 784
Goods and services	750 776	1 004 555	1 097 648	1 088 408	304 998	1 180 968	510 715	556 531	587 407
Transfers and subsidies	**1 691 897**	**1 662 687**	**1 802 588**	**1 807 620**	**1 443 425**	**1 443 425**	**2 116 840**	**2 127 278**	**2 158 470**
Payments for capital assets	**2 758**	**13 463**	**-**	**11 070**	**-**	**-**	**-**	**-**	**-**
Total	**4 075 657**	**4 785 665**	**4 725 520**	**4 786 988**	**3 574 710**	**4 450 680**	**4 509 025**	**4 712 911**	**4 929 768**

Programme 3: Immigration Affairs

Programme Purpose:

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

Sub-programmes:

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

For programme 3, Immigration Affairs, the spending focus over the MTEF period will be on:

- Facilitating the importation of critical skills into South Africa according to a risk-based approach.
- Implementing effective and efficient asylum and refugee management strategies and systems, such as developing and implementing a framework to guide the establishment of strategically located refugee reception centres.
- Improving access and smooth facilitation of traveller movements at ports of entry through the implementation of systems such as advance passenger processing, enhanced movement control and biometrics.
- Building capacity, enhancing infrastructure and further system developments at ports of entry.
- Acquisition of forms, labels for temporary residence visas and permanent residence certificates.
- Ensuring that the management of the deportation holding facility – Lindela - is maintained to the highest applicable human rights standards in line with the Constitution (1996) and the Immigration Act.
- Ensuring that the transportation and deportation of persons found to be illegally in South Africa is carried out speedily in line with the Immigration Act.
- Acquisition of adequate resources to combat illegal migration.
- Providing a departmental presence at missions abroad to execute the Department's mandate.
- Strengthening of the Inspectorate capacity and mandate to enforce the Immigration Act and Regulations.
- Rendering of services in provincial offices as well as the production and provision of support in the issuance of key enabling documents, including the efficient management of refugee centres and ports of entry in provinces.

Table 12: Post establishment for Immigration Affairs as at 31 January 2018

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2018/19			
	Filled	Vacant	Total	
3 - 6	1473	60	1533	69.46%
7 - 10	588	20	608	27.55%
11 - 12	33	10	43	1.95%
13 - 16	17	6	23	1.04%
TOTAL	**2111**	**96**	**2207**	**100**

A total of 20 posts for Interns on salary level 3 is included in the above totals. This post is additional to the establishment.

DHA Outcome and Strategic Objectives:

Outcome 2: Secured and responsive immigration system

Strategic objectives

- Refugees and asylum seekers are managed and documented efficiently.
- Movement of persons in and out of the country managed according to a risk-based approach.
- Enabling documents issued to foreigners efficiently and securely.

Table 13: Programme 3 (Immigration Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Movement of persons in and out of the country managed according to a risk based approach	SA's borders effectively defended, protected, secured and well - managed through: • Policy and legislation development (Immigration and Refugees Bills submitted to Parliament for approval, BMA legislation finalised) • Policy implementation (IBMS implemented as per APP, 2 Borderline surveys conducted, 400 Law enforcement operations / inspections conducted, 28 port of entry and refugee reception office improvement)	Cabinet approval for BMA obtained, project manager and support staff appointed Draft policy proposals developed	BMA feasibility study approved One borderline survey conducted Refined immigration policy discussion paper approved by Minister	Policy, legislation and strategy development conducted (Final draft of Green Paper on International Migration approved by Minister in March 2016, Draft BMA Bill formally introduced into Parliament in May 2016 after NEDLAC consultations Outline for Integrated Border Management Strategy (Over-arching strategy) for border environment developed and port control framework and strategy approved by DDG: IMS) 1 Borderline survey conducted Feasibility study conducted at 3 missions for installation of biometric systems)	Policy and strategy further developed: (White Paper on International Migration submitted to Cabinet for approval, Integrated Border Management Strategy (Over-arching strategy) for the border environment approved by Minister, BMA Bill introduced into Parliament and Blue Print developed)	Immigration and Refugees Bills approved by Minister for submission to Cabinet Implementation of operational strategies in border environment BMA Road Map approved by Minister (as outlined in Annual Performance Plans)	Legislation for Policy on International Migration drafted Implementation of operational strategies in border environment (as outlined in Annual Performance Plans)	Implementation of legislation and operational strategies in border environment (as outlined in Annual Performance Plans)	Implementation of legislation and operational strategies in border environment (as outlined in Annual Performance Plans)

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Enabling documents issued to foreigners efficiently and securely	Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications – specific sections, business and general work visas and critical skills visas) by 2019/20 • 85% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas	Not achieved for permanent residence (28.2%) Not achieved for critical skills (quota and exceptional) (48.7%)	Not achieved for permanent residence (36.8%) Achieved for business, critical skills and general work visas (66.4%)	Achieved for critical skills (79.8%) Achieved for business and general work visas (84.7%) Not achieved for permanent residence (53%)	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • Achieved for Critical skills (94%) • Achieved for Business and general work visas (97%) • Achieved for Permanent residence (95.4%) • 4 Visa and Permit Premium Centres for clients registered with the Corporate Accounts Unit opened	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • Achieved for Critical skills (93%) • Achieved for Business and general work visas (98%) • Achieved for Permanent residence (98%)	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • 85% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • 90% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) • 90% for Permanent Residence Permits • 90% for Business and General Work Visas • 85% for Critical Skills Visas

Strategic Objective	5-Year Strategic Plan Target (2019/20)	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
Refugees and asylum seekers are managed and documented efficiently	Establishment of asylum processing centres closer to the country's borders (establishment of public-private partnership process complied with)	NA	NA	NA	Preparatory work for establishment of asylum processing centres closer to the country's borders conducted (feasibility study, including financial model, for building of asylum processing centres completed and submitted to Minister for approval)	Feasibility report submitted to National Treasury for TA I approval	Treasury prescripts for public-private partnerships adhered to	Treasury prescripts for public-private partnerships adhered to	Treasury prescripts for public-private partnerships adhered to

