ANNUAL
Performance Plan

2020/21

home affairs
Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

2030 NDP

We Care!

ANNUAL PERFORMANCE PLAN

2020 - 2021

DATE OF TABLING: MARCH 2020

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Department of Home Affairs under the guidance of Minister PA Motsoaledi.

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

Accurately reflects the Outcomes and Outputs which the Department of Home Affairs will endeavour to achieve over the period 2020/21.

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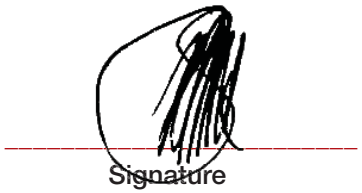
Chief Information Officer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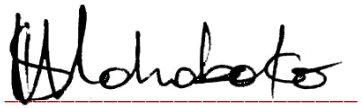
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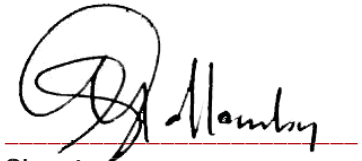
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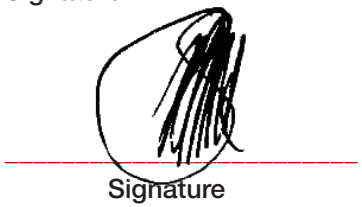
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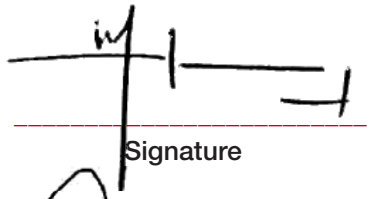
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Approved by:

Dr P A Motsoaledi
Executive Authority

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EXECUTIVE AUTHORITY STATEMENT

The Department of Home Affairs (DHA) was honoured by the visit of the President of the Republic of South Africa, His Excellency Mr Cyril Ramaphosa, on 4 October 2019. The President emphasised the central role of the DHA in service delivery and the impact it has on the lives of our people. The DHA was described as one of the most important interfaces with the public on a daily basis. The challenge that the President posed to the DHA dealt with how the DHA could improve the overall capability of the state.

As outlined in the Strategic Plan of the DHA, the DHA is in the process of repositioning itself into a highly secure and modern department in order to execute its mandate to its full extent as required by constitutional and other legislative requirements. The DHA's core mandate will not change, namely to enforce mandatory functions and empower citizens; and to enable development, promote national security, service delivery and administration through the management of identity and international migration. The full execution of the mandate should put the DHA at the centre of a capable state and it should be situated within the state security system so that it can protect itself and play an active role in keeping all persons safe and secure. In a highly dynamic, digital world, full of dangers and opportunities, the nation needs the DHA to be the nerve centre of security and the backbone of the digital platforms that all our lives will depend on. A repositioned DHA will form the backbone of e-government through the National Identity System. The DHA will further expand on its contribution to the improved capability of the state through the execution of commitments in support of the Apex priorities identified by the President in the State of the Nation Address of 2019.

The DHA consists of two main branches, namely immigration and civic services. There is an overwhelming bias amongst the public that the DHA is solely an immigration department. The civic services branch is the biggest arm and is required to serve a significant component of the 57 million South Africans on a daily basis. These services are required in order for citizens to access all other services and rights.

The five ministerial priorities identified in the 2014 cycle remain relevant. These priorities will be supplemented by the issuance of critical skill visas to grow the economy, early birth registration and the "war on queues" campaign.

The priority of early birth registration, i.e. birth registration within 30 days, is critical for a credible and reliable population register and to ensure that all South Africans are documented. The issuance of a birth certificate is the most important document

issued by the DHA. The registration of a birth will provide you with the legal standing to receive all other services and rights. The DHA will therefore embark on a project to ensure that all the 1 445 health facilities with maternity wards are connected and able to register births. No child should leave a hospital without a birth certificate. The Department of Health will be a key partner in this process.

The establishment and operationalisation of the Border Management Authority (BMA) is a key priority for the DHA and the country. The BMA will play a significant role in dealing with a number of challenges outlined in the White Paper on International Migration. The 2020/21 financial year will finalise preparatory work for the establishment of the BMA and commence with the phased roll-out of the BMA.

A major challenge for the DHA is the reliance on external stakeholders and service providers. An analysis of the reasons as to why the DHA did not achieve its commitments in the 2014 to 2019 MTSF cycle could be linked to this issue. The DHA will deal decisively with internal and external dependencies and explore alternative avenues to enhance access and service delivery to its clients in the next five years. The formation of partnerships with the public and private sector will be central to this. Through the establishment of partnerships, the DHA will endeavour to reduce the need for clients to visit DHA offices through the use of technology and other innovative ways.

The current low human resource levels are a major risk for the DHA going forward. The DHA must be capacitated in order for it to take its rightful role in society. The DHA is currently functioning at around 44% of its required capacity. The very high demands and expectations that are being placed on the DHA will not be realised if the status quo continues. The DHA will however strive to live up to the expectations of clients through the dedication and commitment of all staff members in the DHA.

The management of the DHA is confident that the successful implementation of this annual performance plan and the others to follow as part of the new Medium Term Strategic Framework will contribute to responding to the call made by the President to improve the capability of the state.

I fully endorse the 2020/21 Annual Performance Plan of the Department of Home Affairs.

