ANNUAL PERFORMANCE PLAN (APP)

2017/18

home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

NDP 2030

We Care!

ANNUAL PERFORMANCE PLAN (APP)

2017/18

Annual Performance Plan 2017/18

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 2017/18.

Mr Gordon Hollamby
Chief Financial Officer   Signature

Mr Thulani Mavuso
Institutional Planning and Support   Signature

Mr Mkuseli Apleni
Accounting Officer   Signature

Approved by:
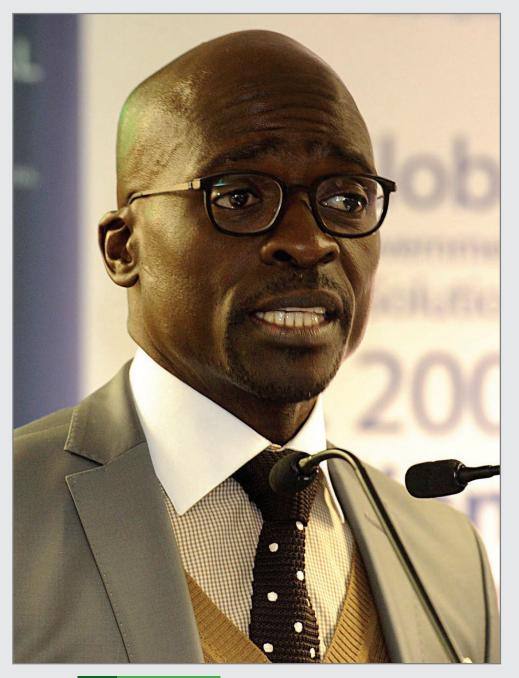**Mr MKN Gigaba**
Executive Authority   Signature

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FOREWORD BY THE
MINISTER OF HOME AFFAIRS

The Department of Home Affairs (DHA) finds itself at a critical stage of its transformation as an organisation. The DHA embarked on a modernisation programme in 2012 aimed at building a department that is secure, modern and professional.

It is important for all citizens to understand that the value of DHA documents depends on the system that produced them being secure. For the DHA, security, constitutional rights and service delivery are completely inter-dependent. The Constitution gives every citizen the right to travel but a passport you can buy on a street corner will not get you over any border.

Due to the selfless work of some officials, the DHA is modernising despite having limited funding and specialist capacity. By February 2017 smart ID cards and new passports can be applied for using fully digital processes at 178 DHA offices and online at certain branches of the four major banks. There are many other projects underway.

We are determined to succeed, despite the dire global and domestic economic outlook we are all facing as well as the historic under-funding of the DHA. More than ever, South Africa needs a Home Affairs that has the capacity to manage identity and immigration effectively and thus is a powerful enabler of development, security, services and administration.

The core business of the DHA is to manage identity and international migration so as to enable service delivery, national security and economic development. This is a job for professionals in a complex, fast-changing world full of risk and opportunities.

However, in spite of the gains that has been made, the DHA will not be able to fully execute its mandate without enablers which have to be put in place. The location of the DHA within the security cluster in March 2016 is a step towards the DHA operating in a highly secure environment and playing its full part in ensuring the nation is safe and stable.

The DHA also needs appropriate legislation, integrated digital systems and the professionals that can manage and secure them. A key priority in this Annual Performance Plan is to implement a phased programme to ensure a highly secure, modern and professional department. Many officials of the DHA serve the public and solve problems with commitment and creativity. I am therefore confident that DHA officials will deliver against the milestones set out in this plan for the 2017/18 financial period.

In terms of the Medium Term Strategic Framework (MTSF) – 2014 to 2019, we have passed the halfway mark for making a visible impact in the lives of our people and delivering on the promises made in the election manifesto. In the 2015 to 2020 Strategic Plan which deals with the 2014 to 2019 MTSF outcomes and priorities, I have outlined two major goals for the DHA. The first was to continue 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 national security. The second was to deliver services related to these critical functions of the state.

The DHA has made some significant progress in achieving these two goals. From a civic services perspective, the DHA has issued more than 6 million smart cards since its inception in 2013, is currently registering around 70% of all births within 30 calendar days and issuing key enabling documents in a secure and highly efficient manner with predictable turnaround times.

On the immigration front, extensive consultations on the Green Paper on International Migration are currently underway and the White Paper on International Migration will be submitted to Cabinet by March 2017. This is a critical step towards promoting national security and development and minimise risks to the country. It will furthermore enhance social cohesion and nation building. Substantial progress has been made towards the establishment of the Border Management Authority (BMA) which will be responsible for border law enforcement in the entire border environment and at ports of entry. 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 BMA will become operational in 2017 and a phased implementation approach to the roll-out of the BMA will be followed consisting of a foundation and re-alignment phase (2017 to 2021); consolidation and on-going roll out phase (2021 to 2031); and resilience and adaption phase (beyond 2031).

Progress is also being made with the physical revamping of our strategic ports of entry to better facilitate trade and revenue, national security and the experience of visitors to the RSA. The feasibility study recommendations will be considered and implemented subject to available funding. The progress the DHA has made towards improved service delivery is well recorded as indicated in the Deputy Minister's foreword.

With regard to the modernising of the DHA, the security and efficiency of critical processes have been improved. Having digitised identity documents and passports, the DHA is well on its way to automate processes such as births, marriages and deaths. The capture of biometrics at key ports of entry is being piloted and will be rolled out. An automated system using biometrics to enable asylum seekers to book interviews has been tested and is already reducing queues, corruption and abuse.

The main vehicle for catapulting the DHA to the next level is the National Identity System (NIS) – steps will be put in place in the 2017/18 financial year to enable the development of the NIS and the NIS will form the core of all our departmental systems. The development of key immigration systems such as the e-Permit system is underway as well as the use of biometric functionality at ports of entry.

The DHA has also invested in its human capital to ensure there is a cadre of officials that can manage and support a highly secure and modern DHA. Strengthening management and in particular at the level of front-line offices and in key functional areas is central to the repositioning of the DHA. The Learning Academy is developing SAQA accredited courses to empower officials and assisting with the upgrading of skills and driving a client-centred culture.

The DHA will make a concerted effort over the next two financial years to ensure that we achieve the commitments in the MTSF and thereby contributing to the National Development Plan.

Mr MKN Gigaba, MP
Minister of Home Affairs

FOREWORD BY THE
DEPUTY MINISTER OF HOME AFFAIRS

In addition to the progress reported by the Minister in respect of the five main priorities he has outlined for the DHA, the areas of asylum seeker management, legal services and the improvement of front line service delivery have also recorded some significant progress.

The significance of Immigration has been underscored by epic global events such as Brexit, the war in Syria and the aftermath of destabilisation of countries on the African continent and developing world.

These developments and the critical leadership role South Africa plays in Africa have put the onus on the DHA to ensure it achieves a progressively improving migration management system which facilitates the objectives of the National Development Plan. Asylum seekers and refugee management, for which I am responsible, is a potential achilles heel of the overall migration framework and systematically, since 2011, we have made it a priority to address service delivery issues and the abuse of the asylum system.

The Chief Directorate: Asylum Seekers and Refugees Management provides integrated strategic and operational support services to refugee reception offices. The Chief Directorate is also responsible for managing asylum data / information for strategic policy and decision-making as well as constant monitoring and evaluation of the management of asylum seeker/ refugee practices and services to ensure adherence and compliance to standards and legislation. The Marabastad Refugee Reception Office Renovation Project, through the Moetapele initiative, aims to, amongst others, develop an organised approach in leadership for front and back offices in the DHA. Improvements in respect of infrastructure include the redesign and refurbishment of public areas and office accommodation, signage, counters and lighting, as well as the installation of a new security system and electrical fencing. Other new interventions include the introduction of new systems and processes (Automated Booking System) and paperless processes, off-site interpretation services as from 01 September 2016, capacity building and training, operations management with a strong focus on performance, improved Refugee Appeal Board (RAB) and Standing Committee on Refugee Affairs (SCRA) inter-facing processes and improved registry. The improved continuous engagement with stakeholders will bring the DHA closer to the needs of its clientele. The Centre was also re-named as the Desmond Tutu Refugee Reception Centre by the President of the Republic of South Africa, His Excellency President Jacob Zuma on 17 February 2017.

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 being piloted at this our largest and busiest refugee reception centre.

The issues of service delivery will always be a critical priority for government. The increasing expectations of clients in terms of improved client experience at DHA offices is complicated by severe austerity measures the DHA has been subjected to since January 2016.

The Chief Directorate: Legal Services has, despite severe capacity constraints, played a key role in the handling of litigation against the DHA, the drafting and / or vetting of commercial contracts and / or service level agreements entered into by the DHA, the handling of requests for access to information held by the DHA in terms of the Promotion of Access to Information Act, 2000 and seeing the Immigration Amendment Bill, 2015 (Committee Bill), the Border Management Authority Bill, 2016 and the Refugees Amendment Bill, 2016, through the legislative process in Parliament in 2016/17. The Immigration Amendment Bill (Committee Bill) was assented to and signed by the President on 27 September 2016 as the Immigration Amendment Act, 2016 (Act No. 8 of 2016), which seeks to provide for an adequate sanction for foreigners who have overstayed in the Republic beyond the expiry date of their visas. The Border Management Authority Bill, 2016 provides for, amongst others, the establishment, organisation, regulation, functions and control of the Border Management Authority, the appointment, terms of other conditions of service and functions of the Commissioner and Deputy Commissioners, the appointment and terms and conditions of employment of officials, the duties, functions and powers of officers, the establishment of an Inter-Ministerial Consultative Committee, a Border Technical Committee and advisory committees and making of regulations by the Minister of Home Affairs. The Bill is currently with Parliament. The Refugee Amendment Bill, 2016 seeks to improve operational efficiencies at both the refugee reception offices and the two statutory bodies, namely the Standing Committee for Refugee Affairs and Refugee Appeals Board. The latter will be replaced by the President 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 reduction of abusive applications at our refugee reception centres from approximately 100 000 in 2010 to 36 000 in 2016 reflects a positive trajectory that will assist refugees and genuine asylum seekers.

The Moetapele programme was launched in February 2015 with the aim of developing demonstrable leadership at all levels of the organisation to improve customer experience. The Moetapele initiative has thus far been rolled out to 38 offices, including the largest refugee reception centre. High impact leadership workshops have been conducted in all nine provinces. The coalface deployment of senior managers is integral to the Moetapele Initiative enabling our senior managers to walk in the shoes of our officials at the frontline offices. The following Bills are expected to be tabled in this coming year:

- Government Printing Works SOC Limited Bill, 2017;
- Security Printers Bill, 2017;
- Refugees Amendment Bill, 2015;
- Home Affairs General Laws Amendment Bill; 2017 and
- Prevention and Combating of Smuggling of Migrants Bill, 2017.

The Chief Directorate: Legal Services is exploring several avenues in an attempt to address capacity constraints being experienced and also looking at 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 a quick intervention inter-face mechanism to amicably revise practices within those units that attract most litigation against the department and attend to strategic litigation affecting core functions.

The DHA is in need of professional, security conscious and skilled staff that will be able to manage modern systems and be responsive to the needs of clients. The Moetapele initiative continues to roll out model offices, intensify training in leadership, management and supervisory practices, foster better coordination between front and back offices and provide management tools to manage front offices in an effective and efficient manner. Investment in our staff will be key to our success in attaining our objectives.

Ms F Chohan, MP
Deputy Minister of Home Affairs

FOREWORD BY THE DIRECTOR-GENERAL OF HOME AFFAIRS

It is a mandatory function of the DHA to confirm and protect the identity and status of all citizens and all persons within our borders and to regulate immigration and the entry and exit of persons through ports of entry. The DHA is a critical enabler of all other functions and institutions of the state, the economy and civil society in general. The work of the DHA has a major impact on national security, social cohesion and the achievement of development goals. The DHA is also key to service delivery and its data is essential to planning. The DHA has the largest client base of any other government department and a footprint comprising of approximately 398 offices country-wide, 72 ports of entry, a presence in more than 30 missions abroad as well as refugee reception offices and a repatriation centre.

This realisation of the importance of the DHA to the country is starting to be well understood and accepted by stakeholders and clients. The DHA now forms part of the security cluster of government and has the overwhelming support of Cabinet and stakeholders to reposition itself as a highly secure and modern department. The DHA is building modern, integrated identity and immigration systems and must be protected by an adequate security system within government.

Over the coming months the DHA will intensify the process of repositioning itself as a secure, modern and professional department. A comprehensive business case has been developed and will inform public engagements on what kind of Home Affairs South Africa needs.

The DHA contribution to government outcomes is important. The next three to five years will be critical to the development and establishment of the new Home Affairs. The Annual Performance Plan for 2017/18 builds on some of the critical priorities identified in the previous financial year such as modernisation of the DHA, the establishment of the BMA and development of a new international migration policy.