Table 14: Programme 3 for Immigration Services (IMS) – Annual Targets for the 2018/19 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
DHA Outcome 2: Secured and responsive immigration system										
Strategic Objective 2.1: Refugees and asylum seekers are managed and documented efficiently										
2.1.1	Establishment of asylum processing centres closer to the country's border	Compliance with Treasury Regulation 16 in respect of establishing public-private partnerships	NA	NA	Feasibility study, including financial model, for building asylum processing centres completed and submitted to Minister for approval	Feasibility report submitted to National Treasury for TA I approval	Request for Qualification (RfQ) issued to the market	Request for Proposal (RfP) submitted to National Treasury for approval	Preferred bidder appointed	DDG: Immigration Services (IMS)
Quarterly Target Information for 2018/19										
Performance Indicator: Compliance with Treasury Regulation 16 in respect of establishing public-private partnerships										
Annual Target: Request for Qualification (RfQ) issued to the market										
Reporting Period: Quarterly										
Quarter 1 Target: Draft Request for Qualification (RfQ) Framework recommended by DDG: IMS										
Quarter 2 Target: Draft Request for Qualification (RfQ) document approved by DDG: IMS										
Quarter 3 Target: Request for Qualification **(**RfQ) submitted to National Treasury for approval										
Quarter 4 Target: Request for Qualification (RfQ) issued to the market										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Strategic Objective 2.2: Movement of persons in and out of the country managed according to a risk based approach										
2.2.1	Monitoring of compliance with departmental legislation in respect of law enforcement	Number of law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation	NA	NA	NA	130	140	160	180	DDG: Immigration Services (IMS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation										
Annual Target: 140										
Reporting Period: Quarterly										
Quarter 1 Target: 35										
Quarter 2 Target: 35										
Quarter 3 Target: 35										
Quarter 4 Target: 35										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: Border Management Authority established and operational in 2017/18										
Link to National Outcome 3: All people in SA are and feel safe										
2.2.2	Border Management Authority (BMA) established and operational	BMA established as per project plan (2018/19) Phased operationalisation of BMA as per approved BMA Road Map (2019/20 to 2020/21)	BMA feasibility study approved by Minister Outline for BMA Draft Bill approved by Minister	BMA Bill consultation undertaken in Nedlac Draft BMA Bill formally introduced into Parliament in May 2016 after NEDLAC consultations	BMA Bill introduced into Parliament Draft BMA Blue Print prepared	BMA Road Map approved by Minister	BMA established	BMA operational in a phased manner	BMA operational in a phased manner	Project Manager: BMA
Quarterly Target Information for 2018/19										
Performance Indicator: BMA established as per project plan										
Annual Target: BMA established										
Reporting Period: Quarterly										
Quarter 1 Target: Draft Presidential Proclamations enabling the establishment of the BMA submitted to the Minister for approval										
Quarter 2 Target: Draft Presidential Proclamations enabling the establishment of the BMA submitted to the President										
Quarter 3 Target: Proposals on the (interim) BMA Head Office submitted to Minister for consideration										
Quarter 4 Target: Interim BMA Head Office established and launched										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: Integrated Border Management Strategy (Over-arching strategy) to defend, protect, secure and ensure well-managed borders fully implemented by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
2.2.3	Integrated Border Management Strategy (IBMS) to defend, protect, secure and ensure well-managed borders developed and implemented in consultation and cooperation with JCPS cluster departments and other relevant organisations and entities	Monitoring of phased implementation of Integrated Border Management Strategy through quarterly reporting to Minister	NA	A draft IBMS outline was prepared by the BMA Policy and Legal Task Team	Integrated Border Management Strategy (Over-arching strategy) approved by Minister	Phased implementation of Integrated Border Management Strategy monitored through regular reports submitted to the Minister (4 reports)	Phased implementation of Integrated Border Management Strategy monitored through quarterly reports	Phased implementation of Integrated Border Management Strategy monitored through quarterly reports	Phased implementation of Integrated Border Management Strategy monitored through quarterly reports	Project Manager: BMA
Quarterly Target Information for 2018/19										
Performance Indicator: Monitoring of phased implementation of Integrated Border Management Strategy through quarterly reporting to Minister										
Annual Targets: Phased implementation of Integrated Border Management Strategy monitored through quarterly reports										
Reporting Period: Quarterly										
Quarter 1 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										
Quarter 2 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										
Quarter 3 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										
Quarter 4 Target: Monitoring conducted through quarterly IBMS implementation progress reports submitted to Minister										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: Immigration and Refugees Bills submitted to Parliament for approval by 2018/19										
Link to National Outcome 3: All people in SA are and feel safe										
2.2.4	Immigration and refugee legislation reviewed in accordance with new Policy on International Migration	Submission of Immigration and Refugees Bills to Parliament for approval (2018/19) Implementation of new Immigration and Refugees legislation (2019/20 to 2020/21)	Refined international migration policy discussion paper submitted to Minister for approval as a base to Green Paper	Final draft of Green Paper on International Migration approved by Minister on 29 March 2016	White Paper on International Migration approved by Cabinet on 29 March 2017	Immigration and Refugees Bills approved by Minister for submission to Cabinet	Immigration and Refugees Bills submitted to Parliament for approval	New legislation implemented	New legislation implemented	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: Submission of Immigration and Refugees Bills to Parliament for approval										
Annual Target: Immigration and Refugees Bills submitted to Parliament for approval										
Reporting Period: Quarterly										
Quarter 1 Target: SEIAS for Immigration Bill (including amendments to Refugees Act) submitted to DPME										
Quarter 2 Target: Consultation with 3 FOSAD Clusters (JCPS, G&A and Economic Clusters)										
Quarter 3 Target: Consultation with 2 FOSAD Clusters (ICTS and Social Clusters)										
Quarter 4 Target: Immigration Bill (including amendments to Refugees Act) submitted to Cabinet for approval to submit to Parliament										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
2.2.5	Physical infrastructure at selected ports of entry improved as per set standards	Number of selected ports of entry with either improved residential or improved office accommodation or both as per set standards	8	0	12	6	3	3	4	DDG: Immigration Services (IMS)
Quarterly Target Information for 2018/19										
Performance Indicator: Number of selected ports of entry with either improved residential or improved office accommodation or both as per set standards										
Annual Target: 3										
Reporting Period: Quarterly										
Quarter 1 Target: Implementation plan approved by DDG: IMS										
Quarter 2 Target: 2										
Quarter 3 Target: 1										
Quarter 4 Target: NA										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
2.2.6	Physical infrastructure at selected refugee reception offices improved as per implementation plan	Number of selected refugee reception offices with improved infrastructure as per implementation plan	NA	NA	NA	1	1	0	0	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: Number of selected refugee reception offices with improved infrastructure as per implementation plan										
Annual Target: 1										
Reporting Period: Quarterly										
Quarter 1 Target: Implementation plan approved by DDG: IMS										
Quarter 2 Target: Supply chain processes concluded for 2 deliverables (terminal seating and signage)										
Quarter 3 Target: Supply chain processes concluded as per approved implementation plan										
Quarter 4 Target: Refugee reception office with improved infrastructure handed over to centre management										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
Link to National Outcome 4: Decent employment through inclusive economic growth **Link to National Outcome 12: An efficient, effective and development oriented public service**										
Strategic Objective 2.3 Enabling documents issued to foreigners efficiently and securely										
2.3.1	Permanent residence permits delivered according to set standards	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) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	36.8%	53%	98%	98%	85%	90%	90%	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: 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) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)										
Annual Target: 85%										
Reporting Period: Quarterly										
Quarter 1 Target: 85%										
Quarter 2 Target: 85%										
Quarter 3 Target: 85%										
Quarter 4 Target: 85%										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
2.3.2	Temporary residence visas delivered according to set standards	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)	62% of business, critical skills and general work permits adjudicated within 8 weeks for applications processed within the RSA	84.7%	97%	98%	90%	90%	90%	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator: 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)										
Annual Target: 90%										
Reporting Period: Quarterly										
Quarter 1 Target: 90%										
Quarter 2 Target: 90%										
Quarter 3 Target: 90%										
Quarter 4 Target: 90%										