DR PA MOTSOALEDI, MP
MINISTER OF HOME AFFAIRS

DEPUTY MINISTER STATEMENT

As Deputy Minister of Home Affairs, I have assumed the responsibility for specific civic services related matters, namely the registration of birth within 30 days, the connectivity of health facilities with maternity wards and ensuring 16 year olds are issued with identity documents.

The policy framework and laws that enable the state to establish the legal status of every individual in South Africa is the foundation of our sovereignty and the legitimate exercise of state power. Affirming the identity and status of every citizen at birth is indispensable for the state, which must respect, protect, promote and fulfil their constitutional rights. The third clause of the founding provisions in Chapter 1 of the Constitution of the Republic of South Africa (1996) states: “National legislation must provide for the acquisition, loss and restoration of citizenship”. Without a national register of citizens, this obligation cannot be fulfilled and there cannot be “universal adult suffrage and a national common voter’s roll...” as prescribed in the first clause of the Constitution.

The early registration of birth is one of the eight ministerial priorities for the next five years. Early birth registration is important to ensure a credible, accurate and secure population registration system. Section 28 of the Constitution of South Africa specifically refers to the right of a child to have a name and a nationality from birth. This is a very important aspect of ensuring a person’s human dignity and connects a child to his or her family and enables participation in society. Birth registration also provides a valuable source of data for national planning purposes, e.g. education purposes and immunisation programmes. Children whose births are not registered are not able to claim the services, rights and protection they are entitled to.

The quest of the DHA has been to implement optimal, accessible and sustainable strategies to improve birth registration within 30 days since the 2009/10 financial year. The DHA has made significant strides in the registration of births within 30 days, from 445 853 in 2009/10 to 816 698 in 2018/19. Strategies to achieve this have included outreach programmes in rural areas, schools and farms; the implementation of provincial birth optimisation programmes; the provision of birth registration facilities at health institutions with maternity wards and improving monitoring practices related to early birth registration. There are however still a high number of births (approximately 300 000) which are not registered on an annual basis. This leads to the late registration of births with its own challenges. The aim is to have a birth registration coverage of 90% by 2030.

The provision of birth registration facilities at 391 health institutions has contributed significantly to the improved birth registration rate since 2009/10. The DHA will continue with this strategy and ensure that each of the 1 445 health institutions with maternity wards are able to register births over the medium to long term. Facilities already connected must be functional at all times and be adequately utilised and staffed.

The achievement of the desired birth registration coverage will require a holistic approach to birth registration, comprising of critical elements such as ensuring the required departmental human resource capacity at health facilities; reliable and stable connectivity and the further integration with health services. Another critical success factor will be advocacy and public education on the importance of early birth registration as well as cooperation from all relevant role-players and stakeholders.

The term Late Registration of Birth (LRB) refers to all births not registered within the period of 30 days after birth as prescribed by the Births and Deaths Registration Act, 2010 (Act no. 18 of 2010), as amended. In other words, all birth registrations that occur beyond 30 days after the birth event are considered late registrations of birth. The process of LRB was designed to accommodate citizens who have, due to a combination of factors, been prevented from or missed the opportunity to register their children within the stipulated period of 30 days and receive their birth certificates. This practice however poses serious security risks for the country. The increase in the rate of birth registration within 30 days has led to a dramatic decline in numbers for all the categories for late registration of births. The DHA will however endeavour to further reduce the prevalence of late registration of births.

The DHA has a long standing commitment to discontinue the issuance of the green-barcoded ID book and replace it with the smart ID card to all eligible citizens. The smart ID card was launched in 2013 and holds a number of benefits for the country and its citizens, for example the reduction of the risk of fraud caused by dual systems in offices; the enablement of e-Government and e-Commerce services through digital technology and instant verification of identity by all service departments and agencies through a biometric enabled smart ID card. The smart ID card is also a key contributor to nation building and social cohesion. The inclusion of the issuance of smart ID cards to naturalised citizens and permanent resident holders will contribute in this regard.

The DHA will work towards putting an enabling environment in place over the medium to long term to facilitate the accelerated rollout of the smart ID card, with specific emphasis on the youth of our country. To accomplish this, the DHA will focus on the further use of technology; establish partnerships with the public and private sectors and aim to improve its footprint for the issuance of smart ID cards.

The use of the DHA mobile fleet will play an integral role in servicing our youth and especially those turning 16 years of age. The DHA is in the process of refurbishing its existing mobile fleet and will procure 15 additional mobile trucks in the 2020/21 financial year. The 115 mobile trucks will be used to supplement the traditional mode of service delivery and will enable the DHA to visit schools and other venues to deliver its services. The DHA will also work closely with the Department of Basic Education to deal with the challenge of undocumented learners in schools. The strategies and the plans for the expansion of civic services will be in line with the district development model of government.

MR N NZUZA, MP

DEPUTY MINISTER OF HOME AFFAIRS

ACCOUNTING OFFICER STATEMENT

The Minister and Deputy Minister have very succinctly outlined the priorities of the Department of Home Affairs for the next five years. Our priorities are aligned to the agenda and programme of government and the DHA is regarded as an important element in the machinery of government. This sentiment was echoed by our Honourable President, Mr Cyril Ramaphosa, during his visit to the DHA in October 2019. The immediate priorities for the 2020/21 financial year are clearly articulated in this annual performance plan.

The DHA is entering a very exciting period in its ongoing development. The country is on the brink of establishing a Border Management Authority and expectations are high to show immediate impact regarding illegal migration and ensuring people are and feel safe.