The DHA will have to achieve some very ambitious priorities despite the difficult economic environment the country finds itself in. The significant reduction in the compensation of employees and goods and services' budget over the medium term will require the DHA to make some hard decisions in balancing service delivery and security and developing modern systems that will benefit the public and other stakeholders going forward.

The DHA has managed to improve its organisational performance significantly since the 2012/13 financial year and will endeavour to continue this trend despite severe human and financial constraints. The improvement in performance can be attributed to, amongst other things, improved governance practices and more maturity in planning, monitoring and control processes. The planning of the DHA has become more focused with the medium term strategic framework and five priorities of the Minister outlining a clear direction of where the DHA must move. Ultimately, the DHA will be judged against the impact it will have on people's lives.

Mr 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

Mandate of the Department of Home Affairs

The mandate of the Department of Home Affairs (DHA) is derived from the Constitution and various acts of Parliament and policy documents. The Department's services are divided into two broad categories: civic services and immigration services. Both must ensure the efficient determination and safeguarding of the identity and status of citizens and foreigners; and provide for the management of identity, civil status and immigration to ensure security, promote development and fulfill South Africa's international obligations.

The DHA fulfills its civic mandate by acting as the custodian and verifier of citizenship, civil status and identity. All South African citizens and many foreign nationals are in need of the mandatory services of the Department of Home Affairs at various points in their life cycle. The range of services include, amongst others, birth, marriage and death registrations; applications for identity and travel documents; and amendment of civic status and personal particulars.

The Department also has a mandate to administer immigration, enforce the Immigration Act (2002) and determine the status of asylum seekers and refugees. The immigration environment is dynamic in respect of policy, strategy and operations. Immigration plays a critical role in security and in socio-economic and cultural development and the DHA must lead in the broader management of immigration by state and non-state parties. The strategic objective is to employ a risk-based and development-oriented approach to international migration in order to maximise the economic benefits while minimising the risks.

The DHA is a key role-player in government's agenda to improve the lives of the people and the department is often used as a barometer to gauge the quality of government's service delivery programme. A positive experience at Home Affairs sheds a positive light on government and vice versa. The placement of the DHA as part of the security cluster illustrates the central role the DHA has to fulfill in respect of national security. Also, without securing its data, the enabling documents of the DHA would have no value.

The client base of the DHA comprises of all citizens, all foreigners who wish to visit or stay in South Africa and all state and civil society institutions. The security cluster departments, Statistics South Africa, health, education, tourism and trade and industry are among some of the departments and sectors that are highly dependent on DHA services and its civic and immigration systems. The Department's first priority must therefore be to secure and maintain the identity and immigration systems of the state.

The integrity of DHA systems needs to be secured to maintain the integrity of all commercial and official transactions and safeguard the identity of parties involved. This includes elections, immigration transactions, all official certification, criminal justice cases and many commercial transactions. The quality of government and private sector planning will also be compromised if the statistics issued by Home Affairs is not accurate.

The security of DHA systems is related to the efficiency of its services. If services are not efficiently delivered and processes such as civil registration and the issuing of visas are not protected, then data will not be updated and corruption will become entrenched through desperate clients turning to corrupt officials and local and transnational criminal syndicates.

The National Development Plan (NDP) identifies various conditions that are necessary for its successful implementation. A DHA that is modernised, professional and secure could be a powerful enabler of some of the most critical of these conditions. The DHA could efficiently facilitate the entry and stay of migrants with skills that are scarce and are critical for economic growth; play a key role in enabling regional development by working with the Southern African Development Community (SADC) countries to establish efficient, secure and managed movements of people; contribute to social stability by effectively regulating immigration and by enabling marginalised citizens to access their rights and services; reduce fraud and the cost of doing business; and enabling e-government, thus boosting efficiencies and attracting more investment.

Globally, there is increasing investment in national identity and immigration management policies, institutions and systems by middle and higher income countries. Major pressures to do so are to manage the risks and take advantage of opportunities presented by globalisation; strengthen the state so it can deal with climate change, pandemics and other global threats; and improving services while lowering costs by implementing e-commerce and e-government.

In light of the above, the DHA has started with a process to change public perceptions around the mandate and role of the DHA, which has historically been regarded as delivering routine administrative services of low economic value. The DHA has embarked on a programme to secure, modernise and professionalise the department. If the systems of the DHA are not secure it cannot render services to citizens and other clients according to its mandate. If the services of the DHA are not efficient, such as enabling early birth registration, then systems such as the national population register cannot be secured and the risk of errors or fraud increases.

Furthermore, the identity and immigration systems of the DHA are crucial to ensuring the security of the state and individuals. Anyone whose identity is in question or who has been the victim of identity theft certainly feels insecure and unsafe. It is therefore important for the DHA to put in place technology-enabled systems and professionals that can manage those systems competently and securely in the national interest and the interest of every citizen.

The functions of the DHA with regard to immigration and the movement of persons through ports of entry should similarly be viewed as a core function in any state. The DHA is mandated to regulate and facilitate immigration so that South Africa can maximise its benefits and minimise its risks. The term immigration in this context is broadly defined to include the entry, stay and exit of all foreign nationals. Immigration that is not efficiently and securely managed in a globalised world cannot be used to promote development and peace, either domestically or regionally. The secure management of immigration has become highly relevant in the current global environment with mobile skilled workers and increasing threats of terrorism. Consequently, many countries are investing in integrated national identity systems and are strengthening their capacity to manage immigration.

The rights of citizens to live in a secure environment and have control over their resources are put at risk if civil registration and immigration laws are disregarded or systems compromised. Foreign nationals who have no legal right to stay in South Africa or who have fraudulently acquired official documents are at risk because they are vulnerable to exploitation, organised crime and extortion.

The Need for Change

The current organisational and funding models are not adequate to allow the DHA to execute its full mandate in a secure and professional manner and to contribute positively to the achievement of government objectives. The DHA is being re-imagined as a modern, digital, secure custodian of national identity, responding to the present and future needs and circumstances and run by professionals, operating in a highly secure environment to protect the precious records of the lives of our people.

The re-imagining of Home Affairs means that the DHA must not only be modernised, but also re-packaged and re-positioned in respect of four critical areas to be a reliable partner for ordinary people, government departments and the private sector in pursuit of these national goals. These four areas are:
• Economic development;
• Contributing to national security;
• Enabling effective service delivery; and
• Supporting governance and administration.

This larger view of Home Affairs will enable critical partners in the public and private sector to identify their needs and partner with the DHA to fulfill them in the national interest.

Over the past five years the DHA has been in transition from a department that delivers routine administrative services to a department where professionals strategically manage modern systems in a highly secure environment. The more secure and professional the DHA is as an organisation, the higher the value of services it provides to citizens, foreign nationals and all sectors of the state and society in general.

The difficult global and national economic outlook and climate puts the prerogative on the DHA to demonstrate its value proposition and the savings it can realise. A modern, secure Home Affairs will require a larger budget and new operating and funding models. The DHA will therefore develop a business case, in conjunction with a number of other initiatives, to serve as vehicle to bring about the desired end state. Amongst others, it will show how a modern, secure Home Affairs will enable government and business to deliver services better, faster and cheaper and meet the four critical areas outlined above. There will be opportunities for Home Affairs to generate new revenue streams and hence the overall impact of this re-alignment on the fiscus should be positive.

The DHA's core mandate will not change but the repositioning of the DHA will allow the department to fully execute its mandate. It should put the DHA at the centre of the state and allow the DHA to operate within the security system of the state. Through the efficient

and effective management of identity and international migration, citizens will be better empowered, and economic development, national security and service delivery will be enabled.

In the interim, the planning and target setting of the DHA will be affected by budget and resource constraints and existing resources will be used creatively to achieve the objectives of the DHA. The DHA will also continue to collaborate through public-private partnerships (PPPs) such as the current partnership with the banks to expand our footprint, provide new and innovative channels of delivery, expedite the conversion of the smart ID cards and reach out to more clients than we would have by solely relying on our offices. Some of the key enablers that will need to be put in place for the DHA to achieve its vision are: a new DHA Act, a secure system of operations, informed public and political support, a viable organisational and institutional model, effective business model and a sustainable funding model.

1.1   PERFORMANCE DELIVERY ENVIRONMENT

Every South African citizen and foreigner is a client of the DHA as the department is the sole provider of official identity and immigration services. The DHA maintains a large footprint to serve its client base with:
- Approximately 398 frontline offices;
- A presence at 72 ports of entry and 30 missions abroad;
- 3 refugee reception offices;
- Services rendered at around 389 health facilities, some of which have full-time Home Affairs staff; and
- A fleet of mobile offices to service rural and remote areas. A new mobile solution will be developed in 2017/ 2018 as the fleet is ageing with many vehicles beyond repair.

The quantum of services delivered is largely coupled with an increasing need for predictability in the rendering of these services. In the 2015/16 financial year, amongst other services, the following were accomplished:
- 2 320 972 smart ID cards were issued;
- 506 359 green barcoded identity documents were issued;
- 609 748 passports (live capture system) were issued;
- 703 765 births were registered within 30 days and a total of 1 043 234 births in total (including births over 30 days).
- 41 003 233 movements of South African and foreign nationals were processed through ports of entry by immigration officials;
- 33 339 deportations were effected; and
- 16 456 visas and permits adjudicated and issued, including 4 424 critical skill visas.

In addition to the above, the following achievements have been recorded in support of key strategic priorities:

Modernisation programme

- Roll out of new service delivery channels. The expansion of the partnership with VFS Global for collection of applications at 33 international locations and 12 local centres. In support of Provincial Economic Development initiatives, the Department has established Premium Visa and Permit Services Centres in Sandton in partnership with the Gauteng Growth and Development Agency (GGDA), whilst similar premium services are in the process of being developed as collaboration between DHA and Department of Trade and Industry (DTI) in Gauteng (Pretoria) and in the provinces of Western Cape (Cape Town) and KwaZulu-Natal (Durban). These Centres will offer a 'one-stop-shop' to prospective investors and exporters to fulfil administrative requirements and reduce turnaround times for visas for Corporate Clients and their family members. This business partnership is in line with the National Development Plan to adopt a more open approach to immigration in order to expand the supply of high skills in a manner that contributes to economic growth. 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. The above is also in line with the pronouncement made by the President of the Republic of South Africa during the State of the Nation Address, 2017, to cut down on undue delays and unnecessary red tape to make it easy to do business in South Africa.
- The DHA launched the e-Home Affairs programme in conjunction with the 4 major banks, piloting at 12 branches. The partnership with banks enables citizens to apply on-line for an ID or passport, pay for such documents by means of internet banking, schedule an appointment to take fingerprints and photos; and collect the documents. The DHA is now engaging the banking sector as part of a public-private partnership (PPP) with a view to roll out the e-channel mode to more branches. The DHA won the prestigious ICT Service Delivery Transformation Award in the National Government category at the ICT Public Service Awards at GovTech, 2016 for the second year in a row. Home Affairs was nominated for the automated booking system for refugee reception offices. In October 2015 the DHA received this award for the Smart ID Card project.
- Expansion of the roll-out of live capture functionality for passports and smart ID cards processing to 178 offices.
- Establishment of an in-house contact centre solution with a fully-fledged telephone and customer relationship management system.
- Phased roll-out of an interim biometric solution to 4 international airports (ORTIA, Cape Town, King Shaka and Lanseria). The biometric solution was also extended in the 2016/17 reporting period as a pilot at high volume landports of entry, including Beitbridge, Maseru, Ficksburg, Oshoek, Lebombo and Kopfontein as well as Cape Town habour.
- Ongoing upgrade of the Home Affairs National Identification System (HANIS) and Automated Fingerprint Identification System (AFIS) into an Automated Biometric Identity System (ABIS) with capability to identify and verify people through fingerprints, facial recognition and IRIS technology. The ABIS is a fundamental baseline for the NIS.
- Automation of the permitting adjudication system (Visa Adjudication System) and commencement with the development of an end-to-end e-permitting system.

- Near completion of the roll-out of the Enhanced Movement Control System (EMCS) to all land and air ports. The roll-out to 1 harbour is planned for March 2017.

Birth Registration

- Implementation of a new stringent process for the processing of late registrations of birth with effect from 1 April 2016. The new system discourages the late registration of births through imposing penalties. A process is underway to obtain approval from National Treasury for the proposed penalties.
- Launching of a National Stakeholder Forum comprised of members of civil society and key departments and institutions such as Health, Education, SASSA and Home Affairs to assist with the issuance of key enabling documents and to entrench the responsibility of citizens towards ensuring that they comply with civil registration occurrences (birth, identity, marriage, divorce and death).
- The DHA and Department of Planning, Monitoring and Evaluation (DPME) will jointly evaluate the birth registration process starting in the 2016/17 financial year to identify strengths and weaknesses in the adopted birth registration strategies. The effectiveness of birth registration processes, systems and strategies will be evaluated by researchers nationally. Registration of birth within 30 days is a legal requirement as the process of late registration of birth compromises the security of the National Population Register (NPR). This in turn leads to the fraudulent acquisition of citizenship and identity theft, amongst other crimes, that undermine personal and national security. The evaluation study will inform policy and strategy and enable resources to be used effectively and will build the capacity of the DHA to conduct future evaluations.
- Official announcement of the digitisation of records project.