No	Output	Performance Indicator / Measure	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			14/15	15/16	16/17	17/18	18/19	19/20	20/21	
MTSF Target: 85% of critical skills visas adjudicated within 4 weeks for applications processed within the RSA by 2018/19										
2.3.3	Temporary residence visas delivered according to set standards	Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	NA	79.8%	94%	93%	85%	85%	85%	DDG: IMS
Quarterly Target Information for 2018/19										
Performance Indicator : Percentage (%) of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)										
Annual Target: 85%										
Reporting Period: Quarterly										
Quarter 1 Target: 85%										
Quarter 2 Target: 85%										
Quarter 3 Target: 85%										
Quarter 4 Target: 85%										

Table 15: Reconciling performance targets with the Budget and the MTEF for Programme 3: Immigration Affairs

	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
	Audited outcome	Audited outcome	Adjusted Appropriation	Audited outcome	Voted (Main appropriation)	Revised Estimate	Medium Term Expenditure Framework		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes									
Immigration Affairs Management	63 909	32 619	37 930	7 269	48 389	48 367	49 024	50 147	52 639
Admission Services	564 211	407 101	592 172	763 670	779 193	778 729	609 244	622 181	662 200
Immigration Services	200 655	227 956	203 029	249 199	235 805	235 496	242 943	252 278	269 357
Asylum Seekers	133 510	62 080	209 335	125 564	157 947	157 850	172 398	168 784	180 430
Total	**962 285**	**729 756**	**1 042 466**	**1 145 702**	**1 221 334**	**1 220 442**	**1 073 609**	**1 093 390**	**1 164 626**
Economic classification	-	-	-	-					
Current payments	**956 110**	**726 187**	**1 040 776**	**1 135 424**	**1 220 949**	**1 220 057**	**1 073 202**	**1 092 960**	**1 164 173**
Compensation of employees	549 560	309 634	667 828	708 496	813 552	813 552	912 382	982 294	1 055 648
Salaries and wages	463 850	264 955	615 613	604 921	730 648	730 648	827 097	890 515	956 986
Social contributions	85 710	44 679	52 215	103 575	82 904	82 904	85 285	91 779	98 662
Goods and services	406 550	416 553	372 948	426 928	407 397	406 505	160 820	110 666	108 525
Transfers and subsidies	**1 794**	**1 131**	**1 690**	**1 328**	**385**	**385**	**407**	**430**	**453**
Payments for capital assets	**4 381**	**2 438**	**-**	**8 950**	**-**	**-**	**-**	**-**	**-**
Total	**962 285**	**729 756**	**1 042 466**	**1 145 702**	**1 221 334**	**1 220 442**	**1 073 609**	**1 093 390**	**1 164 626**

PART C

LINKS TO OTHER PLANS

8 INFRASTRUCTURE PLAN (PROJECTS)

The table below depicts the projects which form part of Capital Works and include construction, repair, upgrade and maintenance.

Table 16: Infrastructure Projects for 2018/19 to 2020/21

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Departmental Infrastructure									
Small projects (total project cost of less than R250 million over the project life cycle)									
Phutadithjaba	Final Delivery	38 776	26 000	11 368	1 408	-	-	-	-
Taung	Design	36 126	-	-	-	5 300	13 473	17 353	-
Hluhluwe	Final Delivery	39 183	-	10 320	27 374	1 489	-	-	-
Stanger	Tender	38 250	-	-	581	430	17 068	17 068	3 103
Lusikisiki	Various	90 293	-	250	4 643	-	60 000	25 400	-
Randfontein	Various	12 544	-	741	2 803	3 000	3 000	3 000	-
Brakpan	Various	2 030	-	-	2 030	-	-	-	-
Marabastad	Various	28 125	-	157	27 968	-	-	-	-
Repair and maintenance group 2012	Handed over	3 194	3 194	-	-	-	-	-	-
Ganyesa	Pre-feasibility	6 877	-	-	-	300	300	6 277	-
Bushbuckridge	Pre-feasibility	8 000	-	-	-	-	8 000	-	-
Modimolle	Pre-feasibility	1 228	-	128	-	500	300	300	-

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Bochum	Pre-feasibility	94	-	-	-	-	-	47	47
Mokopane	Pre-feasibility	27 642	-	-	-	2 642	12 000	8 000	5 000
Ministry	Pre-feasibility	159	-	159	-	-	-	-	-
Planned Maintenance	Construction	18 372	-	3 500	1 372	4 000	4 500	5 000	-
Look and Feel/Modernisation	Various	132 312	24 000	51 000	25 312	8 000	8 000	8 000	8 000
Itsoseng	Construction	3 908	-	-	-	408	3 500	-	-
Christiana	Construction	5 498	-	-	-	1 998	3 500	-	-
Thohoyandou	Construction	30 290	-	-	-	3 290	16 000	11 000	-
Lichtenburg	Construction	5 300	-	-	-	5 300	-	-	-
Pampierstad/Mol	Various	1 948	-	-	1 948	-	-	-	-
Louis Trichardt	Hand over	10 473	-	773	-	6 200	3 500	-	-
Phalaborwa/Mhala	Design	100	-	100	-	-	-	-	-
Construction of New Head Office	Feasibility	49 726	-	-	226	1 500	40 000	5 000	3 000
Atamaleng, Molopo and Mankwe	Construction	8 052	-	7 617	317	118	-	-	-
New Cooperation Building	Construction	-	-	-	-	-	-	-	-
Harding	Feasibility	10 000	-	300	-	6 200	3 500	-	-
Ingwavuma	Feasibility	10 000	-	300	-	6 200	3 500	-	-
Komanga	Feasibility	10 000	-	300	-	6 200	3 500	-	-
Nqamakhwe	Various	32 330	-	-	-	-	-	16 165	16 165