The DHA will continue to implement its modernisation programme. A number of technological improvements will also be introduced and/ or implemented during the next five years. Biometrics will be rolled out to ports of entry, the renewal of outdated identification systems will continue, e.g. the rollout of the Automated Biometric Identification System (ABIS) to replace the Home Affairs National Identification System (HANIS); the design and development of the National Identity System and the rollout of the e-Visa system. The DHA will commence with the implementation of its revised access model. This will include, for example, the rollout of mobile offices which will go a long way to provide much needed services to especially rural and previously marginalised areas.

The Strategic Plan for 2020 to 2025 deals comprehensively with the repositioning of the DHA based on the White Paper on Home Affairs which was approved by Cabinet for implementation in December 2019. The repositioning programme is widely supported in government. This should be regarded as the most important priority of the DHA and a concerted effort will be made to ensure the realisation of this priority. The next five years, and especially the next 18 months, will therefore be critical for putting the building blocks in place to catapult the DHA to the next level of its development. Some of the groundwork has already been laid and the 2020/21 financial year will be critical for setting the tone for the rest of the MTSF cycle.

The repositioning of the DHA however, is taking place within a framework where the financial outlook is not encouraging and therefore the DHA must ensure that all is being done to leverage available resources and improve efficiency in operations. The DHA is also hamstrung by a number of external dependencies, some not the doing of

the DHA, but with potential reputational damage to the department. The Minister has provided clear guidance in respect of how to deal with key dependencies and the DHA will commence to implement these recommendations.

There is growing pressure and demand on the DHA to do more with less. The DHA is a labour intensive department and the austerity measures implemented (especially the restrictive compensation of employees' ceiling) has had a detrimental impact on the ambitions of the DHA to improve on and expand its service delivery agenda. The DHA organisational performance improved significantly between 2012/13 and 2017/18. The performance of the DHA however showed a downward trend in the 2018/19 financial year. This can mainly be attributed to the inability to fill posts becoming vacant and the lack of capacity and capability in critical areas such as Information communication technology. The DHA has been able to maintain an unqualified audit outcome for the last three years and the obtaining of a clean audit outcome is within the reach of the DHA.

As an accounting officer, together with the management and staff of the DHA, we must ensure that the departmental plans that have been developed are implemented in an economical, effective and efficient manner. The public demands this from the DHA.

To achieve this objective, the creation of an enabling environment will be key to the successful repositioning of the Department, including the strengthening of leadership and governance arrangements and the establishment of a programme management office.

I wish to thank all stakeholders and staff for their continued support and hard work to assist the DHA in making a positive impact on the lives of our people.

MR JW MCKAY
ACTING DIRECTOR-GENERAL

VISION

A South Africa where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security

MISSION

The DHA carries out its mission in line with its commitment to citizen empowerment and inclusivity, economic development and national security, by:

- Being an efficient and secure custodian of citizenship and civil registration
- Securely and strategically managing international migration
- Efficiently managing asylum seekers and refugees
- Efficiently determining and safeguarding the official identity and status of persons

VALUE STATEMENT

The Department of Home Affairs is committed to being:

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

DHA MANDATE

The DHA's services are divided into two broad categories: civic services and immigration services.

Mandate 1: Management of citizenship and civil registration

Mandate 2: Management of international migration

Mandate 3: Management of refugee protection

Mandate 4: Responsibility for the population register

DHA OUTCOMES

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

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

Part A

MANDATE

PART A: OUR MANDATE

1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

The implementation of the Repositioning Programme of the DHA is planned according to the following phases:

- First phase (April 2019 – March 2022): The focus is on putting in place critical elements of the new model of the DHA, such as the policy and legal framework and establishment of the National Identity System (NIS).
- Second phase (April 2022 – March 2025): The focus is on ensuring that all core elements of the new model are fully functional, including basic administrative and core business systems, and required security standards.
- Third phase (April 2025 - March 2029): The focus is on ensuring that the envisioned end-state is achieved with the legacy model fully replaced, world-class standards maintained and funding assured.

The 2020/21 policy development programme of the DHA is a critical component of the Repositioning Programme and will focus on the following:

- The White Paper on Home Affairs was approved by Cabinet in December 2019 for implementation. The White Paper provides a coherent policy framework, grounded on constitutional principles and national goals, to support the full mandate of the DHA. It will inform the drafting of anchor legislation in the form of a Home Affairs Act which will be submitted to Cabinet by 31 March 2020 for approval for public consultation.
- The Official Identity Management Policy will be submitted to Cabinet by 31 March 2020 for approval for public consultation. During the 2020/21 financial year the Official Identity Management Policy will be gazetted for public comments after which it will be submitted to Cabinet for approval by 31 March 2021.
- The new Marriage Policy will be submitted to the Minister by 31 March 2020 for approval. The Marriage Policy will be gazetted for public consultation during the 2020/21 financial year after which it will be submitted to Cabinet for approval by 31 March 2021.
- In December 2018 Cabinet approved an One Stop Border Post (OSBP) framework which, amongst other things, requires SA to adopt future OSBP policy and legislation. The OSBP policy will be submitted to the Minister by 31 March 2020 for approval. The OSBP Policy will be published for public comment during the 2020/2021 financial year after which it will be submitted to Cabinet for approval by 31 March 2021.

The legislative programme for the DHA for 2020/21 will focus on the following:

- DHA Bill;
- Immigration Bill; and
- Security Printers Bill.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

A major focus of the National Development Plan (NDP) is to confront the triple challenge of poverty, inequality and unemployment by achieving higher growth rates.