Border Management Authority (BMA)

In preparation for the operationalisation of the BMA in 2017/18, the following have been achieved thus far:

- The Project Management Office for the BMA has produced a BMA Business Case and undertaken a BMA Socio-Economic Impact Assessment System (SEIAS).
- A BMA Bill 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 10 years has been developed.
- 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.
- 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 in 2017.
- An Integrated Border Management Strategy (IBMS) has been developed. 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.

Immigration Services

- The launch of the Green Paper on International Migration for public consultation took place on 30 June 2016. The Green Paper argues that the current policy framework, the 1999 White Paper, does not enable the secure management of international migration to achieve national goals. A set of guiding principles rooted in the Constitution are put forward and policy options are given for specific areas of international migration. Key engagements took place in the 2016/17 financial year with the White Paper to be submitted to Cabinet by March 2017 and making recommendations in the following areas: the management of admissions and departures, residency and naturalisation, international migrants with skills and capital, ties with South African expatriates, asylum seekers and refugees and the integration process for international migrants.
- Special Dispensations:
  - The Zimbabwean Special Dispensation (ZSP) Programme officially concluded on 30 September 2015 and final closure was effected on 31 December 2015.
  - The Lesotho Special Dispensation Permit (LSP) was approved by Cabinet in October 2015. The project provides for the regularisation of Lesotho nationals who are studying, working or conducting business in the RSA and are currently residing in the RSA undocumented or holding fraudulent documents to enable their stay. The programme officially commenced on 1 March 2016 when an on-line application channel was initiated in partnership with our frontline service provider, VFS Global. The initial closure date was 30 June 2016, and was extended until 30 September 2016. The Lesotho Government encountered challenges with issuance of ID cards and birth certificates to their nationals and therefore a further extension was granted by the Minister of Home Affairs until 31 December 2016. The application period for LSP has now closed and the Department is completing the adjudication phase of the remaining applications. The LSP project promotes the goal of Lesotho to have their citizens on the Lesotho National Population Register, which is a building-block to the frequent / trusted traveller programme that the Department intends implementing in the near future between the borders of RSA and Lesotho.
- Successful participation in Operation Fiela. The Inspectorate was fully involved in this multi-stakeholder undertaking to re-assert the authority of the state and ensure a safe and secure South Africa. A total number of 13 932 illegal foreigners were arrested.
- Successful operations at ports of entry to facilitate the movement of travellers during festive and peak seasons.
- Provision of a 24 hour operational support to airlines globally in the pre-clearance of passengers prior to departure to SA.
- The launch of the Tshidilamolomo border crossing point on 4 December 2015 on the Botswana border. By managing international migration through thoughtful policies and regulations, Immigration Services will contribute to respective nations' enhanced development, security and fulfillment of constitutional and international obligations. This pilot project was scheduled for 12 months, after which the Department will assess the viability of such community crossing points as an effective means to managing cross-movement by cross-border communities.
- In respect of facilitating the easy movement of travellers to the country:

- Issuance of long-term multiple entry visitor's visas for a period exceeding 3 months and up to three years. This visa is issued to travellers who come to South Africa frequently for tourism. However, each entry may not exceed 90 days at a time. The purpose of this visa is to facilitate movement of frequent travellers instead of them having to apply for a visa every time that they visit South Africa.
- Issuance of a 10-year multiple entry visitor's visa to business persons and academics from Africa. This will contribute to the attraction of foreign investment, exceptionally skilled or qualified people and to an increase in the entry of skilled human resources and academic exchanges within the Southern African Development Community and the African continent. Such concessions within the Department's visa regime will boost intra-regional trade; attract investment for development; promote cross-regional infrastructure projects; and remove the costs of overlapping regional memberships by harmonising integration programmes. It will also enhance bilateral and multilateral relations between the citizens of the African continent and encourage contacts between business people, representatives of cultural, scientific and educational institutions and promote tourism to South Africa.
- Approval of the strategy for local integration, repatriation and re-settlement of refugees. The implementation of the strategy will be managed in a phased approach.
- On-line verification of asylum seeker and refugee permits including refugee identity documents. The on-line permit verification system was further expanded to DHA business units, VBS Mutual Bank and Investec in addition to the 9 banks already given access during the 2015/16 financial year.
- Implementation of the Marabastad Refugee Reception Renovation Project dealing with leadership, infrastructure, security and process related issues. The Marabastad office was officially renamed by the President of the Republic of South Africa, His Excellency President J Zuma, to the Desmond Tutu Refugee Reception Centre on 17 February 2017.

Moetapele Initiative

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. The following gains have been recorded:

- Moetapele standards have been rolled out to 38 frontline offices. Various initiatives are also underway at head office in branches such as immigration services, human resource management and development and counter-corruption and security services.
- Moetapele standards for refugee reception offices were developed.
- Interventions at Marabastad in respect of infrastructure improvements, operations management practices and process /system improvements. An Automated Booking system was installed and implemented at Marabastad. The Automated Booking System provides for the scheduling of appointments as well as self-extension of section 22 permits.
- Intensive leadership workshops were conducted for office managers in all 9 provinces supported by the implementation of operations tools to improve management practices in the front and back office.

Repositioning of the DHA as a highly secure and modern department

It is anticipated that there will be a growing demand on the services rendered by the DHA in spite of severe fiscal constraints. A further challenge for the DHA in respect of systems is a mix of out-of-date and modern technology as well as the reliability of national and local networks. Systems are used for some basic processes that are partly paper-based and manual; while other processes are automated and fully digital. Standards of supervision and staffing also vary.

The DHA has very limited resources to roll out its modernisation programme and to improve services at the rate that is required, such as issuing smart ID cards to millions more South Africans. On the whole, staff in most offices goes out of their way to ensure that the public has a positive experience when accessing the services of the DHA.

The DHA has initiated a process aimed at re-imagining the role of the DHA within the state and across society in general. The first phase was concluded, which was to undertake the research to support the need to reposition the DHA as a highly secure department that delivers modern identity and immigration services. The Cabinet instructed that DHA should be fully integrated into the security cluster and that a comprehensive business case with costed options be produced in the 2016/17 financial year. In 2017 the focus will be on developing a White Paper to be approved by the Minister of Home Affairs and submission to Cabinet.

DHA Organisational Performance

The DHA has made significant progress in improving its organisational performance since the 2012/13 financial year. The graphic below depicts the progress recorded:

The main reasons for the improvement in organisational performance can be attributed to:

- Improved governance, planning, implementation and monitoring practices:
  - Cascading of the DHA strategy throughout the organisation.
  - Planning is focused on those critical priorities which will ensure maximum impact.
  - Development of clear planning and M&E guidelines, tools and capacity building in this regard.
  - Improved governance practices such as the formation of a Key Performance Indicator Panel to quality assure technical indicator description sheets, compliance with prescripts such as SMART principles, and improved design of reporting templates.
  - Increasing realisation of the importance of integrated planning to identify and address key dependencies and risks.
  - One-on-one consultation sessions with branches on performance information / "bottom-up" approach to planning.
  - Intensified monitoring of progress in achieving targets.
- Improved internal controls around management practices.
  - The participation of Internal Audit in the strategic management process.
  - Improved governance arrangements, e.g. Audit Action Plan and Quarterly Reviews.
  - Application of lessons learned from audits in previous financial years.
  - Improved analysis of past and current departmental and branch performance to inform institutional planning.

As part of the commencement of the 2017/18 strategic planning cycle, the DHA conducted an assessment of all the internal and external factors impacting on the DHA, the country and on an international level. An environmental scan was conducted consisting of a:

- PESTLE (Political, Economic, Social, Technological, Legal and Environmental) and SWOT (Strength, Weakness, Opportunity and Threat) analysis.
- Risk management analysis in support of the strategic planning process.
- Progress report against the 2015 to 2020 Strategic Plan.
- An overview of the Medium Term Expenditure Framework (MTEF) for 2017 to 2020.

Key Priorities for the Department of Home Affairs

In order for the DHA to address the various challenges identified during the environmental analysis, the DHA has identified the following critical areas to be addressed in the medium to long term:

- Maintain and improve service delivery standards to ensure business continuity.
- Ensure acceptable level of access to services.
- Contribute positively to government commitments, ministerial priorities and key change programmes in DHA.
- Ensure good governance and administration.
- Rendering of critical support functions by support branches to core business.

The various programmes of the DHA outline how each of these key areas will be achieved. However, of critical importance is the contribution of the DHA to the Medium Term Strategic Framework (MTSF) 2014 to 2019. The contribution of the DHA is captured in the planning instruments of the DHA starting from the 2015/16 financial year. The main outputs that the DHA is responsible for in respect of national programmes are as follows:

- Establishing an integrated Border Management Authority;
- Developing an Integrated Border Management Strategy (over-arching and sub-strategies) to defend, protect, secure and ensure well-managed borders;
- Ensuring that registration at birth is the only entry point for South Africans to the new national identity system (NIS);
- Developing and approving of an Immigration Policy on International Migration;
- NIS designed and operational;
- Ensuring that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally;
- Reducing the time required for importing critical skills needed for the economy; and
- Improving feedback opportunities for citizens and other service users through the establishing of a DHA contact centre (Achieved in the 2015/16 financial year).

Going forward, the achievement of the following five strategic priorities will enable the DHA to effectively support national priorities and ensure the on-going transformation of the DHA to achieve its desired end state.

- Completing the Modernisation Programme – the focus is on integrated digital systems and re-engineered processes managed and protected by the required complement of effective professionals. These include the automation of key civics and immigration processes and the design of the envisaged National Identity System.
- Upgrade key ports of entry – a Transaction Advisor has been appointed to upgrade infrastructure in six key land ports and the DHA continues to roll-out the capturing of biometrics in ports of entry. Key ports refer to those that are critical for trade, the generation of revenue and jobs. The focus is on improving infrastructure and systems at ports of entry.
- Improved client experience through leadership (Moetapele) - Officials at every level are required to respond to client needs by demonstrating leadership through improving front and back office culture, processes and systems, thereby contributing to positive client experiences.
- Establishing an effective Border Management Authority (BMA) - the DHA must take ownership of the process of establishing a BMA and ensure there is visible improvement of the management of the borderline and ports of entry. The BMA will be established in an incremental manner from April 2017 onwards.
- Comprehensive review of Immigration Policy – South Africans should be positive about connecting with Africa and the rest of the world and to playing a role in making it a better and safer place to live in. The policy goal is to manage immigration securely while using it strategically for economic, social and cultural development.

Three of the above priorities require support from many government and civil society partners as well as from political leaders and the public in general. The first is the Modernisation Programme, which amongst other factors depends on reliable networks. At the heart of a

modern DHA will be the National Identity System that will have the biometric details, identity and status of all who live in South Africa. Building, maintaining and securing this system requires the cooperation of institutions such as health facilities and banks. The second priority is the establishment of the BMA and securing the borderline. Thirdly, the comprehensive review of the Immigration Policy requires a national discourse on aspects such as economic migration, the rights of refugees and asylum seekers and social integration.

The DHA has also made some significant progress with the implementation of the decisions of the Inter-Ministerial Committee (IMC) which was appointed by the President in August 2015 to assess possible implications arising from the implementation of the Immigration Amendment Acts (2007 and 2011) and Immigration Regulations, 2014.

Having implemented all of the recommendations made by the IMC that are within its control for the first year, the Department is now giving attention to the IMC measures falling in the 1 year and beyond category.

1.2 ORGANISATIONAL ENVIRONMENT

In support of the governance model of the country, it was necessary for the DHA to align the current DHA organisational structure, which was approved in September 2012, to the three spheres of government, namely national, provincial and local spheres. The organogram of the DHA is attached as Annexure A.

The DHA's organisational structure is a hierarchy consisting of a matrix of reporting lines necessary for providing effective coordination between national and provincial structures. In the current arrangement, head office is mainly responsible for policy development and strategy, as well as ensuring the efficient and smooth running of operations between the front and back office production hubs. Also, head office has the responsibility of oversight and support to ensure that at provincial level policies and plans are implemented as planned.

Provinces are responsible for the overall implementation of departmental plans and policies, whilst at the same time ensuring the delivery of efficient and effective services to clients. DHA officials are also responsible for delivering consular services at a number of foreign missions abroad.

The DHA's operating model is reviewed periodically in order to ensure its alignment and support to the strategic objectives of the DHA as well as its responsiveness to the needs of clients with regard to the delivery of efficient and effective services, quality products and exceptional experience, The formal organisation and staffing of the DHA should be aligned to its mandate and to its role in the state and society.