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Sea Port: New Offices	Various	-	-	-	-				
Lebombo Official: residential	Various	-	-	-	-				
Oshoek	Various	-	-	-	-				
Maseru Bridge	Various	1 834	-	-	1 834				
Beit Bridge	Construction	7 277	-	-	7 277				
Onverwacht	Construction	589	-	-	589				
Ongeluksnek	Construction	230	-	-	230				
Feasibility study for the redevelopment of six ports of entries (Beit Bridge, Lebombo, Maseru, Oshoek , Kopfontein and Ficksburg)	Feasibility	12 327	-	-	12 327				
Cowrie Place: Refurbishment	Construction	15	-	-	15				
Cowrie Place: Project Management	Construction	-	-	-	-				
Cowrie Place: Refurbishment for Border Management Authority	Construction	-	-	-	-				
Border Post Infrastructure	Construction	16 378			16 378	73 500	77 763	82 118	86 635
Supply and delivery of Park homes (Various Ports)	Construction	4 334			4 334				
Project Management (Various Ports)	Various	-	8 730	3 000	-				
Total		**703 814**	**53 194**	**87 013**	**138 966**	**136 575**	**281 404**	**204 728**	**121 950**

Footnote: The names of projects are subject to change due to reprioritisation of funds

9. DHA MODERNISATION PROGRAMME FOR 2018/19

Table 17: DHA Modernisation Programme 2018/19 to 2020/21

Phase No	Project Name	Output	2017/18 R million	Medium Term Budget for DHA Modernisation Project		
				2018/19 R million	2019/20 R million	2020/21 R million
Phase 1	Live capture system (Identity document and passport applications) and EMCS	Maintenance and support of modernised systems • Live capture in 208 offices and EMCS solution • Contractual obligations – maintenance, support and licenses	374,915	347,012	354,757	361,644
		Technology refresh	47,000	60,000	30,000	10,000
	Mobile Units for Live Capture system	Development of mobile compatible live capture solution	32,000	40,000	10,000	10,000
		Procurement and rollout of mobile (hardware) units				
Phase 2	National Identity System (NIS)	Develop an integrated National Identity System with biometric functionality	40,000	35,000	150,000	195,000
	Trusted Traveller System	Develop and roll out the Trusted Traveller system	-	7,000	10,000	10,000
Phase 3 Live capture further developments included in EMCS development	Border Management System	Enhance EMCS in line with immigration regulations and biometrics	25,000	50,000	10,000	10,000
	EMCS Enhancement	Integrate Movement Control modules, multi biometric features and rollout				
	Civic Services Business Processes (Phase 2)	Automate Duplicate, Birth, Marriage, Divorce, Amendment, Citizenship and Death business processes				
	e-Permit System	Develop and rollout full end-to-end e-Permit system				
	Asylum Seeker and Refugee System	Develop, integrate and roll out the Asylum Seeker and Refugee System with e-Permit system	-	10,000	10,000	10,000
Phase 4	Contact Centre System	Develop a Contact Centre system that provides business intelligence information of live capture	-	-	5,000	5,000
Total			**518,915**	**549,012**	**579,757**	**611,644**

Note: Trusted Traveller Programme is allocated R27 million for the development of the system and R63 million for the roll out of the system is allocated on self-financing WAIO budget.

10. CONDITIONAL GRANTS

Not Applicable

11. PUBLIC ENTITIES

Not Applicable. The Department of Home Affairs does not have any public entities as per the PFMA.

- *The Government Printing Works (*GPW) provides security printing services to the South African government and some states in the SADC region. The GPW was initially established as a trading account in the Department of Home Affairs, but in September 2008 its conversion to a government component in terms of the Public Service Act (2007) was approved and in June 2009, its new status was formalised. The conversion was to allow the entity to start operating on sound business principles, setting it on the path of full profitability. The chief executive officer is the accounting officer in terms of section 36(3) of the PFMA. The GPW is currently self-sufficient.
- *The Electoral Commission* is a **chapter 9 constitutional institution** reporting directly to Parliament. The commission manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period. The commission aims to continue entrenching itself as the focal point in the delivery of free, fair and cost effective elections. The Electoral Commission was established in terms of the Electoral Commission Act, 1996 which sets out the composition, powers, functions and duties of the Commission as well as the establishment, composition, powers, functions and duties of the electoral court. The chief electoral officer is the accounting officer in terms of section 12 of the Act.
- The Represented Political Parties' Fund is established in terms of the Public Funding of Represented Political Parties, Act 103 of 1997 for the purpose of funding political parties that participate in Parliament and provincial legislatures. In terms of section 4(1) of the Act, the chief electoral officer, acting in his/her official capacity, is responsible for the management and administration of the Fund, as is its accounting officer and CEO.

The table below outlines the mandate, outputs, budget allocations for 2018/19 and evaluation frequency for the GPW, EC and RPPF:

Table 18: Mandate, Outputs and Budget Allocations for Institutions

Name of Public Entity	Mandate	Outputs	Current Annual Budget (2018/19) in Millions	Evaluation Frequency
Government Printing Works (GPW)	Provides security printing services to the South African government and some states in the SADC region	Supply of security documents	-	Quarterly
		Supply of non-security documents		
		Outsourcing of printing services for security documents and other commercial work to private sector suppliers		
Electoral Commission	Manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period	Maintain systems and procedures which will ensure an accurate and up to date national voter's role	1 965 004	Monthly
		Deliver well run elections which produce credible results		
		Educate and inform civil society to optimise citizen participation in democracy and electoral processes		
		Implement and promote effective electoral processes that will facilitate the participation of political parties and candidates in the management and delivery of free and fair elections		
Represented Political Parties' Fund	Provides funding for political parties participating in Parliament and provincial legislatures.	Governs the eligibility of parties and the allocations they receive	149 394	Quarterly

12. PUBLIC-PRIVATE PARTNERSHIPS

The Department does not currently have Public-Private Partnerships (PPP) that will be expiring in the next five years. However, the DHA is currently in the process of conducting three PPPs for the following:

Developing a master plan for ports of entry

The PPP aims to have a complete redesign of ports of entry to meet the current and future demands for movement of goods and people entering and leaving South Africa. Due to the current fiscal pressures, the advisor will also develop funding models that will involve the private sector.