The DHA has a critical contribution to make to the achievement of the NDP 2030 objectives:

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

As part of the 2014 to 2019 Medium Term Strategic Framework (MTSF) cycle, the commitments to be achieved by 2018/19, including those amended as per the prescribed MTSF process, were as follows:

- Establishing and putting into operation the Border Management Authority by 2017/18.
- Phased implementation of the Integrated Border Management Strategy (IBMS) in conjunction with other departments and organs of state.
- Review of the policy on international migration and the amendment of relevant legislation in support thereof (Immigration and Refugees Acts).
- Registration of 810 000 or 74% of births within 30 calendar days.
- Rollout of biometrics to all ports of entry equipped with the enhanced movement control system (EMCS).
- Ensuring that 85% of critical skills visas are adjudicated within 4 weeks.
- Developing the National Identity System (NIS) by 2018/19 and having it operational by 2019/20.
- The establishing of the DHA contact centre and two visa premium centres were achieved in the 2015/16 and 2016/17 financial years respectively.

The following commitments were not achieved by the DHA:

A major dependency for the establishment and operationalisation of the BMA was the passing of legislation, which is linked to funding. The BMA Bill was formally introduced into Parliament in May 2016 and had not been finalised by the National Council of Provinces when the fifth Parliament rose in March 2019. The Bill has since been adopted, with proposed amendments, by the National Council of Provinces and has been referred back to the National Assembly for final adoption. It is anticipated that the BMA Bill will be finalised by Parliament by early 2020.

The Immigration and Refugees Bills in support of the White Paper on International Migration could not be submitted to Parliament by 2018/19. Delays were experienced with the Socio-economic Impact Assessment System (SEIAS). SEIAS is an essential prerequisite to the next phases for the drafting of the Immigration Bill, and its subsequent consultation process with the identified clusters. Elements of the white paper requiring only administrative interventions are in the process of being implemented (for example long-term multiple entry visas). Those elements of the white paper that require legislative changes will be included in the immigration and refugees bills to be submitted to Cabinet and Parliament.

The design of the National Identity System (NIS) could not be completed by 2018/19. The department had initially planned to implement the NIS via a government-to-government MOU and relations that were established with the Government of Cuba. All assessment and user requirements were completed by 2014. The DHA failed to secure a National Treasury procurement deviation to appoint the Cuban entity. The department then had to appoint a new service provider (SITA and CSIR) to restart the process of setting requirements. To date the system requirements and specifications have been concluded and await the SITA procurement processes for the appointment of a service provider. The delay with the NIS was mainly due to complexities around the supply chain management processes in the appointment of a preferred service provider. The situation was further exacerbated by dependency on service providers and a lack of internal IT capacity.

The rollout of biometrics to all ports of entry equipped with the EMCS was not completed. The interim biometric solution was rolled out to 10 ports of entry and selected counters at Cape Town harbour. There was limited capacity within the Information Services branch to undertake the implementation before the end of the 2018/19 financial year and it was also positioned against the priority of piloting the newly developed full biometric solution in the 2018/19 financial year.

The majority of the 2014 to 2019 MTSF priorities are still relevant and will be included in the new strategic planning and MTSF cycle, where required. The rollover to the next cycle is mainly due to the complex nature of these priorities and challenges experienced with the implementation thereof.

For the 2019 to 2024 MTSF, government has identified the following 7 Apex priorities to achieve the objectives of the NDP.

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

In terms of the Apex priorities, the DHA contributes directly to: economic transformation and job creation; social cohesion and safe communities; a capable, ethical and developmental state; and a better Africa and world. Table 1 below illustrates the contribution of the DHA.

Table 1: DHA Contribution to the Apex Priorities of Government

APEX Priority	Link to Outcome	DHA Contribution	MTSF Commitment
Economic Transformation and Job Creation	Outcome 4 – Decent employment through inclusive economic growth	Securing the identity of citizens and foreigners Design and implementation of the NIS Issuance of critical skill visas and implementation of revised visa regime	95% of critical skills visas adjudicated within 4 weeks by 2022 Implementation of revised visa regime
Social Cohesion and Safe Communities	Outcome 3 – All people in SA are and feel safe	Secure the borders of the country through the establishment and operationalisation of the BMA Continue with the implementation of a risk-based approach to immigration Provision of enabling documents to access rights and services, e.g. early birth registration and smart ID cards	BMA established by 2020 BMA operational by 2021 at 11 ports of entry and 5 segments of the land borderline (BMA fully operational by 2024) 100% of selected ports of entry equipped with biometric functionality Implementation of DHA Automated Biometric Information System (ABIS) by 2022/23
A Capable, Ethical and Developmental State	Outcome 12 - An efficient, effective and development oriented public service	Reposition the DHA in support of a capable, ethical and developmental state through the implementation of new service delivery, operating and organisational models supported by the required policy and legislative framework	-
A better Africa and World	Outcome 11 - Create a better South Africa, a better Africa and a better world	Introduce world-class e-Visa regime and e-Visa rolled out in a phased approach	-

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

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

These priorities are closely aligned with the MTSF commitments but also include department-specific priorities such as the Moetapele initiative and the redevelopment of six priority land ports of entry as one-stop border posts. The Ministerial priorities have been expanded for the 2020 to 2025 cycle to include the following:

- Critical skills;
- Early birth registration (including expanding connectivity at health facilities); and
- “War on queues”.