The internal re-organisation and relocation of the following offices were approved by the Executing Authority on 26 February 2015 with implementation effective from 1 April 2015:

- The relocation of reporting lines and responsibility of ports of entry from the Branch: Civic Services (Provincial Managers) to the Branch: Immigration Services (Chief Directorate: Port Control).
- The relocation of reporting lines and responsibility of the refugee reception centres from the Branch: Civic Services (Provincial Managers) to the Branch: Immigration Services (Chief Directorate: Asylum Seeker Management).

An outsourced call centre was contracted to handle queries, complaints and provide information to clients on behalf of Home Affairs. As effective as it was in handling certain aspects of DHA's core business, such as tracking progress of certain applications, it had a "second line" comprising of DHA officials. To resolve this issue, the DHA has set up its own state of the art DHA Contact Centre with effect from 1 April 2016. The aim with the new contact centre is to improve client experience by providing a single view of the client by allowing DHA contact centre agents to connect to all relevant DHA systems for speedy resolution of cases, queries or complaints. The optimisation of the DHA contact centre will take place in a phased manner over the medium term.

The DHA has begun a journey to reposition itself as a modern, secure and professional department at the heart of national security and development. In support of this strategic intent the DHA reviewed its top three tier organisational structure and post establishment in order to ensure alignment of functions, strategy, organogram and individual jobs. This process will be followed with a review of all other salary levels below level 13 to attain alignment with the entire DHA's organisational structure.

According to the Medium Term Expenditure Framework (MTEF) Allocations 2016/17 to 2018/19 letter from National Treasury dated 18 January 2016 (upon recommendations from the Minister's Committee on the Budget and approved by Cabinet on 13 January 2016), the DHA was instructed to reduce its compensation of employees budget by R253 967 million and R396 842 million for the 2017/18 and 2018/19 financial years respectively. 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 (e.g. heads of offices in the frontline and Chairperson of the Refugee Appeal Board) as well as specialist functions (e.g. in information technology and legal services) could not be filled immediately. Critical skills could also not be retained. 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 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 situation regarding the non-filling of posts has already had some negative consequences on departmental performance in especially specialist areas such as information technology, legal services and risk management as well as in the rendering of service delivery to clients. Furthermore, national security is also compromised if a key port of entry such as ORTIA cannot appoint a head as well as other key critical posts.

The repositioning and modernising exercise is heavily dependent on having the correct number of specialist skills in the correct areas. A system compromised through gaps in specialist resources will create opportunities for fraud and corruption and the government statistical system and planning will be compromised. The DHA is in the process of implementing initiatives to address the dire situation
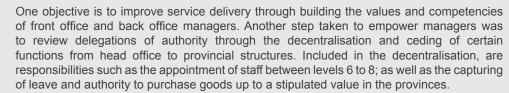
such as a capacity development model to ensure that capacity is evenly spread amongst frontline offices (right-sizing capacity in each and every office). By reaching the prescribed compensation of employees' ceiling through the non-filling of vacant posts, the Department has been allowed to continue with the filling of vacant and funded posts with effect from 1 September 2016. An additional amount of R 17 million was received from national treasury to provide additional capacity at ORTIA for the 2018/19 financial year.

The Branch HRM&D is a key driver of the change management programme that supports a broader departmental agenda. A change management strategy and roll out 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 and larger offices are at least all headed by assistant directors and, where possible, 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 Department adopted the philosophy of Moetapele. As a philosophy aimed at dealing with the issue of a dearth 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. Among others, and in addition to improving leadership as well management capabilities, the Moetapele initiative, also aims at improving the 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 office 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 purchase 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 Port Control 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 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

The DHA aligned its internal planning process with guidelines from National Treasury, with the priorities set out in the Medium Term Strategic Framework (MTSF) and the outcomes approach to planning. The bleak global and national economic outlook has underpinned the necessity of good quality planning. The austerity measures government departments have been subjected to have caused a rethink in terms of ways to effectively execute your mandate and ensuring value for money at all times.

The DHA strategic planning cycle for 2017/18 commenced on 9 June 2016 with a "Priority Setting and Strategy" workshop. The main purpose of this workshop was to set the scene for the rest of the planning to unfold during the remainder of the financial year. The focus of the workshop was on an environmental scan and confirmation of the main priorities for the DHA, both on a national and departmental level. In total the DHA hosted four main workshops or planning events in support of the 2017/18 planning process.

The output of the "Priority Setting and Strategy" workshop informed the "Bottom Up" planning process which took place during June and July 2016. During this process, all branches and provinces were required to translate the priorities identified during the 9 June 2016 workshop into realistic, implementable and costed measures. The aim was to involve as many staff as possible in the various branches and provinces in the planning process. The output of this process culminated in a workshop held on 11 and 12 August 2016 wherein comprehensive feedback was provided by branches. The reports from branches and provinces formed the basis for the 1st draft of the 2017/18 APP which was due for submission to the DPME and National Treasury by 31 August 2016.

A third strategic planning workshop was held on 3 November 2016 in preparation for the submission of the 2nd draft of the 2017/18 APP to the DPME and National Treasury by 30 November 2016. The 2nd draft considered all the key developments since the submission of the 1st draft in August 2016, for example the half-yearly organisational performance review in October 2016, the preliminary budget allocation letter for 2017/18, etc.

The month of February 2017 was used to finalise the departmental planning instruments after considering the implications of the State of the Nation Address and Budget Vote Speech by the Minister of Finance in preparation for tabling in Parliament on a date to be determined by the Leader of Government Business.

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 2017/18 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:

- The development of a business case 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 business model, organisational and operating model.
- 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 will be established in an incremental manner from the 1st of April 2017 onwards. Detailed BMA change management planning processes are currently underway. The BMA vision is that it should be a Schedule 3A National Public Entity in terms of the Public Finance Management Act. The BMA will be the single implementation border law enforcement entity in South Africa responsible in the long-term for all ports of entry and the land and maritime border environment. The BMA will champion the implementation of an Integrated Border Management Strategy that will have responsibilities for many organs of state across all spheres of government. From 2017/2018 onwards, the BMA will need to develop its own corporate and strategic planning instruments as a separate organ of state responsible to the Minister of Home Affairs.
- Addressing key dependencies on service providers to ensure uninterrupted service delivery.
- The current global and domestic economic outlook and implications for an already under-funded DHA.
- The need for improved consultation and collaboration with stakeholders on the implementation of immigration policies and legislation.
- The DHA becoming fully integrated into the JCPS cluster.

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.

2.2 POLICY MANDATES

Civic Services Mandate

Under apartheid, identity systems were fragmented between 11 different racial and ethnic departments and only the births of persons classified as "Whites, Coloureds and Indians" were systematically recorded. Whites received a level of service comparable with more advanced economies while Black South Africans were effectively denied citizenship and were subjected to colonial legislation and administration.

In 1994 the first democratically elected government had to confront the challenge of re-aligning the machinery of the state with fundamentally different policy imperatives. The DHA has the sole legal mandate to determine and register the civil status of citizens. Building a single non-racial population register was the most urgent priority, linked to the need to have a credible democratic election.

The primary policy driver for the DHA remains securing the birthright to citizenship of all South Africans. To deliver on this mandate requires three things to be in place: access to services; secure systems and processes; and the cooperation of citizens. With regard to the role of citizens, the early registration of birth is essential to securing the National Population Register (NPR) and by law parents must comply within 30 calendar days. The issue of identity documents (IDs) to 16 year olds is another important security matter as their identity is secured through linking it to their biographical data and to a signature, fingerprint and photograph.

Immigration Services Mandate

Immigration policy under apartheid governments was focused on strengthening racial domination. Africans in general were regarded as non-citizens and units of cheap labour to be controlled through the migrant labour system. To allow black South Africans to integrate with the rest of the world was regarded as dangerous and passports were denied to South Africans viewed as enemies of the state. South Africa was increasingly isolated, with apartheid declared a crime against humanity by the United Nations.

The DHA has the sole legal mandate to issue visas and permits to foreign nationals. These documents specify the length and conditions of their stay in South Africa. The Department must authorise and record the entry or exit of any person through ports of entry, which are designated by the Minister of Home Affairs. The DHA must also clear vessels for entry at harbours. Only the DHA can deport or prohibit a foreign national and grant refugee status to an asylum seeker in accordance with the Immigration and Refugees Acts.

The Immigration and Refugees Acts and Regulations administered by the DHA are grounded in the Constitution and international agreements that are ratified by Parliament. The primary immigration policy objectives are for South Africa to be fully integrated into the community of nations and to harness immigration to achieve national goals. In managing immigration, however, the DHA must at all times honour its constitutional obligation to protect South African sovereignty, the integrity of the state and the safety of all who live in South Africa. In this regard, the broader security mandate of the DHA demands that every immigration transaction and process must be subject to an assessment of the risk to South Africa, while taking its benefits into account.

It has been over 17 years since the White Paper on International Migration approved by Cabinet in March 1999, became the basis of immigration legislation and regulations. Although there have been significant economic, social, legislative and regulatory changes since then, there has not been a comprehensive review of policy. Essentially, the country's formal international migration policy has remained in place since 1999 despite significant changes in the country, region and world.

These developments necessitate that SA reviews the current international migration policy in line with developments as well as in line with the new macro policy frameworks. SA has adopted the National Development Plan (NDP) as an overarching policy framework for all national policies and legislation. The NDP essentially argues that, if we are to end poverty and create decent work we must use migration to break these patterns by growing our skills and knowledge base and by removing barriers to regional development. This requires SA to invest strategically in the further development of an efficient and secure immigration system.

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 entities 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 entities 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

The Department will deal with the following Bills in 2017:

- Home Affairs General Laws Amendment Bill;
- Security Printers Bill;
- GPW SOC Bill;
- Refugees Amendment Bill; and
- Prevention and Combating of Smuggling of Migrants Bill.

5. OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES:

5.1 EXPENDITURE ESTIMATES

Table 1: Department of Home Affairs Expenditure Estimates over the MTEF 2017-2020

	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
	Audited outcome	Audited outcome	Audited outcome	Voted (Main appropriation)	Adjusted Appropriation	Medium Term Expenditure Allocations		
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Programmes								
Administration	1,906,275	2,031,515	1,827,957	2,222,890	2,387,819	2,259,495	2,349,381	2,519,089
Citizen Affairs	3,899,965	4,075,657	4,785,665	3,901,559	4,725,520	3,574,710	4,182,592	3,798,602
Immigration Affairs	1,055,335	962,285	729,756	1,042,691	1,042,466	1,221,334	1,284,052	1,329,426
Total for Programmes	**6,861,575**	**7,069,457**	**7,343,378**	**7,167,140**	**8,155,805**	**7,055,539**	**7,816,025**	**7,647,117**
Economic classification								
Current payments	**4,874,056**	**5,101,266**	**5,460,541**	**5,430,360**	**6,327,685**	**5,547,947**	**5,781,372**	**6,163,770**
Compensation of employees	2,385,823	2,600,216	2,845,327	3,146,825	3,069,825	3,198,176	3,308,079	3,558,970
Goods and services	2,488,233	2,501,050	2,615,214	2,283,535	3,257,860	2,349,771	2,473,293	2,604,800
Transfers and subsidies	**1,733,158**	**1,703,470**	**1,666,143**	**1,725,887**	**1,817,227**	**1,446,205**	**1,969,644**	**1,414,665**
Payments for capital assets	**254,261**	**264,721**	**216,694**	**10,893**	**10,893**	**61,387**	**65,009**	**68,682**
Payments for financial assets	**100**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total economic classification	**6,861,575**	**7,069,457**	**7,343,378**	**7,167,140**	**8,155,805**	**7,055,539**	**7,816,025**	**7,647,117**

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. There will be costs associated with change management and the BMA establishment process. While it is expected that the requisite functions, funds and resources will be migrated to the BMA from the relevant departments and organs of state, additional start-up costs and investments in systems will be required.

(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), 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, 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.

As a labour intensive department, 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.

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, for example the streamlining of business units and business processes and reduction in non-essential spending (catering, etc.).

The main cost drivers and areas where spending pressures will be experienced are:
- Aspects of the modernisation programme of the DHA such as maintenance costs and IT upgrades.
- Contractual obligations such as the Advance Passenger Processing system.
- Increases in contractual obligations due to the weakness of the Rand.
- Deportations.
- Leases.
- New policies: Immigration White Paper and Business Case.
- Deployment of officials abroad.
- Payment for the use of data lines.