Developing a master plan for relocating refugee reception offices closer to the country's borders

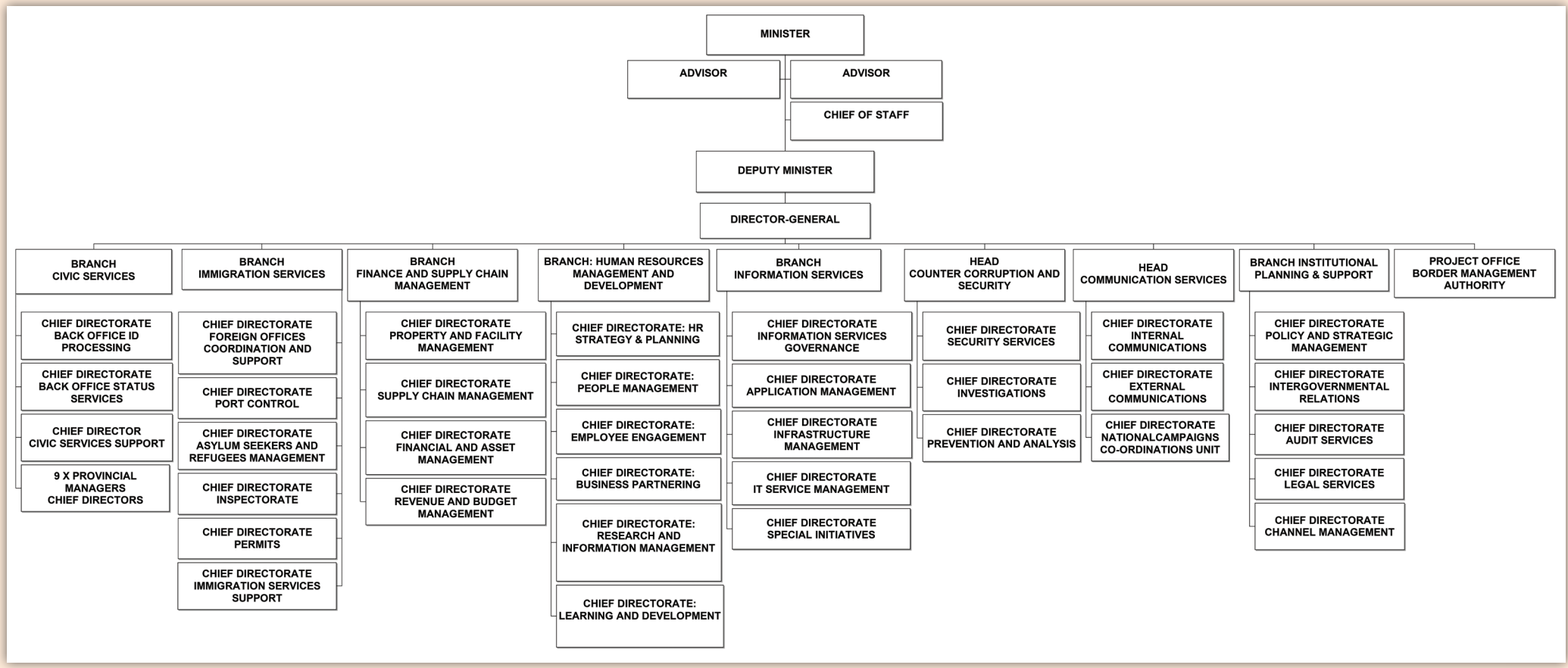
The PPP aims to provide protection and basic services to asylum seekers and refugees in a humane and secure manner through the establishment of humane and secure Asylum Seeker Processing Centres closer to the borderline to meet their basic needs whilst their applications are being processed.

Engagement of the banking sector on the live capture roll-out through Public-Private Partnership

The PPP is aimed at increasing the footprint of the DHA and improving access to DHA services for the public through selected banking institutions. This means that DHA services (currently smart ID cards and passports) can be delivered outside the normal delivery channel of DHA branches in a secure and efficient manner. The partnership will assist in delivering efficient services and the eventual replacement of the Green barcoded ID book. Due to resource constraints at DHA, the partnership will provide the Department with the required financial and human resources depending on the model to be agreed upon.

13. ANNEXURES

ANNEXURE A: ORGANISATIONAL STRUCTURE



ANNEXURE B: GLOSSARY OF TERMS

ACRONYM	DEFINITION
ABIS	Automated Biometric Identity System
AFIS	Automated Fingerprint Identification System
APP	Advance Passenger Processing System (IMS) Annual Performance Plan (Planning)
BACM	Biometric Access Control Management
BMA	Border Management Authority
BMCS	Biometric Enhanced Movement Control System
BMD	Birth, Marriage and Death
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG:HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPME	Department of Performance Monitoring and Evaluation
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
DTPS	Department of Telecommunications and Postal Services
EC	Electoral Commission
EDMS	Electronic Document Management System
EMCS	Enhanced Movement Control System
EOC	Enterprise Operations Centre

ACRONYM	DEFINITION
G&A	Governance and Administration
GPW	Government Printing Works
GWEA	Government Wide Enterprise Architecture
HANIS	Home Affairs National Identification System
HR	Human Resources
IBMS	Integrated Border Management System
ICAO	International Civil Aviation Organisation
ICT	Information Communication Technology
ID	Identity Document
IMS	Immigration Services
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security
LAN	Local Area Network
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MoU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGO	Non-governmental Organisations
NIS	National Identity System
NIIS	National Immigration Information System
NOC	Network Operations Centre
NPR	National Population Register
ORTIA	Oliver Tambo International Airport
PFMA	Public Finance Management Act
PNR	Passenger Name Record

ACRONYM	DEFINITION
PoE	Port of Entry
PPP	Public-Private Partnership
PR	Permanent Residence
RfP	Request for Proposal
RfQ	Request for Qualification
RSA / SA	Republic of South Africa / South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SEIAS	Social Economic Impact Assessment Study
SONA	State of the Nation Address
SSA	State Security Agency
TA	Treasury Approval
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
UAT	User Acceptance Testing
UNHCR	United Nations High Commissioner for Refugee Affairs
VFS	Visa Facilitation Centre
VOIP	Voice Over Internet Protocol
VPN	Virtual Private Network
WAN	Wide Area Network

ANNEXURE C: KEY DEFINITIONS

The following key definitions are used in the Annual Performance Plan Targets for 2018/19 to 2020/21:

- **Strategic Outcome Oriented Goals (Outcomes)**

  Strategic outcome oriented goals (Outcomes) identify areas of institutional performance that are critical to the achievement of the departmental mission. These outcomes should relate to the national priorities and the focus is on impact. These outcomes must indicate where a Department ultimately wants to be with its service delivery / performance. Strategic Outcome Oriented Goals normally span a period of five years.

- **Strategic Objectives**

  Strategic objectives must clearly state what the institution intends doing (or producing) to achieve its outcomes. It must describe things that the institution is directly responsible for doing / delivering under its respective programmes and sub-programmes. Strategic objectives should generally be stated in the form of an output statement, although in exceptional circumstances institutions might specify them in relation to inputs and activities or outcomes.

- **Outputs**

  Outputs are the products, goods and services that result from planned interventions and initiatives indicating the achievement of measurable objectives.