The following departmental priorities will form an integral part of the DHA strategic planning process going forward:

- The flagship programme for the DHA for the next strategic planning cycle and beyond is the repositioning programme to give effect to the White Paper on Home Affairs. The repositioning programme will integrate with a number of existing priorities such as the modernisation programme (including critical projects such as the e-Visa in support of a world-class visa regime and the economic stimulus package), the Moetapele initiative, BMA, etc.
- Accelerated rollout of the smart ID card to all eligible persons. The main aim is to ensure eligible citizens are in possession of smart ID cards and to ultimately discontinue the issuance of the green barcoded ID book.
- The formation of public-private partnerships (PPP) to assist with economical, effective and efficient service delivery, for example the appointment of a permitting business partner and a permanent DHA head office.
- Access and footprint development to improve the reach of DHA services, including purpose-fit DHA physical infrastructure. This will also include the improvement of infrastructure at ports of entry and refugee reception offices.
- Support a risk-based and development approach to immigration through initiatives such as the upgrading of the Advance Passenger Processing System; introduction of the Passenger Name Record (PNR); combatting fraudulent marriages; continued implementation of a visa free regime; the introduction and rollout of technology in the immigration sphere (e.g. e-Visa, e-Gates, national targeting centre); dealing decisively with undocumented foreigners; improving the capacity of the inspectorate/ enforcement function; the introduction of one-stop-border posts and improving efficiency at refugee reception offices.
- To obtain and maintain a clean audit outcome.
- The digitisation of records to improve the turnaround times in dealing with requests from citizens and foreigners.

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

3. UPDATES TO RELEVANT COURT RULINGS

None.

Part B

STRATEGIC FOCUS

PART B: STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

4.1 INTERNAL ENVIRONMENT ANALYSIS

Government and the DHA in particular are operating in a world where citizens are demanding the same levels of service from the public sector as those received from the private sector. The expectations of clients are increasing due to the improved service delivery culture of the DHA and the expansion of the digital economy. There is also a growing need and demand for customised and value-added services. The client base of the DHA is huge and diverse. 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:

- More than 400 frontline offices of which 193 have been modernised to issue smart ID cards and passports;
- Services rendered at 391 health facilities equipped for birth registration;
- 21 banks hosting DHA service points using an online “e-Home Affairs”;
- A presence at 72 ports of entry and 32 missions abroad;
- 4 premium visa and permit centres;
- 5 refugee reception offices and 1 repatriation centre; and
- A fleet of 100 mobile offices to service rural and remote areas. The fleet is equipped with a new mobile solution.

The DHA has made positive contributions to the objectives of the National Development Plan 2030. The DHA is a critical role player in the strengthening of democracy through the provision of status and identity to access services and rights; to promote social cohesion and nation building; and contributing to national security and development through its immigration mandate.

As part of 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, and to facilitate visa applications for investment purpose, the DHA established a partnership with the Gauteng Provincial Government’s Gauteng Growth and Development Agency (GGDA) to serve corporate clients at the DHA Premium Visa and Permit Services Centre, at GGDA’s Gauteng Investment Centre (GIC), in Sandton.

The DHA is also a member of the National One-Stop-Shop that was opened by the then President at the DTI Campus in Pretoria on 17 March 2017, as part of efforts by government to ease the way of doing business in South Africa, and to attract investors. This service was also extended to the Western Cape in September 2017 with a dedicated One-Stop-Shop and this service is also at the Trade and Investment KZN in Durban.

The DHA contributes to the ‘one-stop-shop’ centres by offering investors and their families reduced turnaround times for visas by establishing a dedicated centre at the DHA’s back office to deal with applications received from the centres and offer immigration-related advice by the Department’s Corporate Accounts Unit. These 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. Some of the clients are: Eskom; automobile manufacturers such as BMW, Toyota, VW and Mercedes-Benz South Africa; all major banks; all universities; oil and gas companies such as Total, BP and PetroSA; professional services firms such as Ernst & Young, Deloitte and KPMG; and consumer goods companies such as Nestle. A total of 23 187 critical skill visas were issued between 2015 and 2019 and projects facilitated in total amount to an excess of +R63 Billion.

Major advances were made in moving towards a risk-based approach to immigration. The following is of note:

- Progress with the establishment of the BMA.
- The new White Paper on International Migration was approved by Cabinet in March 2017 and is being implemented in a phased approach.
- The DHA is now located in the JCPS cluster which strategically enables the DHA to execute its mandate as a stakeholder of government that must uphold the integrity of the state.
- The DHA supports security operations through its participation in Operation Fiela II and related programmes.
- Establishment of community crossing points: the community crossing point functions as a one-stop border with both South African and Botswana immigration officials processing travellers in the same structure.
- Upgrading of the advance passenger processing system and inclusion of the passenger name record (PNR).
- Implementation of special dispensations.

- Improved management of asylum seekers and refugees through the launch of a new, improved refugee travel document in 2017/18; introduction of an Automated Booking Terminal (ABT) for asylum seekers which is integrated with the National Immigration Information System (NIIS) and the re-opening of the Port Elizabeth Refugee Reception Centre in October 2018.
- Progress was made with regard to the modernisation of immigration systems and the establishment of a single view of a traveller to enable proper risk management of travellers.
    - The introduction of biometrics at ports of entry will have a positive spin off on the simplification of visa and permitting requirements.
    - The development of the Automated Biometric Identification System (ABIS), that will enable advance identification and verification through fingerprints and other selected modes of biometrics (palm-prints, iris, facial recognition and DNA), was launched on 16 May 2018.
    - The development of a new Biometric Movement Control System (BMCS). The BMCS will contain features that support integrated systems and as such will interface with the development of the e-Visa system, e-Gates and give way to the implementation of an introductory trusted traveller programme.
    - The testing of the e-Visa system in Kenya and India in 2019 in preparation for the commencement of the rollout starting in 2020/21.