Table 2: DHA Establishment as at 31 January 2017

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2017/18			
	Filled	Vacant	Total	
3 - 6	6282	102	6384	65.98%
7 - 10	2845	51	2896	29.93%
11 - 12	228	8	236	2.44%
13 - 16	153	7	160	1.65%
TOTAL	**9508**	**168**	**9676**	**100%**

• *The above table includes the Work Exposure Learners and Cadets. The total per Programme is: Administration – 159 staff members, Citizen Affairs – 11 staff members and Immigration Affairs – 1 staff member.*

Part B
Programme and Sub-programme Plans

Key Strategy Components for 2017/18

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

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) Social protection (13) and Social cohesion and Nation building(14)

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

Vision	Mission	Values
A safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship	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	The DHA is committed to being - People-centred & caring, Patriotic, Professional & having integrity, Corruption free & ethical, Efficient & innovative, Disciplined & security conscious

Outcomes

1 Secured South African citizenship and identity, 2 Secured and responsive immigration system, 3 Services to citizens and other clients that are accessible and efficient

Strategic Objectives for Outcome 1	Strategic Objectives for Outcome 2	Strategic Objectives for Outcome 3
• 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	• 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	• 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

Programme 2: Citizen Affairs	Programme 3: Immigration Affairs	Programme 1: Administration
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	**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	**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

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.

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

Home Affairs must ensure that:

- A national identity system will be at the heart of security, service delivery and an efficient state.
- Immigration is used strategically and securely to achieve national and regional goals; and the documentation, entry and exit of legitimate visitors is facilitated rapidly (White Paper on International Migration).
- Patriotic, professional and humane officials can adequately protect the security and integrity of its people, systems, services and infrastructure.
- The status of asylum seekers is securely, humanely and efficiently determined; and genuine refugees are assisted in a coordinated way by the state and Non-govenmental Organisations (NGOs).

The mandate of the DHA is in broad alignment with the National Development Plan (NDP). The inclusion of all citizens in democracy and development is enabled by providing them with a status and an identity that gives them access to rights and services. The NDP draws on international experience in pointing out that the strategy will succeed if it is implemented 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 efficiently and securely manage movements of people within the region. The inclusion of all citizens in democracy and development is enabled by building sound national population registers and providing them with a status and an identity that gives them 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 thus deliver better services and attract more investment.

Government has decided on the following five priorities which will form the basis of the Medium Term Strategic Framework (MTSF).

- Decent work and sustainable livelihoods;
- Education;
- Health;
- Rural development, food security and land reform; and
- Fight against crime and corruption.

In support of government's outcomes based approach to strategic planning, the DHA contributes directly to 3 of the 14 outcomes of government:

1. Quality basic education.
2. A long and healthy life for all.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. Skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable, sustainable rural communities contributing to food security for all.
8. Sustainable human settlements and improved quality of household life.
9. Responsive, accountable, effective and efficient local government system.
10. Protect and enhance our environmental assets and natural resources.
11. Create a better South Africa, a better Africa and a better world.
12. An efficient, effective and development oriented public service.
13. Social protection.
14. Social cohesion.

The contribution of the DHA to the MTSF 2014 to 2019 is captured in the planning instruments of the DHA starting from the 2015/16 financial year. The main outputs that the DHA is responsible for are as follows:

- Establishing an integrated Border Management Authority;
- Developing an Integrated Border Management Strategy (over-arching and sub-strategies) to defend, protect, secure and ensure well-managed borders;
- Ensuring that registration at birth is the only entry point for South Africans to the new national identity system (NIS);
- Immigration and Refugees Bills submitted to Parliament for approval;
- Designing and operationalising a National Identity System (NIS);
- Ensuring that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally;
- Reducing the time required for importing critical skills needed for the economy; and
- Improving feedback opportunities for citizens and other service users through the establishing of a DHA contact centre.

The Department of Home Affairs has aligned its own outcomes to those of government.

- Outcome 1: Secured South African citizenship and identity.
- Outcome 2: Secured and responsive immigration system.
- Outcome 3: Services to citizens and other clients that are accessible and efficient.

The measures for the various programmes within the DHA have shown consistency over the medium term with the civic affairs' programme focusing mainly on the early registration of birth, issuance of smart identity cards and turnaround times for key enabling documents such as identity documents and passports. Two new targets have been added to the 2017/18 APP

to support the uptake of smart ID cards, namely a strategy for the discontinuation of the green barcoded identity document and the development of mobile technology for the rendering of services.

The immigration affairs' programme has placed emphasis on turnaround times for key enabling documents in support of economic development (for example critical skills visas and business and general work visas), the development of the policy on international migration, infrastructure improvements at ports of entry and the establishment of the BMA.

For Immigration Services, the significant change from the 2016/17 Annual Performance Plan, is the focus on law enforcement operations / inspections to be conducted to ensure compliance with immigration and departmental legislation. The burning issue is that many businesses, particularly in the hospitality, construction and farming sectors / industry, do not hire South African workers, preferring migrants. Section 49(3) of the Immigration Act, 2002 stipulates that anyone who knowingly employs an illegal foreigner or a foreigner in violation of this Act, shall be guilty of an offence and liable on conviction to a fine or to imprisonment as determined by the courts. Government has a duty to ensure proper monitoring mechanisms are in place for South Africans to benefit the most from economic and employment growth, across all sectors.

There are several critical support areas within the Administration programme without which the two core business branches (Civic Services and Immigration Services) will not be able to execute their mandates effectively. Information Technology is the main driver behind the modernisation programme. The Human Resource and Development Branch is also fulfilling an important change management responsibility in the transformation of the DHA. Other support branches such as Institutional Planning and Support and Finance and Supply Chain Management have contributed significantly towards improved governance practices. The departmental Counter Corruption Strategy has a number of key pillars and the measures identified in support of these pillars have been consistently achieved.

The DHA followed the logic model methodology to translate its vision and mission into a clear set of outcomes, strategic objectives and outputs in support of government outcomes. The departure point for strategic planning is the three outcomes set by the DHA. Outcomes are broken down into specific strategic objectives and each of the strategic objectives into outputs. Outputs are measured through the development of performance indicators and the level of performance is specified through annual and quarterly targets. The realisation of indicators / targets and outputs contribute to the achievement of strategic objectives and ultimately to the DHA outcomes.

The scope of targets, calculation method and other technical information are provided in the description of key performance indicators using templates and guidelines provided by National Treasury.

The technical indicator description sheets or key performance indicator sheets will be placed on the DHA website by 30 April 2017.

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 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 and the maintenance of stakeholder forums.
- 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.
- Providing for the development and facilitation of channels to enhance access to services through various means of footprint development and the DHA contact centre.
- 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 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 3: Establishment for Administration as at 31 January 2017

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2017/18			
	Filled	Vacant	Total	
3 - 6	622	11	633	50.60%
7 - 10	389	4	393	31.41%
11 - 12	128	5	133	10.63%
13 - 16	89	3	92	7.35%
TOTAL	**1228**	**23**	**1251**	**100**

- *A total of 159 posts for Work Exposure Learners and Cadets on salary level 3 to 6 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.

Annual Performance Plan 2017/18

Table 4: Programme 1 (Administration) – 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
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 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) • 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)	System design and development for NIS finalised as outlined in APP (Phased approach)	NIS developed	NIS operational
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	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 Temporary solution for biometric functionality partially rolled out to 4 pilot airports and 6 land ports as well as 1 maritime port	Biometrics rolled out in phased approach - pilot conducted	Biometrics rolled out (100% of ports of entry equipped with EMCS)	Maintenance and Support of systems

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
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)	133% (133) for outbound management development programmes)	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	100% of nominated staff trained (300 for 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	NA	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	Fourth phase of repositioning completed	Fifth phase of repositioning completed

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
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	4 reviews on business processes signed off by DG	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 (20 awareness interventions conducted 64% 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 620 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
Good governance and administration	No audit qualification by 2019/20	Qualified	Disclaimer	Qualified audit report	Qualified audit report	Unqualified audit report	No audit qualifications	No audit qualifications	No audit qualifications

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
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	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	Key elements of Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements	Key elements of Communication Strategy as outlined in APP implemented in respect of Corporate Communication Services, Media Relations and Public Awareness Engagements

Table 5: Programme 1 (Administration) - Annual Targets for the 2017/18 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	National Identity System (NIS) developed and operational	Automation of Citizenship and Amendment processes as per specifications (2017/18) Automation of Asylum Seeker Management process (2018/19) NIS development completed (2018/19) NIS operational (single view of client) (2019/20)	NA	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	Asylum Seeker Management process developed onto live capture NIS developed	NIS operational	DDG: Information Services (IS)
Quarterly Target Information for 2017/18										
Performance Indicator: Automation of Citizenship and Amendment processes as per specifications										
Annual Target: Citizenship and Amendment processes developed onto live capture										
Reporting Period: Quarterly										
Quarter 1 Target: NA										
Quarter 2 Target: Business requirement specifications for Citizenship and Amendments approved by DDG: CS										
Quarter 3 Target: Technical specifications for Citizenship and Amendments approved by DDG: IS										
Quarter 4 Target: Citizenship and Amendment module developed										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
1.2.2	Automated Fingerprint Identification System (AFIS) upgrade completed	AFIS impact analysis report signed off by DDG: CS and DDG: IMS in preparation for AFIS upgrade (2017/18) AFIS upgraded as per specifications (2018/19) AFIS recognition capabilities functional (2018/19 and 2019/20)	NA	NA	AFIS tender specifications finalised	AFIS closed tender advertised	Impact analysis report signed off by DDG:CS and DDG: IMS (AFIS)	AFIS upgraded Facial recognition capability functional	Iris recognition capability functional	DDG: Information Services (IS)

Quarterly Target Information for 2017/18

Performance Indicator: AFIS impact analysis report signed off by DDG: CS and DDG: IMS in preparation for AFIS upgrade

Annual Target: Impact analysis report signed off by DDG:CS and DDG: IMS (AFIS)

Reporting Period: Bi-annually

Quarter 1 Target: N/A

Quarter 2 Target(s): Service provider appointed

Quarter 3 Target: N/A

Quarter 4 Target: Impact analysis report signed off by DDG: CS and DDG: IMS

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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 scope piloted at one port of entry as per signed business requirements (EMCS) (2017/18) Number of ports with biometric functionality as per signed business requirements (2018/19) Trusted Traveller prototype developed (2018/19) Number of ports with Trusted Traveller programme (2019/20)	NA	NA	Phase 2 of EMCS implemented in line with new Immigration Regulations (Solution to deal with Undesirables) Temporary solution for biometrics partially rolled out to ORTIA, King Shaka, Lanseria, Cape Town airports and 2 land ports	Business requirement specifications approved by DDG: IMS	EMCS (full biometric scope) piloted at one port of entry	EMCS (full biometric solution) rolled out to all ports with EMCS (72 in total) Trusted Traveller programme developed (prototype)	Rollout of Trusted Traveller programme to selected ports of entry	DDG: Information Services (IS)

Quarterly Target Information for 2017/18

Performance Indicator: Full biometric scope piloted at one port of entry as per signed business requirements

Annual Target: EMCS (full biometric scope) piloted at one port of entry

Reporting Period: Quarterly

Quarter 1 Target: Technical specifications approved by DDG: IS

Quarter 2 Target: NA

Quarter 3 Target: EMCS (full biometric scope) developed

Quarter 4 Target: Biometric functionality piloted at Skilpadshek

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	129	161	779	300	300	300	300	DDG: Human Resource Management and Development (HRM&D)
Quarterly Target Information for 2017/18										
Performance Indicator: Number of managers (junior, middle and senior) trained in leadership and management development programmes to improve performance and professionalisation										
Annual Target: 300										
Reporting Period: Quarterly										
Quarter 1 Target: 75										
Quarter 2 Target: 90										
Quarter 3 Target: 75										
Quarter 4 Target: 60										

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
3.1.2	Business case for repositioning Home Affairs as a modern, secure department implemented	Phased implementation of business case for repositioning Home Affairs as a modern, secure department: • Third phase: Draft White Paper submitted to Minister for approval (2017/18) • Fourth phase: DHA Bill submitted to Cabinet (2018/19) • Fifth phase: Basic elements of new model for DHA in place as defined in the Business Case (2019/20)	N/A	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 modern, secure DHA submitted to Cabinet for approval)	Draft White Paper submitted to Minister for approval	DHA Bill submitted to Cabinet	Basic elements of new model for DHA in place as defined in the approved Business Case	DDG: Institutional Planning and Support (IPS)

Quarterly Target Information for 2017/18

Performance Indicator: Phased implementation of business case for repositioning Home Affairs as a modern, secure department: Third phase: Draft White Paper submitted to Minister for approval

Annual Target: Draft White Paper submitted to Minister for approval

Reporting Period: Quarterly

Quarter 1 Target: Discussion Paper published on the DHA website for internal and external consultation

Quarter 2 Target: Consolidated report on inputs from Discussion Paper consultations presented to EXCO