- **Performance Indicators**

  Performance indicators are quantitative measures but may also be qualitative observations. They specify how performance will be measured along a scale or dimension without specifying a particular level of achievement. In order to be evaluated, performance indicators are linked to target values, so that the value can be assessed as meeting expectations or not. It specifically tells us what to measure to determine whether the objective has been met. Performance indicators must be reliable, well defined, verifiable, cost effective, appropriate and relevant. Management processes must be in place to collect information to track performance.

- **Targets**

  Targets are outputs of the performance indicator that can be measured in terms of quantity and/or quality and/or time dimension.

- **Baseline**

  Baseline refers to the level of performance recorded in the year prior to the planning period.

ANNEXURE D: ANNEXURE TO STRATEGIC PLAN 2015 TO 2020

As part of the Strategic Plan 2015 to 2020, the DHA developed nine strategic objectives in support of the three DHA outcomes. The review of the 2015 to 2020 Strategic Plan has necessitated the addition of one strategic objective and the reformulation of some of the strategic objectives. Objective statements have also been amended to make provision for changes to targets and relevant timelines. The DHA has also added five year targets for each of its strategic objectives. The five year targets and technical indicator description sheets for strategic objectives are available on the DHA website.

The Strategic Outcome Oriented Goals outlined in the Strategic Plan for 2015 to 2020 indicate the linkages with the relevant MTSF 2014 to 2019 outcomes. The detail of some of the MTSF commitments have changed and the section dealing with strategic objectives contains these updates.

Table 19: The strategic objectives in support of DHA outcome 1 are indicated below:

DHA Outcome	Secured South African citizenship and identity
Strategic Objective	**Eligible citizens are issued with enabling documents relating to identity and status**
Objective statement	To ensure that: (1) Registration of birth takes place within a period of 30 calendar days as prescribed in legislation in order to ensure an accurate and reliable national population register protected against fraudulent and corrupt activities. • Improve the birth registration rate within 30 calendar days from 750 000 in 2015/16 to 810 000 in 2018/19 (as per MTSF). (2) Eligible citizens turning 16 years of age and those 16 years and older are in possession of identity documents / identity cards (smart cards). • Increase the issuance of smart ID cards from 2.2 million per annum in 2015/16 to 4 million per annum by 2019/20. This will be in addition to the issuance of green-barcoded identity documents according to set service standards. • Maintain the issuance of 90% of identity documents (1st issues) within 54 working days over the medium term period (2015 to 2017). • Maintain the issuance of 95% of identity documents (re-issues) within 47 working days over the medium term period (2015 to 2017). (3) Passports are issued in a secure and efficient manner. • Maintain the issuance of 90% of passports (new live capture system) within 13 working days over the medium term period (2015/16 to 2019/20).

5 Year Strategic Plan Targets	• Enabling documents issued to 100% of identified citizens. (births registered within 30 calendar days and smart ID cards issued to a total 4 810 000 citizens). • Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and passports (new live capture system) by 2019/20.
Changes	• The word "all" was removed from the initial formulation of the strategic objective and five year targets were added. • The objective statement was amended to make provision for changes to timelines. • The indicators dealing with the issuance of IDs (1st issue and re-issue) have been removed from the APP with effect from the 2017/18 financial year. The DHA has reached maturity with regard to these processes and have consistently achieved the targets. The DHA will develop a strategy for the discontinuation of the issuance of green barcoded ID books in order to encourage citizens to take up smart ID cards with effect from 2017/18. The implementation of the strategy will be subject to the complexity of the recommendations made, resource implications, progress made with key enablers such as technological solutions, etc. Since the key enablers for the implementation of the strategy have not been put in place as yet, the implementation of the strategy will take place in the next MTSF cycle.
Link to national outcomes	Outcome 3,12,14
Financial Programme	Citizen Affairs

Strategic Objective	**An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system**
Objective statement	• To design and implement a new national identity system which will include details of South Africans and foreign nationals. The system will include business process reengineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification, live capture and smart ID card) to enable the Department to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country. • The new national identity system will also ensure the secure issuance of enabling documents to eligible applicants. Key enabling documents will be secured through the inclusion of security features. • The aim is to have the NIS operational by 2019/20 (as per MTSF). By the end of 2018/19, the NIS must be developed.
5 Year Strategic Plan Target	NIS operational by 2019/20
Changes	• A five year target was added to the strategic objective. • The MTSF was amended to read as "NIS operational by 2019/20". • The objective statement was amended to make provision for the new strategic objective dealing with biometrics at ports of entry. • Refer to the section dealing with: "Introduction to Financial Programmes and Annual Performance Plan Indicators and Targets" for challenges experienced with the five year target.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

Strategic Objective	Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally
Objective statement	• National and personal security depends to a significant degree on the state knowing and protecting the identity and status of every citizen and every foreigner who wishes to enter the country legally. • The aim is to ensure that the biometric data of all travellers who enter and exit the country legally are captured at all ports of entry equipped with the Enhanced Movement Control System.
5 Year Strategic Plan Target	• 100% of all designated ports of entry equipped with biometric systems capable of processing travellers (at ports equipped with EMCS) by 2018/19 (as per MTSF).
Changes	• A new strategic objective was formulated to support the MTSF. This priority was previously incorporated under the strategic objective dealing with an integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system. • A 5 year target was added to the strategic objective.
Links to national outcomes	Outcome 3,14
Financial Programme	Administration

Table 18: The strategic objectives in support of DHA outcome 2 are:

DHA Outcome	Secured and responsive immigration system
Strategic Objective	**Movement of persons in and out of the country managed according to a risk based approach**
Objective statement	• To implement a risk methodology for managing immigration that will enhance the integrity of ports of entry and manage immigration in the national interest thereby ensuring maximum benefits to the country and minimising risks. • This will achieved through the establishment of the Border Management Authority (BMA), immigration policy development, law enforcement, effective leadership and management practices as well as capacity, process, infrastructure and system improvement. The aim is to have: • The Border Management Authority established and operational in 2017/18 (as per MTSF). • The Integrated Border Management Strategy (IBMS), including sub-strategies, to defend, protect, secure and ensure well-managed borders implemented by 2018/19 (as per MTSF). The BMA will be responsible for the monitoring of the implementation of the IBMS. • Immigration and Refugees Acts submitted to Parliament for approval by 2018/19 (as per MTSF). • Surveys amongst borderline communities conducted by 2015/16. • Physical infrastructure for office / residential accommodation improved at 28 ports of entry and refugee reception offices by 2019/20. • Law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation starting with effect from the 2017/18 financial year. A total of 400 operations / inspections are planned for the 2017/18 to 2019/20 financial years.