Through the modernisation programme the DHA has ensured higher efficiencies and predictability in its business processes and products, for example, the issuance of smart ID cards, passports and permits directed at economic growth. Business processes and systems have been made more secure and modern. The integrity of DHA products was also significantly enhanced through the use of modern information security whilst the environment of service delivery was improved through the modernisation of offices and the provision of alternative service delivery channels such as banks. Through the progressive implementation of the counter corruption strategy and modernisation of the DHA, significant strides have been made in the combatting fraud and corruption.

The performance delivery environment of the DHA, just like all other state organs, is focused on the effective execution of its mandate and the implementation of the Medium Term Strategic Frameworks of government which is informed by the NDP. In terms of its strategic agenda, significant improvement in organisational performance has been realised since 2012 and in audit outcomes over the last three financial years since 2016/17. The DHA has achieved unqualified audit reports for the last three financial years which is an indication of a maturing organisation.

The organisational performance since 2012 is reflected in Table 2 below:

Table 2: DHA Organisational Performance 2012 to 2019

Service delivery levels, especially for certain key enabling documents, have shown greater consistency due to the automation of processes and use of operations management principles. The issuance of passports within 13 working days was on average above 90% over the 2014 to 2019 MTSF period. Over the same period, the average turnaround time for the issuance of green bar-coded identity documents for first issues within 54 working days was 91.72% and for re-issues within 47 working days it was 96.11%.

The turnaround times for key enabling documents in the immigration environment improved significantly, especially for those contributing to economic development. For the period 2016 to 2019, the following averages were recorded for immigration permits and visas: permanent residence for selected categories - 95.5%, business and general work visas - 97% and critical skills visas - 90.50%. All these documents were issued within the set service standards.

The main reasons for the improvement in organisational performance since 2012/13 and audit performance since 2016 could be attributed to:

- The development of coherent outcomes and output-based objectives that are anchored on a sound understanding of the mandate of the DHA and a common vision of where it is going. There is a focus on key governmental and departmental priorities and assurance that these priorities are translated into measurable, funded and realistic plans and projects.

- Continued efforts were also made to improve leadership and management practices and as the improved audit results indicate, these positive trends were supported by stronger governance, accountability and controls.
- Another reason for the improvement of performance is the increased use of modern, digital technology combined with the use of operations management to monitor production and improve processes continually.
- The strategic planning process is outcomes and output-focused with emphasis on integration practices. The strategic planning process was informed and guided by a predictable planning cycle and the development of appropriate tools to assist with strategic planning. There was also intensified focus on monitoring and reporting practices in support of annual performance plan targets with specific interventions implemented, where and when required. Increased emphasis was also placed on the management of key dependencies and risks.

The DHA has also proven its ability to implement huge projects, e.g. the ICT modernisation programme, preparatory work in establishing the BMA, the comprehensive review of the Policy on International Migration, the implementation of the Moetapele initiative and hosting of the 2010 Soccer World Cup. These have all been recorded with limited financial and human resource capacity in a deteriorating economic environment.

Some of the notable service delivery improvements made included the operationalisation and continuous expansion of DHA contact centre, the Marabastad turnaround (now Desmond Tutu Refugee Reception Centre), launch of the e-channel in April 2016, further roll out of visa application centres, facilitation of movement of people during peak periods and the contact details of managers appearing in all frontline offices.

As outlined in the White Paper on Home Affairs, the human resource element has a key role to play in the broader repositioning of the DHA which includes:

- In general, the repositioned DHA will require staff with a depth of skills and expertise in their functions, while having the ability to collaborate across disciplines with experts in other areas and to apply knowledge in areas of expertise other than their own.
- Sound people management practices must be given priority at all levels, including rewarding innovation and talent management.
- Traditional management skills need to be updated and strengthened to deal with the impact of digitisation, and there needs to be a greater focus on the use of data to enhance the security mandate of the DHA. Management will have to understand the role of new technology in policy-making and service delivery, and the importance of digital skills to manage and analyse data and to deliver electronic services.
- The organisational model in support of the repositioning is to be reviewed and aligned to ensure the repositioned DHA is operationalised optimally.
- A cultural change to ensure cadre development (developing a cadre of disciplined, professional officials who are security conscious, caring and responsive) are to be embedded.

The DHA is currently functioning at 44% of its approved capacity (the total of filled posts versus the approved establishment of more than 20 000 officials). A total of 688 positions were unfunded since 2016/17 due to the implementation of austerity measures by the National Treasury. As of 31 December 2019, the DHA had a total of 8937 filled posts. The breakdown per management layer is as follows:

- Junior management (Level 2-8): 7944 staff or 89% of the total workforce.
- Middle management (level 9-12): 735 staff or 8% of the workforce.
- Senior management (level 13-16): 125 staff or 1.4% of the workforce.
- The balance of the staff is made up of contract workers and statutory workers.