Quarter 3 Target: First draft of White Paper submitted to Minister for comment

Quarter 4 Target: Final draft of White Paper submitted to Minister for approval

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	NA	4.9%	2.1%	1.7% (Jan 2017)	Vacancy rate maintained at 10% or below by 31 March 2018	Vacancy rate maintained at 10% or below by 31 March 2019	Vacancy rate maintained at 10% or below by 31 March 2020	DDG: Human Resource Management and Development (HRM&D)
Quarterly Target Information for 2017/18										
Performance Indicator: Vacancy rate maintained at a set percentage or lower										
Annual Target: Vacancy rate maintained at 10% or below by 31 March 2018										
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
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	NA	NA	NA	Feasibility study undertaken and TA I request submitted to National Treasury	Request for Qualification (RFQ) issued to the market	Selection of Pre-Qualified Bidders, Request for Proposals (RFP) issued and appointment of a preferred bidder	PPP Agreement signed and financial closure effected with the appointed private party	BMA Project Manager

Quarterly Target Information for 2017/18
Performance Indicator: Compliance with Treasury Regulations in respect of entering into a PPP
Annual Target:: Request for a Qualification (RFQ) issued to the market
Reporting Period: Quarterly
Quarter 1 Target: Finalisation of a Request for Qualification Framework approved by DG
Quarter 2 Target: Draft Request for Qualification Framework document approved by BMA PMO
Quarter 3 Target: Request for a Qualification document submitted to National Treasury for approval
Quarter 4 Target: Request for a Qualification issued to the market

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	NA	Ethics Management programme developed and approved by EXCO Ethics Management Programme implemented Awareness plan implemented	44	20	20	20	20	DDG: Counter Corruption & Security Services (CCSS)
Quarterly Target Information for 2017/18										
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										

Annual Performance Plan 2017/18

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
3.3.2	Counter Corruption Strategy for Home Affairs implemented	Percentage of reported cases on fraud and corruption finalised within 90 working days	New PI	60%	69%	64%	66%	66%	66%	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2017/18
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	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Delegation
3.3.3	Counter Corruption Strategy for Home Affairs implemented	Number of detection reviews / security evaluations on processes conducted to identify possible vulnerabilities to fraud, corruption and security breaches in business processes (approved by DDG:CCSS and reports submitted to affected business units for implementation of recommendations)	4	4	2	2	2	2	2	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2017/18
Performance Indicator: Number of detection reviews / security evaluations on processes conducted to identify possible vulnerabilities to fraud, corruption and security breaches in business processes (approved by DDG:CCSS and reports submitted to affected business units for implementation of recommendations)
Annual Target: 2
Reporting Period: Quarterly
Quarter 1 Target: Plan (research and information gathering) approved by DDG:CCSS for first business process to be reviewed
Quarter 2 Target: 1 review report signed off by DDG: CCSS and submitted to affected business unit for implementation of recommendations
Quarter 3 Target: Plan (research and information gathering) approved by DDG:CCSS for second business process to be reviewed
Quarter 4 Target: 1 review report signed off by DDG: CCSS and submitted to affected business unit for implementation of recommendations

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
3.3.4	Counter Corruption Strategy for Home Affairs implemented	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information- (MISS) and / or Minimum Physical Security Standards (MPSS)	NA	80	88	80	80	80	80	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2017/18

Performance Indicator: Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information- (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	13/14	14/15	15/16	16/17	17/18	18/19	19/20	Delegation
3.3.5	Counter Corruption Strategy for Home Affairs implemented	Number of vetting files finalised and referred to State Security Agency (SSA) for evaluation	NA	532	1143	620	572	572	572	DDG: Counter Corruption & Security Services (CCSS)

Quarterly Target Information for 2017/18

Performance Indicator: Number of vetting files finalised and referred to State Security Agency (SSA) for evaluation

Annual Target: 572

Reporting Period: Quarterly

Quarter 1 Target: 156

Quarter 2 Target: 156

Quarter 3 Target: 130

Quarter 4 Target: 130

No	Output	Performance Indicator / Measure	Audited Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
3.3.6	Misconducted cases dealt with efficiently	Percentage of misconduct cases submitted to presiding officer for consideration	NA	NA	NA	New PI	70%	70%	70% of	DDG: Human Resource Manage-ment and Development (HRM&D)

Quarterly Target Information for 2017/18
Performance Indicator: Percentage of misconduct cases submitted to 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
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
Link to National Outcome 12: An efficient, effective and development oriented public service **Link to National Outcome 14: Nation building and social cohesion**										
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	Compliance with set number of interventions implemented in support of communication strategy and action plan	Communication strategy in place	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 Publication 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	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
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
Quarterly Target Information for 2017/18										
Performance Indicator: Compliance with set number of 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 and 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 and 2 Campaigns)										
Reporting Period: Quarterly										
Quarter 1 Target(s): 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 1 Ministerial Imbizo, 1 Budget Vote Communication event, 3 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 Ministerial Izimbizo, 3 Ministerial Home Affairs Today, 2 Notes from the DG's desk										
Quarter 3 Target(s): 1 Publication of Ikhaya internal newsletter, 7 Media engagements, 2 Ministerial Izimbizo, 3 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 Ministerial Imbizo, 2 Ministerial Home Affairs Today, 2 Notes from the DG's desk										

Table 6: Reconciling performance targets with the budget and the MTEF for Programme 1: Administration

	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
	Audited outcome	Audited outcome	Audited out-come	Voted (Main appropriation)	Adjusted Appropriation	Medium Term Expenditure Allocations		
Rand thousand	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Subprogrammes								
Ministry	27,151	28,415	33,916	43,757	42,257	37,419	46,548	48,332
Management Support Services	184,765	193,374	203,944	208,525	200,894	180,875	187,972	194,921
Corporate Services	630,692	728,767	668,036	630,663	678,000	719,945	722,164	811,998
Transversal Information Technology Management	675,848	682,267	498,353	872,673	952,146	833,655	876,815	919,067
Office Accommodation	387,819	398,692	423,708	467,272	514,522	487,601	515,882	544,771
Total	**1,906,275**	**2,031,515**	**1,827,957**	**2,222,890**	**2,387,819**	**2,259,495**	**2,349,381**	**2,519,089**
Economic classification								
Current payments	**1,646,348**	**1,764,154**	**1,624,839**	**2,209,717**	**2,363,977**	**2,195,713**	**2,281,838**	**2,447,731**
Compensation of employees	367,978	420,430	430,733	575,153	576,713	626,670	615,219	790,336
Goods and services	1,278,370	1,343,724	1,194,106	1,634,564	1,787,264	1,569,043	1,666,619	1,657,395
Transfers and subsidies	**9,616**	**9,779**	**2,325**	**2,280**	**12,949**	**2,395**	**2,534**	**2,676**
Payments for capital assets	**250,211**	**257,582**	**200,793**	**10,893**	**10,893**	**61,387**	**65,009**	**68,682**
Payments for financial assets	**100**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**1,906,275**	**2,031,515**	**1,827,957**	**2,222,890**	**2,387,819**	**2,259,495**	**2,349,381**	**2,519,089**

Annual Performance Plan 2017/18

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. The allocation is mainly to improve access to records for the issuance of unabridged birth certificates.

Table 7: Establishment for Citizen Affairs as at 31 January 2017

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2017/18			
	Filled	**Vacant**	**Total**	
3 - 6	4361	71	4432	67.07%
7 - 10	2011	40	2051	31.04%
11 - 12	71	3	74	1.12%
13 - 16	47	4	51	0.77%
TOTAL	**6490**	**118**	**6608**	**100**

- *A total of 11 posts for Work Exposure Learners on salary level 3 to 6 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.

Table 8: Programme 2 (Citizen Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
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 8.810 million citizens)	7% 602 530 births NA for smart ID cards	9% 650 682 for births 125 112 for smart ID cards Total of 775 794	27% 704 527 for births 1 638 387 for smart ID cards Total of 2 342 914	34% 703 705 for births 2 320 972 for smart ID cards Total of 3 024 737	34% (2 950 000)	43% (3 750 000)	66% (5 810 000)	*100% (8 810 000)
	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 (92.2%) Achieved for IDs re-issues (98.15%)	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 passports (new live capture system) Achieved for IDs 1st issues (93.9%) Achieved for IDs re-issues (97.9%) Achieved for passport (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) IDs 1st issues (90%) IDs re-issues (95%) 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)

Footnote: Accumulative percentages

Table 9: Programme 2 (Citizen Affairs) – Annual Targets for the 2017/18 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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 13: Social protection** **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										
1.1.1	Births registered within legally prescribed period	Number of births registered within 30 calendar days	650 682	704 527	703 765	740 000	750 000	810 000	810 000	DDG: Civic Services (CS)
Quarterly Target Information for 2017/18										
Performance Indicator: Number of births registered within 30 calendar days										
Annual Target: 750 000										
Reporting Period: Quarterly										
Quarter 1 Target: 192 825										
Quarter 2 Target: 190 564 (accumulative total of 383 389)										
Quarter 3 Target: 170 106 (accumulative total of 553 495)										
Quarter 4 Target: 196 505 (accumulative total of 750 000)										
1.1.2	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	125 112	1.638 387	2 320 972	2.2 million	3 million	5 million	8 million	DDG: Civic Services (CS)
Quarterly Target Information for 2017/18										
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: 810 000										
Quarter 2 Target: 750 000 (accumulative total of 1 560 000)										
Quarter 3 Target: 690 000 (accumulative total of 2 250 000)										
Quarter 4 Target: 750 000 (accumulative total of 3 million)										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
1.1.3	Strategy for "Discontinuation of the Green Barcoded Identity Document" implemented to enhance the uptake of smart ID cards	Ministerial approval for "Strategy for Discontinuation of the Green Barcoded Identity Document" (2017/18) Phased implementation of Strategy (2018/19 to 2019/20)	NA	NA	NA	New PI	Strategy for "Discontinuation of the Green Barcoded Identity Document" approved by Minister	Strategy for "Discontinuation of the Green Barcoded Identity Document" implemented (phased approach)	Strategy for "Discontinuation of the Green Barcoded Identity Document" implemented (phased approach)	DDG: Civic Services (CS)

Quarterly Target Information for 2017/18

Performance Indicator: Ministerial approval for "Strategy for Discontinuation of the Green Barcoded Identity Document"

Annual Target: Strategy for "Discontinuation of the Green Barcoded Identity Document" approved by Minister

Reporting Period: Quarterly

Quarter 1 Target: Feasibility study on the current green barcoded identity document environment conducted

Quarter 2 Target: Strategy approved by DDG: CS

Quarter 3 Target: Strategy presented to EXCO and MMM (internal stakeholders) and SABRIC, JCPS and G&A clusters (external stakeholders)

Quarter 4 Target: Strategy approved by Minister

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
1.1.4	Access to service delivery enhanced through the rollout of mobile technology	Pilot for mobile solution conducted in 9 offices (2017/18) Number of offices with mobile solution (2018/19 and 2019/20)	NA	NA	NA	New PI	Mobile solution for live capture piloted in 9 offices	Mobile solution rolled out to 190 offices	Mobile solution rolled out to 200 offices	DDG: Civic Services (CS)

Quarterly Target Information for 2017/18

Performance Indicator: Pilot for mobile solution conducted in 9 offices

Annual Target: Mobile solution for live capture piloted in 9 offices

Reporting Period: Quarterly

Quarter 1 Target(s):
Service provider appointed
Customised business requirement specifications for software signed off by DDG: CS

Quarter 2 Target: Technical specifications signed off by DDG: IS

Quarter 3 Target: Mobile live capture solution developed

Quarter 4 Target: Mobile solution for live capture piloted in 9 offices

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
1.1.5	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	NA	92.4%	90%	90%	90%	90%	DDG: Civic Services (CS)

Quarterly Target Information for 2017/18
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 9: Reconciling performance targets with the Budget and the MTEF for Programme 2: Citizen Affairs

Rand thousand	2013/14 Audited outcome	2014/15 Audited outcome	2015/16 Audited outcome	2016/17 Voted (Main appropriation)	Adjusted Appropriation	2017/18 Medium Term Expenditure Allocations	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes								
Citizen Affairs Management	20,991	25,272	39,475	21,975	31,391	36,533	37,947	39,407
Status Services	440,166	561,953	809,191	116,757	915,517	113,528	116,999	125,367
Identification Services	210,884	204,925	213,867	292,429	284,473	247,385	255,795	271,074
Access to Services	-	-	-	-	-	-	-	-
Service Delivery to Provinces	1,514,740	1,607,794	2,078,316	1,749,357	1,701,758	1,736,148	1,807,590	1,953,774
Film and Publication Board	-	-	-	-	-	-	-	-
Government Printing Works	134,005	-	-	-	-	-	-	-
Electoral Commission	1,463,994	1,553,617	1,517,104	1,586,561	1,657,901	1,299,912	1,814,867	1,251,220
Represented Political Parties' Fund	115,185	122,096	127,712	134,480	134,480	141,204	149,394	157,760
Total	**3,899,965**	**4,075,657**	**4,785,665**	**3,901,559**	**4,725,520**	**3,574,710**	**4,182,592**	**3,798,602**
Economic classification								
Current payments	**2,174,420**	**2,381,002**	**3,109,515**	**2,178,319**	**2,922,932**	**2,131,285**	**2,215,889**	**2,387,043**
Compensation of employees	1,500,364	1,630,226	2,104,960	1,902,296	1,825,284	1,889,686	1,976,702	1,999,178
Goods and services	674,056	750,776	1,004,555	276,023	1,097,648	241,599	239,187	387,865
Transfers and subsidies	**1,721,766**	**1,691,897**	**1,662,687**	**1,723,240**	**1,802,588**	**1,443,425**	**1,966,703**	**1,411,559**
Payments for capital assets	**3,779**	**2,758**	**13,463**	**-**	**-**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**3,899,965**	**4,075,657**	**4,785,665**	**3,901,559**	**4,725,520**	**3,574,710**	**4,182,592**	**3,798,602**