5 Year Strategic Plan Target	SA's borders effectively defended, protected, secured and well - managed through: • Policy and legislation development (Immigration and Refugees Bills submitted to Parliament for approval, BMA legislation finalised) • Policy implementation (IBMS implemented as per APP, 2 borderline surveys conducted, 400 law enforcement operations / inspections conducted, 28 port of entry and refugee reception office improvement)
Changes	• A 5 year target was added to the strategic objective. • The objective statement was amended to make provision for the changes in targets and timelines. • The MTSF was amended to read as "BMA established and operational in 2017/18". • The MTSF was amended as the formulation of "New immigration and refugee legislation in place by 2017/18" was replaced with "Immigration and Refugees Acts submitted to Parliament by 2018/19". • The roll out of the port control strategy by 2018/19 was removed from the 2016/17 APP and replaced by the priority for improvement of physical infrastructure for office / residential accommodation at 28 ports of entry and refugee reception offices by 2018/19. The port control strategy was developed and approved by the DDG: IMS and the implementation thereof will become part of operations and eventually be migrated to the BMA. • No further surveys amongst borderline communities will be conducted with effect from 2016/17. The focus will be on the implementation of proposals emanating from the borderline surveys. • A new priority was added with effect from the 2017/18 financial year dealing with law enforcement inspections / operations in specific sectors or industries (e.g. hospitality, construction and farming).
Links to national outcomes	Outcome 3
Financial Programme	Immigration Affairs

Strategic Objective	**Refugees and asylum seekers are managed and documented efficiently**
Objective statement	• To ensure the implementation of the Refugees Amendment Act, 2011 (Act No 12 of 2011) and Regulations and an effective and efficient asylum seeker and refugee management system. The processing of asylum seekers will be made more effective and efficient through establishing processing centres closer to borders as well as the automation of the refugee ID and refugee travel document processes.
5 Year Strategic Plan Target	• Establishment of asylum processing centres closer to the country's borders (Preferred bidder appointed as part of the PPP process).
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. • A five year target was added to the strategic objective. This five year target is different from the document on the DHA website in support of the 2015/16 APP which deals with the issuance of refugee IDs and travel documents. • The implementation of the strategy for the local integration, repatriation and resettlement of refugees, as indicated in the 2015/16 APP, was removed from the 2016/17 APP as the strategy was not approved by the time of publishing of the 2016/17 APP and the phased implementation of the strategy could therefore not be defined. The indicator has several dependencies and will be considered for the APP level once dependencies have been clarified with the various role-players and stakeholders. • The targets dealing with the issuance of refugee IDs and travel documents were removed from the 2016/17 APP due to significant changes in business processes / automation of business processes. The 2016/17 APP included a target on the automation of refugee identity and travel documents in order for refugees to apply at any DHA office and not only refugee reception offices. The rollout of the automation will take place from 2017/18 onwards and will form part of operations.
Links to national outcomes	Outcome 3, 12, 14
Financial Programme	Immigration Affairs and Administration

Strategic Objective	Enabling documents issued to foreigners efficiently and securely
Objective statement	• To facilitate the movement of skilled migrants and investment into the country through the issuance of relevant visas and permits thereby contributing to the National Development Plan and relevant delivery agreements. This will entail policy review, implementation of strategies to recruit and retain foreigners with critical skills as well as the design and implementation of systems to facilitate the issuing process. The aim is to have: • 85% of permanent residence applications adjudicated within eight months by 2019/20 (applications processed within the RSA) for the following categories: Critical skills (s27b), general work (s26a) and business (s27c) only). • 90% of business and general work visas adjudicated within eight weeks by 2019/20 (applications processed within the RSA). • 85% of critical skills visas adjudicated within four weeks (applications processed within the RSA) by 2018/19 (as per MTSF).
5 Year Strategic Plan Target	• Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas) by 2019/20: o 85% for Permanent Residence Permits o 90% for Business and General Work Visas o 85% for Critical Skills Visas

Strategic Objective	Enabling documents issued to foreigners efficiently and securely
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. • The percentages and timelines for the adjudication of permanent residence permits, business and general work visas and critical skills visas have been amended. • A five year target was added to the strategic objective. • The MTSF specifies that that the critical skills turnaround time must be met by 2018/19.
Links to national outcomes	Outcome 4, 12 and 14
Financial Programme	Immigration Affairs

Table 19: The strategic objectives in support of DHA outcome 3 are:

DHA Outcome	Services to citizens and other clients that are accessible and efficient
Strategic Objective	**Secure, effective, efficient and accessible service delivery to citizens and immigrants**
Objective statement	To ensure that service delivery is secure and at acceptable levels in terms of access to services as well as professional standards. Services are to be rendered by a cadre of patriotic, disciplined and security conscious officials. The emphasis will be on: • Human capital development over the 2015/16 to 2019/20 financial years through training of nominated staff as outlined in the APPs. • Development of a business case and implementation of recommendations to reposition the DHA as a modern and highly secure department. This will include key organisational design issues as well as legislative changes. • The development and phased implementation of a DHA access model to improve access to services.

DHA Outcome	Services to citizens and other clients that are accessible and efficient
Strategic Objective	**Secure, effective, efficient and accessible service delivery to citizens and immigrants**
5 Year Strategic Plan Targets	• A professional DHA cadre established through training of nominated staff in relevant initiatives to transform the DHA into a highly secure and modern department (100% of nominated staff trained) • DHA repositioned as a modern, secure and professional department by 2019/20 (fifth phase). • DHA Access Model implemented in a phased manner by 2019/20.
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. • Five year targets were added to the strategic objective. • The number of officials to be trained and the various training programmes have been amended due to reprioritisation (review of departmental priorities and resource considerations). The use of numbers in the medium term targets was replaced by percentages with effect from the 2016/17 financial year. • The target dealing with the implementation of the Home Affairs contact centre has been removed as it was achieved in 2015/16. (It was an Outcome 12 commitment). • The development and phased implementation of a DHA Access Model was added to the 2018/19 APP.
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Good governance and administration
Objective statement	To ensure that financial and performance information systems are compliant with the Public Finance Management Act and other relevant prescripts. The intention is to obtain no audit qualifications on a regular basis through, inter alia, the submission of: • Annual financial statements to the Auditor-General by 31 May annually. • In-Year monitoring reports to National Treasury by the 15th of each month. • Annual reports tabled in Parliament by 30 September annually. • DHA quarterly performance reports within 60 days after each quarter. The vacancy rate of the DHA will be maintained at 10% or below as per DPSA prescripts. To ensure compliance with Treasury Regulations in respect of establishing a public-private partnership for the revamp of major ports of entry.
5 Year Strategic Plan Target	No audit qualification by 2019/20.