A major weakness and risk for the DHA is inadequate human resource capacity in respect of numbers and specialised skills. The DHA has insufficient capacity and capability in critical specialist and management areas as well as with the retention of staff. Support areas such as Information Services, Legal Services, Risk Management, Information Services, Counter Corruption and Security Services and Finance and Supply Chain Management are grossly understaffed. The DHA for example does not have a statistician. The area of ICT is crucial to the modernisation and repositioning of the DHA. Without the required IT capacity and capability the DHA will not be able to achieve its set objectives.

Core business is also in dire need of capacity in areas such as the inspectorate, permanent capacity for health facilities, heads of offices and heads of ports of entry. Not all staff are appropriately trained, professional and caring with the required leadership and management capabilities to support the strategic direction. The DHA structure is therefore in dire need of especially middle and senior managers. The repositioning of the DHA and preparations for the fourth industrial revolution will require a fundamental shift in the composition of the workforce in order for the DHA to deliver on its mandate.

The reduction in the goods and services budget has also had a detrimental impact on service delivery and areas of strategic importance such as deportations. The dire resource constraints have reputational challenges for not only the DHA but for government in general as the DHA could be regarded as the face of government service delivery.

Capacity building is a broad concept and includes many facets such as the developing and strengthening of the skills, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in the fast-changing world. A number of initiatives on a strategic level have been identified and are in the process of being implemented in order to address capacity and capability constraints. These include:

- Review of the top three tier functional organisation structure and post establishment.
- Rationalisation of the functional organisational structure and post establishment to ensure optimal utilisation of staff and enhance service delivery in line with departmental operational needs.
- Leadership and management development programmes for junior, middle and senior managers.
- Expansion of channels, e.g. public-private partnerships with the banking sector and use of mobile offices.
- Review and proposed phased implementation of a DHA access model.
- Partnerships with stakeholders in critical areas to improve service delivery – e.g. service provider to ensure stable networks.
- Moetapele initiative to improve leadership at all levels within the DHA.
- Modernisation of the DHA, e.g. automation of processes.
- Capacity development model to ensure that capacity is evenly spread amongst frontline offices (right-sizing capacity in each and every office) as well as at head office.

The review of the DHA structure will pose the following opportunities and advantages:

Opportunities

- The structure is aligned to the strategy, priorities and functions of the DHA;
- Consolidate functions, where possible, to optimise span of management and cross utilisation of resources;
- Implement enabling technology for support services to eliminate manual processes and free resource capacity;
- Explore shared services support model to optimise service delivery and effective resource utilisation;
- Introduce Business Partnering model within support services;
- Upskilling and multi-skilling of immigration and civic services' officials to achieve optimal utilisation of the current limited capacity; and
- Review the profile of frontline employees and up-skill where necessary.

Advantages

- The span of control for the DG is 1:8 which is in line with best practice;
- The span of control for the Head of Civic Services has been aligned to best practice;
- Research capacity is centralised and can be shared across the DHA;
- The Business Optimisation role will ensure more focused coordination of modernisation for both civic and immigration services; and
- Risk Management and Internal Audit reports directly to the DG in line with regulatory requirements.

A number of critical decisions have also been taken by the top management of the DHA in support of enhancing capacity, namely:

- Intervention to deal with governance reforms.
- Prioritising resources and funding in the short and medium term to strengthen IS capacity and capability.
- Repositioning of the Branch Human Resource Management and Development as a strategic partner in anticipation of the broader DHA repositioning exercise.
- Closely align and reposition the Branch Finance and Supply Chain Management to the strategic direction and priorities of the DHA.
- Prioritising the Branch Counter Corruption and Security Services' capacity and capability, *inter alia*, the vetting of staff in critical areas.
- Re-affirming of the strategic role of communication services especially as a tool for citizen empowerment in respect of DHA services.
- Developing a detailed implementation proposal for the establishment and rollout of a programme management capability in the DHA.

The DHA conducted a Leadership Effectiveness Index, Employee Satisfaction Survey and Exit Interview Analysis in the 2018/19 financial year. The DHA embarked on this initiative to:

- Evaluate its leadership using a 360 degree measurement tool in order to develop a leadership competency framework; and
- Better understand employee perspectives on their jobs and working environment.

The results of the survey have been factored into the DHA human resources strategy going forward.

The execution of the civics mandate is aimed at every citizen. This Strategic Plan and the supporting Annual Performance Plans will place emphasis on critical priorities such as early birth registration and the issuance of identity documents to all eligible applicants, including refugees and permanent residents, with a specific focus on children, the youth, people with disabilities and women. The development of strategies, enablers and plans for the efficient provision of DHA services is done with due consideration for women, children, the youth and people with disabilities.

The provision of birth registration services at health facilities is aimed at ensuring that mothers and fathers can register their children by the time the mother is discharged. Visits to schools by departmental officials are for example aimed at ensuring that children turning 16 years of age are provided with identity documents. The development of a new marriage act is aimed at providing equality to women. The DHA is able to disaggregate information on services rendered to these groups in the majority of cases. The DHA ensures that all other policy and strategic planning documents are in support of these target groups and the priorities set out in various government instruments.

The DHA received the concluding remarks and recommendations from both the United Nations Commission on the Rights of the Child (UNCRC) and the African Committee of Experts on the Rights and Welfare of the Child (ACERWC). The main issues raised with the DHA were around the issue of child marriages and strengthening systematic and disaggregated data collection on migrant, asylum-seeking and refugee children. The DHA was requested to conduct a study on the situation of above-mentioned children as a basis for effective responses and also on challenges with regards to the interpretation of legislation relating to late registration of birth. These issues will be addressed through the new Marriage Policy for the country and the study the DHA will embark on focusing on how to improve documentation of unaccompanied children.