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 – Air and Maritime 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 *Domestic Immigration 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* 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 and tourism 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 and refugee reception offices.
- 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 10: Establishment for Immigration Affairs as at 31 January 2017

Salary Level	Number of Employees over Medium Term Expenditure Estimate (Funded Establishment)			Salary Level / Total Ave (%)
	2017/18			
	Filled	Vacant	Total	
3 - 6	1299	20	1319	72.59%
7 - 10	445	7	452	24.88%
11 - 12	29	0	29	1.60%
13 - 16	17	0	17	0.94%
TOTAL	**1790**	**27**	**1817**	**100**

- *A total of 1 post for Work Exposure Learner on salary level 3 to 6 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 11: Programme 3 (Immigration Affairs) - 5 Year Targets for Strategic Objectives

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Movement of persons in and out of the country mananged according to a risk based approach	SA's borders effectively defended, protected, secured and well-managed through policy, legislation and strategy development and implementation (as outlined in Annual Performance Plans)	Immigration policy and legislative review finalised and submitted to Minister for approval	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, 2 Visa and Permit Premium Centres for clients registered with the Corporate Accounts Unit opened)	Immigration and Refugee policy and legislation development concluded 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)	Implementation of legislation and operational strategies in border environment (as outlined in Annual Performance Plans)

Strategic Objective	5-Year Strategic Plan Target	Audited Performance (Targets)				Estimated Performance	Medium Term Targets		
		12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
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	Not achieved for permanent residence (1.3%) Not achieved for business and general work visas (49.5%)	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) Critical skills (75%) Business and general work visas (80%) Permanent residence (85%)	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and 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)	Compliance with service standards set for enabling documents issued to foreigners (permanent residence applications, business and general work visas and critical skills visas)
Refugees and asylum seekers are managed and documented efficiently	Establishment of asylum processing centres closer to the country's borders	NA	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)	Treasury Prescripts followed for public-private partnerships	Treasury Prescripts followed for public-private partnerships	Rollout dependent on outcome of feasibility study

Table 12: Programme 3 for Immigration Services (IMS) – Annual Targets for the 2017/18 Financial Year in support of Strategic Objectives

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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 borders	Compliance with Treasury Regulation 16	NA	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	Bid issued and evaluated to obtain TA II approval from National Treasury	TA III obtained prior to concluding PPP agreements	DDG: Immigration Services (IMS)
Quarterly Target Information for 2017/18										
Performance Indicator: Compliance with Treasury Regulation 16										
Annual Target: Feasibility report submitted to National Treasury for TA I approval										
Reporting Period: Quarterly										
Quarter 1 Target: Scope of engagement of Transaction Advisor approved by DG										
Quarter 2 Target: Option analysis performed by service provider and report submitted to DG										
Quarter 3 Target: Affordability, risk transfer and value for money analysis demonstrated by Transaction Advisor and report submitted to DG										
Quarter 4 Target: Feasibility report for TA I approval submitted to National Treasury										

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No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	New PI	100	100	100	DDG: Immigration Services (IMS)
Quarterly Target Information for 2017/18										
Performance Indicator: Number of law enforcement operations / inspections conducted to ensure compliance with immigration and departmental legislation										
Annual Target: 100										
Reporting Period: Quarterly										
Quarter 1 Target: 25										
Quarter 2 Target: 25										
Quarter 3 Target: 25										
Quarter 4 Target: 25										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	Ministerial approval for BMA Road Map (2017/18) Phased operationalisation of BMA as per approved BMA Road Map (2018/19 & 2019/20)	Project manager appointed Process commenced for issuance of tender for feasibility study	BMA feasibility study approved by Minister Outline for BMA Draft Bill approved by Minister	Draft BMA Bill formally introduced into Parliament in May 2016 after NEDLAC consultations	BMA Bill introduced into Parliament BMA Blue Print prepared	BMA Road Map approved by Minister	BMA operational according to BMA Road Map	BMA operational according to BMA Road Map	BMA Project Manager
Quarterly Target Information for 2017/18										
Performance Indicator: Ministerial approval for BMA Road Map										
Annual Target: BMA Road Map approved by Minister										
Reporting Period: Quarterly										
Quarter 1 Target: 1st Draft of BMA Road Map approved by BMA Project Manager										
Quarter 2 Target: 1st Draft of BMA Road Map presented at EXCO and Minister's Management Meeting (MMM)										
Quarter 3 Target: 2nd Draft of BMA Road Map presented at EXCO and MMM										
Quarter 4 Target: Final draft of Road Map submitted to Minister for approval										

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No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	Monitoring of phased implementation of Integrated Border Management Strategy by BMA	NA	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	Implementation of Integrated Border Management Strategy monitored by BMA (Action Plans of various organs of state)	Implementation of Integrated Border Management Strategy monitored by BMA (Action Plans of various organs of state)	Implementa-tion of Inte-grated Border Management Strategy mon-itored by BMA (Action Plans of various or-gans of state)	BMA Project Manager
Quarterly Target Information for 2017/18										
Performance Indicator: Monitoring of phased implementation of Integrated Border Management Strategy by BMA										
Annual Targets: Implementation of Integrated Border Management Strategy monitored by BMA (Action Plans of various organs of state)										
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	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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 policy developed and legislation reviewed	Ministerial approval of Immigration and Refugees Bills for submission to Cabinet (2017/18) Immigration and Refugee Bills submitted to Parliament for approval (2018/19) New legislation implemented (2019/20)	Draft immigration policy discussion paper, with definite proposals, submitted for approval to Minister for consultation with relevant government departments	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 submitted to Cabinet for approval	Immigration and Refugees Bills approved by Minister for submission to Cabinet	Immigration and Refugees Bills submitted to Parliament for approval	New legislation implemented	DDG: Immigration Services (IMS)
Quarterly Target Information for 2017/18										
Performance Indicator: Ministerial approval of Immigration and Refugees Bills for submission to Cabinet										
Annual Target: Immigration and Refugees Bills approved by Minister for submission to Cabinet										
Reporting Period: Quarterly										
Quarter 1 Target(s): Outline and structure of the Immigration Amendment Act submitted to Minister for approval Outline and structure of the Refugees Amendment Act submitted to Minister for approval										
Quarter 2 Target(s): Immigration Amendment Bill drafted and approved by DDG: IMS Refugees Amendment Bill drafted and approved by DDG: IMS										
Quarter 3 Target(s): Immigration Amendment Bill submitted to EXCO for consideration Refugees Amendment Bill submitted to EXCO for consideration										
Quarter 4 Target(s): Immigration Amendment Bill submitted to Minister for approval Refugees Amendment Bill submitted to Minister for approval										

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
2.2.5	Physical infrastructure at selected ports of entry and refugee reception offices improved to comply with prescribed infrastructure standards	Number of selected ports of entry and refugee reception offices with either improved residential or improved office accommodation or both as per set standards	11	8	0	15	6	10	-	DDG: Immigration Services (IMS)

Quarterly Target Information for 2017/18

Performance Indicator: Number of selected ports of entry and refugee reception offices with either improved residential or improved office accommodation or both as per set standards

Annual Target: 6

Reporting Period: Quarterly

Quarter 1 Target: Implementation plan approved by DDG: IMS

Quarter 2 Target: Improvements at 1 port of entry

Quarter 3 Target: Improvements at 2 ports of entry

Quarter 4 Target: Improvements at 2 ports of entry and 1 refugee reception office

No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
**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)	28.2%	36.8%	53%	85%	85%	85%	85%	DDG: Immigration Services (IMS)

Quarterly Target Information for 2017/18
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%

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No	Output	Performance Indicator	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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)	48.7% of temporary residence permits (critical skills) issued within 8 weeks for applications processed within the RSA and abroad	62% of business, critical skills and general work permits adjudicated within 8 weeks for applications processed within the RSA	84.7%	80%	90%	95%	95%	DDG: Immigration Services (IMS)

Quarterly Target Information for 2017/18

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	Audited / Actual Performance (Targets)			Estimated Performance (Baseline)	Medium Term Targets			Delegation
			13/14	14/15	15/16	16/17	17/18	18/19	19/20	
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	NA	79.8%	75%	80%	85%	85%	DDG: Immigration Services (IMS)
Quarterly Target Information for 2017/18										
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: 80%										
Reporting Period: Quarterly										
Quarter 1 Target: 80%										
Quarter 2 Target: 80%										
Quarter 3 Target: 80%										
Quarter 4 Target: 80%										

Table 13: Reconciling performance targets with the Budget and the MTEF for Programme 3: Immigration Affairs (to be updated on conclusion of ENE process)

	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
	Audited outcome	Audited outcome	Audited out-come	Voted (Main appropriation)	Adjusted Appropriation	Medium Term Expenditure Allocations		
Rand thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Subprogrammes								
Immigration Affairs Management	60,265	63,909	32,619	31,120	37,930	48,389	50,135	51,443
Admission Services	603,676	564,211	407,101	515,080	592,172	779,193	824,613	853,117
Immigration Services	261,436	200,655	227,956	287,109	203,029	235,805	245,195	254,424
Asylum Seekers	129,958	133,510	62,080	209,382	209,335	157,947	164,109	170,442
Total	**1,055,335**	**962,285**	**729,756**	**1,042,691**	**1,042,466**	**1,221,334**	**1,284,052**	**1,329,426**
Economic classification								
Current payments	1,053,288	956,110	726,187	1,042,324	1,040,776	1,220,949	1,283,645	1,328,996
Compensation of employees	517,481	549,560	309,634	669,376	667,828	681,820	716,158	769,456
Goods and services	535,807	406,550	416,553	372,948	372,948	539,129	567,487	559,540
Transfers and subsidies	1,776	1,794	1,131	367	1,690	385	407	430
Payments for capital assets	271	4,381	2,438	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-
Total	**1,055,335**	**962,285**	**729,756**	**1,042,691**	**1,042,466**	**1,221,334**	**1,284,052**	**1,329,426**

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 14: Infrastructure Projects for 2017/18 to 2019/20

Project Name	Current Project Stage	Total Project Cost R million	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
			2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Departmental Infrastructure									
Small projects (total project cost of less than R250 million over the project life cycle)									
Phutaditjaba	Construction	58 150	18 116	26 000	11 368	2 666	-	-	-
Taung	Design	19 615	4 900	-	-	9 373	5 342	-	-
Hluhluwe	Construction	41 500	-	-	10 320	21 300	9 880	-	-
Stanger	Award	14 260	-	-	-	2 260	12 000	-	-
Lusikisiki	Various	84 330	5 000	-	250	4 511	30 807	40 036	3 726
Randfontein	Various	12 105	5 000	-	741	2 550	3 814	-	-
Marabastad	Various	26 110	500	-	157	25 453	-	-	-
Repair and Maintenance Group 2012	Identification	34 423	31 229	3 194	-	-	-	-	-
Ganyesa	Pre-feasibility	6 877	-	-	-	-	300	300	6 277
Bushbuckridge	Pre-feasibility	7 795	-	-		100	-	7 695	-
Modimolle	Pre-feasibility	728	-	-	128	-	-	300	300
Bochum	Pre-feasibility	647	-	-	300	-	300	-	47
Mokopane	Pre-feasibility	7 941	-	-	-	500	2 642	4 799	-
Ministry	Pre-feasibility	159	-	-	159	-	-	-	-
Supply and Delivery of Parkhomes (Various Ports)	Construction	14 207	-	8 730	3 000	2 477	-	-	-
Project Management (Various Ports)	Various	9 259	-	-	-	9 259	-	-	-
Lebombo	Construction	8 874	-	-	-	8 874	-	-	-