Strategic Objective	Good governance and administration
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. The entering into public-private partnerships was added. The implementation of a sustainable model for civic and immigration services (repositioning of the DHA as a modern and highly secure department) has been moved to the strategic objective dealing with "Secure, effective, efficient and accessible service delivery to citizens and immigrants". • A five year target was added to the strategic objective. • The targets dealing with the submission of annual financial statements by 31 May on an annual basis; In-year monitoring reports to National Treasury by the 15th of each month, tabling of the annual report by 30 September annually and submission and signing off on quarterly reports have been relegated to the DHA Operational Plan as per recommendation from the DPME (with effect from 2017/18). • The target dealing with the establishment of a PPP at 6 priority land ports of entry, as published in the 2017/18 APP, was amended due to a recommendation from National Treasury to add an additional step to the process. Parliament was informed of the change in January 2018.
Links to national outcomes	Outcome 12
Financial Programme	Administration

Strategic Objective	Ethical conduct and a zero tolerance approach to crime, fraud and corruption
Objective statement	To implement the Counter Corruption Strategy of the DHA to ensure that crime, fraud and corruption is kept at a minimal level and proactive measures are undertaken in dealing with crime, fraud and corruption related matters. This will be achieved through conducting / concluding by 2019/20: • 100 awareness initiatives on ethics, fraud prevention and counter corruption. • 66% of reported cases within 90 working days. • 8 additional reviews of key business processes. • 400 additional Threats and Risk Assessments (TRAs in accordance with the requirements of Minimum Information-(MISS) and / or Minimum Physical Security Standards (MPSS). • 3 112 vetting fieldwork investigations. • 70% of reported misconduct cases presented to a presiding officer by 2019/20.
5 Year Strategic Plan Target	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20.
Changes	• The objective statement was amended to make provision for the changes in targets and timelines. The numbers and percentages of the various priorities and timelines have been amended and indicated until 2019/20. • A five year target was added to the strategic objective. • Guilty verdicts pronounced in finalised misconduct cases were added as a priority to the objective with effect from 2017/18. The target was amended as published in the 2017/18 APP as the Portfolio Committee had reservations around the formulation of the target. An errata was drafted for the 2017/18 APP to address this concern and submitted to Parliament. • The target dealing with the review of key business processes was removed from the 2018/19 APP and relegated to the DHA Operational Plan. The target was consistently achieved since 2015/16 and reprioritised.

Strategic Objective	Ethical conduct and a zero tolerance approach to crime, fraud and corruption
Links to national outcomes	Outcome 3, 12
Financial Programme	Administration

Strategic Objective	Collaboration with relevant stakeholders in support of enhanced service delivery and core business objectives
Objective statement	To establish and maintain partnerships with relevant stakeholders to assist the Department 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. The detail of the communication strategy will be captured annually in the quarterly breakdown of targets for the medium term.
5 Year Strategic Plan Target	Communication strategy implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements.
Changes	A five year target was added to the strategic objective.
Links to national outcomes	Outcome 12, 14
Financial Programme	Administration

ANNEXURE E: RISK MANAGEMENT PLAN

Table 20: The risks outlined below may affect the realisation of strategic objectives and the outcomes of the DHA. Risks are subject to change.

Programme	Outcome	Strategic Objective	Risk Description	Risk Contributing Factors	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	Loss, damage and difficulty in retrieving documents and records	• Inconsistent implementation of policies and procedure guidelines. • Lack of plan to manage digitised records. • Lack of ownership over electronic database. • Non-coordination of different records centres.	CFO
PROGRAMME 2 – CIVIC AFFAIRS	Outcome 1: Secured South African citizenship and identity	Eligible citizens are issued with enabling documents relating to identity and status An integrated and digitised National Identity System that is secure and contains biometric details of every person recorded on the system	Contamination of data on the NPR	• Unauthorised breaches / changes to the database on NPR. • False registration of births, marriages and deaths and amendments of status through corrupt activities. • Theft and sale of ID numbers to non-citizens. • Use of late registration of birth process fraudulently. • Duplication of ID numbers.	DDG: CS
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Movement of persons in and out of the country managed according to a risk-based approach Ensure that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally	Illegal entry, stay and departure in and from the country.	• Insufficient control measures at the borderline. • Insufficient human and operating capital for inspectorate. • Inability to trace illegal immigrants and undocumented foreign nationals.	DDG: IMS
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Refugees and asylum seekers are managed and documented efficiently Enabling documents issued to foreigners efficiently and securely	Abuse of the refugee and asylum seeker system	• Lack of policy response and strategy for management of low and unskilled migrants. • Weaknesses in the implementation of the asylum seekers system and the management of refugees. • Inadequate institutional mechanism to deal with appeals for asylum seekers.	DDG: IMS

Programme	Outcome	Strategic Objective	Risk Description	Risk Contributing Factors	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Good governance and administration	Failure of corporate governance	• Non-compliance to applicable laws and regulations. • Non implementation of the Corporate Governance Framework. • Lack of awareness of relevant laws and regulations.	DDG: IPS
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Good governance and administration	Lack of leadership	• Lack of consequence management. • Delays in appointing permanent managers. • Lack of accountability. • Lack of knowledge on the roles and responsibilities of managers.	DDG: HRM&D
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	IT System unavailability	• Hacking of systems. • Reliance on external service providers. • Network downtime. • Interruption in power supply.	DDG: IS
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure ethical conduct and zero tolerance approach to crime, fraud and corruption	Fraud and Corruption	• Inadequate measures to prevent, detect and sanction acts of crime, fraud and corruption. • Delays in vetting of officials. • Lack of integration of systems. • Unethical conduct.	DDG: CC&SS
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Enabling documents issued to foreigners efficiently and securely	Illegal issue of permits and visas to non-deserving persons	• Abuse of the appeal system. • Collusion between officials and external parties. • Inadequate systems (non-integration of the visa adjudication system).	DDG: IMS

Programme	Outcome	Strategic Objective	Risk Description	Risk Contributing Factors	Risk Owner
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	Insufficient capacity	• Ineffective utilisation of human capital. • Under-utilisation of existing resources. • Inequitable allocation / distribution of human capital.	DDG: HRM&D
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Collaboration with relevant stakeholders in support of enhanced service delivery	Negative public image and publicity	• None responsiveness of business units to media and public enquiries. • Unreliable data from business units. • Lack of consolation among internal and external role players.	DDG: Communication Services
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants	Unauthorised access to IT systems and data	• Inadequate management of user accounts. • No monitoring of system vulnerability on a regular basis (on virtual private network - VPN). • Insufficient resources to monitor systems. • Cyber-attacks. • Unauthorised access to the data center.	DDG: IS

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