Project Name	Current Project Stage	Total Project Cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
		R million	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Sea Port: New Offices	Various	43 000	-	-	-	10 000	11 000	11 000	-
Lebombo Official: Residential	Various	43 000	-	-	-	10 000	11 000	11 000	-
Oshoek	Various	22 003	-	-	-	10 000	12 000	12 000	-
Maseru	Various	63 500	-	-	-	25 000	24 000	14 500	-
Beit Bridge	Construction	9 239	-	-	-	9 239	-	-	-
Project Management	Various	28 518				9 259	9 259	10 000	
Onverwacht	Construction	520	-	-	-	520	-	-	-
Ongeluksnek	Construction	150	-	-	-	150	-	-	-
Feasibility Study for the Redevelopment of Six Ports of Entry (Beit Bridge, Lebombo, Maseru, Oshoek, Kopfontein and Ficksburg)	Feasibility	10 124	-	-	-	10 124	-	-	-
Planned Maintenance	Construction	25 000	4 500	-	3 500	3 500	4 000	4 500	5 000
Maintenance	Hand over	1 329	1 329	-	-	-	-	-	-
New Corporation Building – Replacement of Lifts	Hand over	368	368	-	-	-	-	-	-
New Corporation Building – Power Upgrade	Hand over	5 243	5 243	-	-	-	-	-	-
Look and Feel	Various	39 022	-	-	18 612	10 205	10 205		
Itsoseng	Construction	3 611	-	-	300	914	2 397	-	
Christiana	Construction	5 403	-	-	300	3 105	1 998	-	
Thohoyandou	Construction	3 790	-	-	300	200	3 290	-	
Lichtenburg	Construction	5 900	-	-	300	300	5 300	-	
Louis Trichardt	Handed over	773	-	-	773	-	-	-	
Phalaborwa	Design	200	-	-	100	-	100	-	
Mhala	Design	150	-	-	-	150	-	-	-
Construction of New Head Office	Feasibility	36 500	-	-	-	-	1 500	30 000	5 000
Atamelang, Molopo and Mankwe	Construction	9 334	-	-	7 617	1 599	118		-
New Corporation Building	Construction	4 916	-	-	-	4 000	916	-	-
Harding	Feasibility	454	-	-	300	54	100		
Ingwavuma	Feasibility	454	-	-	300	54	100	-	-
Komanga	Feasibility	400	-	-	300	-	100	-	-

Project Name	Current Project Stage	Total Project Cost	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure Estimates		
		R million	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Cowrie Place: Refurbishment	Completed	16 263	16 263	-	-	-	-	-	-
Cowrie Place: Project Management	Completed	1 782	1 782	-	-	-	-	-	-
Cowrie Place: Refurbishment for Border Management Authority	Completed	2 242	2 242	-	-	-	-	-	-
Border Post Infrastructure	Various	16 387	1 782	-	-	9 123	6 500	19 263	82 118
Total		728 422	33 509	29 194	57 180	122 972	168 968	165 393	102 468

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

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9 DHA MODERNISATION PROGRAMME FOR 2017/18

The Information Communication Technology (ICT) Modernisation Programme is the foundation of the digital roadmap that DHA has planned to embark on starting in the 2017/18 financial year. Automation of the front end processes in the civic and immigration functions over the past years has resulted in improvement in service delivery and confidence from citizens. The DHA has undertaken a comprehensive exercise to reimagine the future Home Affairs that will serve as a centre of excellence in identity management and immigration services – a department which is enabled by information technology systems that are secured, agile and equipped to deal with future service delivery demands of all clients.

The digital transformation will be enabled by robust integrated back end systems and networks, 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.

National Identity System (NIS)

The National Identity System will become the heartbeat of all DHA functions. 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 civic and immigration disparate 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 (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; and
• Records of persons who are detected as illegal in the country, deported or in the process of being deported.

The successful implementation of NIS will lead to a substantial reduction in fraudulent transactions; 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 per the DHA digital roadmap and thinking.

The system will be developed in phases based on open standards 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 development of NIS modules will be fully implemented once data from the legacy systems have been cleaned and migrated.

Border Management Solution enabled by Multi-Biometric Capability

A comprehensive border management solution 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 be integrated with the movement control system to enable proficient processing of travellers in and out of South Africa.

The trusted traveler programme will be linked to the border management solution and will allow for self-check-in at the border by means of specialised equipment fitted with software applications that comprise of all basic features contained in the border management system. The solution pursues the objective of facilitating efficient and seamless migration services during the crossing of the border for both nationals and foreigners, who, in line with certain parameters and conditions, qualify for this status granted by the South African immigration authorities. The trusted traveler programme will be enabled by required integration of existing or newly designed systems and automated biometrics capability (fingerprints, facial recognition and IRIS technology).

Table 15: DHA MODERNISATION PROGRAMME 2017/18 to 2019/20

Phase No	Project Name	Output	Medium Term Budget for the DHA Modernisation		
			2017/18 R million	2018/19 R million	2019/20 R million
Phase 1	Identity document and passport applications (Live capture rollout)	Maintenance and support of live capture in 190 offices (contractual obligations – maintenance, support and licenses)	374 915	347 012	374 757
		Technology refresh	47 000	105 000	135 000
Phase 2	Mobile units for live capture system	Develop mobile compatible live capture solution	32 000	40 000	10 000
		Procure and rollout of mobile units			
	National Identity System (NIS)	Develop an integrated NIS with biometric functionality	40 000	30 000	40 000
	Trusted Traveller System	Develop and rollout of trusted traveller system	-	7 000	10 000
	Border Management System	Enhance EMCS in line with Immigration Regulations and biometrics	25 000	10 000	10 000
	EMCS Enhancement	Integrate movement control modules, multi-biometric features and rollout			
Phase 3	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 rollout the asylum seeker and refugee system with e-Permit system	-	10 000	-
Phase 4	Contact Centre System	Develop a contact centre system that provides business intelligence information of live capture	-	-	-
	Case Management System	Develop and rollout of the Inspectorate case management system	-	-	-
Total			518 915	549 012	579 757

10. ASSET MANAGEMENT PLAN

The objective of the Asset Management Plan is to ensure that assets are properly managed and maintained throughout their economic lifespan from acquisition until disposal in accordance with the Asset Management Policy and Treasury prescripts. The Asset Management Plan is aimed at providing proper controls and management systems that will ensure effective, efficient, economical and transparent use of the Department's assets; establishing controls that will ensure proper management of risks associated with ownership and safeguarding of assets; fostering accountability and the optimal utilisation of the Department's assets.

The Department of Home Affairs has an Asset Management Policy in place which is aligned with Treasury Regulations and other financial management prescripts. The Department maintains its asset register on the BAUD asset system. The asset register is reconciled monthly to the financial accounting system and any discrepancies are followed up and corrected accordingly. Physical verification of all departmental assets is conducted quarterly at scheduled times.

With regard to movable assets, the Department is making a concerted effort to improve its asset management function. The Department continuously updates the asset register. The asset register of the Department complies with the set minimum asset requirements as prescribed by National Treasury.

All assets are expected to be fully utilised and will be assessed on their physical condition regularly to ascertain their usability to avoid casualties on duty. The Department will ensure that assets are maintained regularly and are performing according to their life span.

11. CONDITIONAL GRANTS

Not Applicable

12. PUBLIC ENTITIES

The following institutions are attached to the Department of Home Affairs:

- *The Government Printing Works* (GPW) provides security printing services to the South African government and some states in SADC. 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 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 2017/18 and evaluation frequency for the public entities:

Table 16: Mandate, Outputs and Budget Allocations for Public Entities

Name of Public Entity	Mandate	Outputs	Current Annual Budget (2017/18) in Millions	Evaluation Frequency
Government Printing Works (GPW)	Provides security printing services to the South African government and some states in SADC	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 voters' role	1 299 912	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	141 204	Quarterly

13. 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 two 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 adviser will also develop funding models that will involve the private sector.

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 replacement of the Green barcoded ID book within the stipulated 5 year period for the project. 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.

14. ANNEXURES

Annexure A: Organisational Structure

Annexure B: Glossary of Terms

Acronym	Definition
ABIS	Automated Biometric Identity System
AFIS	Automated Fingerprint Identification System
APP	Annual Performance Plan (Planning)
	Advance Passenger Processing System (IMS)
BACM	Biometric Access Control Management
BMA	Border Management Authority
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
EC	Electoral Commission
EDMS	Electronic Document Management System
EMCS	Enhanced Movement Control System
EOC	Enterprise Operations Centre
G&A	Governance and Administration
GPW	Government Printing Works
HANIS	Home Affairs National Identification System
HR	Human Resources
IBMS	Integrated Border Management System
ICT	Information Communication Technology
ID	Identity Document

IMS	Immigration Services
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MMM	Minister's Management Meeting
MoU	Memorandum of Understanding
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
PoE	Port of Entry
PR	Permanent Residence
RfP	Request for Proposal
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
SONA	State of the Nation Address
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
VPN	Virtual Private Network

Annexure C: Key Definitions

The following key definitions are used in the Annual Performance Plan Targets for 2017/18 to 2019/20:

- **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 be future orientated and 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.

- **Measurable Outputs**
  Measurable 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: Updates 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 17: The strategic objectives in support of DHA outcome 1 are indicated below:

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 8 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 to 2019).
5 Year Strategic Plan Targets	Issuance of enabling documents to 100% of identified citizens. (births registered within 30 calendar days and smart ID cards issued to a total 8 810 000 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 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 and implement a strategy for the discontinuation of green barcoded ID books in order to encourage citizens to take up smart ID cards with effect from 2017/18.
Link to national outcomes	Outcome 3,12,13,14
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 will 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.
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:

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). • 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 51 ports of entry and refugee reception offices by 2018/19. • 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 300 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, legislation and strategy development and implementation.

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 omitted from the 2016/17 APP and replaced by the priority for improvement of physical infrastructure for office / residential accommodation at 35 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 (the target is subject to the outcome of the feasibility study to be conducted in 2016/17).
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 has 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. • 95% 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.
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:

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 to reposition the DHA as a modern and highly secure department. This will include key organisational design issues as well as legislative changes.
5 Year Strategic Plan Targets	100% of nominated staff trained. DHA repositioned as a modern and secure department 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.
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. Compliance with National Treasury Regulations in respect of entering into a Public-Private Partnership. The vacancy rate of the DHA will be maintained at 10% or below as per DPSA prescripts.
5 Year Strategic Plan Target	No audit qualification by 2019/20.
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).
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. • 10 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). • 3 316 vetting fieldwork investigations. • 70% of reported misconduct cases submitted to a presiding officer for consideration
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. The efficient handeling of misconduct cases was added as a priority to the objective with effect from 2017/18
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

Annual Performance Plan 2017/18

Annexure E: Risk Management Plan

Table 20: The risks outlined below may affect the realisation of strategic objectives and the outcomes of the DHA.

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	Insufficient resources relating to records and archive management (i.e. human resources and funding)	CFO
				Absence of an integrated electronic document management system	
				Inadequate storage infrastructure	
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	DDG: CS
				False registration of births, marriages and deaths and amendments of status through corrupt activities	
				Theft and sale of ID numbers to non-citizens	
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 Enabling documents issued to foreigners efficiently and securely	Illegal entry and departure into the country	Insufficient control measures at the borderline	DDG: IMS
				Lack of proper controls and integrated systems to verify the identity of foreign nationals	
				Border infrastructure and controls insufficiently developed	
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	DDG: IMS
				Weaknesses in the implementation of the asylum seekers system and the management of refugees	
				Inadequate institutional mechanism to deal with appeals for asylum seekers	
PROGRAMME 1 - ADMINISTRATION	Outcome 3: Services to citizens and other clients that is accessible and efficient	Good governance and administration	Collapse of corporate governance	Non-compliance to laws and regulations	DDG: IPS
				Non implementation of the corporate governance framework	
				Level of maturity of corporate governance in the department	
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 and network downtime	Power interruptions	Acting DDG: IS
				Dependency of network provision by SITA	
				Lack of resources to monitor the decentralised data centres	
				Lack of EOC/NOC (Enterprise Operational Centre / Network Operations Centre)	

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 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	Acting DDG: CC&SS
				Unethical conduct	
				Lack of involving Counter Corruption Unit during the system development life cycle	
PROGRAMME 3 – IMMIGRATION AFFAIRS	Outcome 2: Secured and responsive immigration system	Enabling documents issued to foreigners efficiently and securely	Inefficient processing of permits and visa applications according to priority categories and time frames	Insufficient human resources to perform supervisory functions and at adjudication level	DDG: IMS
				Inadequate systems. (non-integrated systems e.g. e-permitting)	
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	DDG: HRM&D
				Inequitable allocation / distribution of human capital	
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	Intrusion of IT systems security	Inadequate management of user accounts	Acting DDG: IS
				No monitoring of system vulnerability on a regular basis (on virtual private network - VPN)	
				Insufficient resources to monitor systems.	
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	Poor performance against departmental plans and targets.	Budget cuts	CFO
				Poor management of budget	

Annual Performance Plan 2017/18

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