The DHA annually reviews and submits the Gender and Disability Mainstreaming Programme of Action to the Department of Public Service and Administration. The programme looks at the progress recorded against set objectives. The DHA also hosts the Public Service Women Management Week meeting annually at the end of August to look at the progress made in implementing the “The HOD 8 Principle Action Plan for Promoting Women’s Empowerment and Gender Equality within the Public Service Workplace”. The DHA has disability forums, on a national and provincial level, to deal with issues affecting people with disability. The chairperson of the forum is a member of the Departmental Management Committee and attends all departmental strategic planning meetings.

With regards to employment equity, the DHA has not been able to fill vacant and funded posts due to the restrictive compensation of employees’ baselines. As a result the DHA has recorded a decline for African and White population groups while there has been a marginal increase for Indian and Coloured population groups.

With regards to the 2012 Cabinet resolution on the representation of women at SMS and disability targets, the disability status of the DHA for 2018/19 was at 1.74%. The DHA does request persons with disability to declare/ disclose their disability status and this assist to guarantee accurate numbers of disabled persons in the workforce. The situation is exacerbated by the inability to fill posts becoming vacant. Representivity for women at SMS level was at 53.38% for males and 46.62% for females respectively over the same period. The DHA has a directive on the filling of positions at SMS and it prescribes that all positions at SMS should be filled by women until 50/50 parity is achieved.

With regard to BBBEE compliance, the DHA has submitted the required documents to the BBBEE Commission with the exception of the BEE certificate which it is currently not in possession of. In addition, the forms provided by the commission could not be fully completed as some sections do not apply to government departments. A letter was written to the Office of the Accountant-General seeking assistance to engage with the BBBEE commission on behalf of the DHA with a view of either requesting that government departments be exempted from the reporting provisions of the BBBEE Act or alternatively to request the commission to issue new forms and templates designed specifically for government departments. Pending the Accountant-General’s response, the DHA is in the meantime engaging with other departments on the expectation that departments should obtain and possess a BEE certificate.

4.2 EXTERNAL ENVIRONMENT ANALYSIS

The inability of the DHA to provide adequate access to citizens impacts negatively on its constitutional mandate and obligations. There is a lack of DHA purpose-build infrastructure. The DHA uses physical office infrastructure as the main delivery channel for its services and is dependent on the Department of Public Works (DPW) for the adequate acquisition and maintenance of its offices to facilitate efficient service delivery. Currently, the DHA is accommodated in 412 civic services front offices across the country, which is inadequate considering that the department provides civic services to all SA citizens, permanent residence holders and refugees. The footprint of the DHA does not meet the minimum accessibility norms (distance to be travelled by clients to access services) of 50 km in the Northern Cape and 25 km in other provinces, as set by the Department of Public Service and Administration (DPSA). The majority of the non-modernised DHA offices are not suitable for use by people with disabilities as they do not comply with universal access norms and standards. The DHA is in the process of reviewing its current access model to deal with these challenges.

The DHA is responsible for the management of more than 200 million records. Easy access to records is therefore critical for the DHA. The lack of electronic access and retrieval of records has a fundamental impact on turnaround time for services such as amendments, rectifications, etc.

The non-integration of IT systems in DHA, aging infrastructure and limited capability to integrate data platforms are a risk to the integrity of business processes and performance. The modernisation programme depends on a reliable and uninterruptable network infrastructure. A daunting challenge had been that downtimes of systems are high. This has frustrated clients, as the services of the DHA cannot be sourced anywhere else. The DHA can only source network services from the State Information Technology Agency (SITA) as it is classified as mandatory services. Some of the DHA systems are also hosted by other organs of the state. Modernisation is at a stage where systems are not yet integrated and fully digitised. Thus more recent records are on databases but older records have to be retrieved manually. In addition, communication between the back and front office and the work of the client services centre is negatively affected. In order to find a lasting solution to this challenge, the DHA is working with a service provider appointed by SITA to manage the current service network as an interim solution and to develop a new network architecture appropriate for the requirements of the DHA.

During the latter part of the 2017/18 financial year, the DHA had experienced long enduring queues emanating from high client volumes caused by unpredictable walk-ins, discontinuation of Saturday working hours, inadequate leadership and front office space, unstable systems (networks and applications), inefficient work flow processes and uncoordinated communication strategies that led to unsatisfied clients, which contributed to negative publicity and reputational cost for the DHA. In this regard, the DHA developed a strategy on “war on queues” with clear deliverables and timeframes. The impact of the implementation of the strategy will be assessed on a continuous basis.

The result of these weaknesses and challenges is the prevalence of backlogs in critical areas such as asylum seeker management, long queues in frontline offices and a high rate of litigation against the DHA.

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

The project to reposition the DHA as a highly secure and professional department is critical to change perceptions about the centrality and importance of the DHA mandate and to ensure that the DHA has the required legislation, operating model, organisational structure and funding models to fully execute its mandate. The DHA has a critical role to play in enabling a capable and developmental state. This is underpinned by the overwhelming support the DHA has received for its repositioning programme and the prominence of the DHA in government programmes such as the economic stimulus package.

The DHA has the potential to effect large savings for the fiscus by enabling efficiencies and curbing fraud and corruption. A further opportunity is the implementation of the Policy on International Migration in order to address policy and operational gaps and challenges in the field of immigration. The DHA undertook a massive project of reviewing comprehensively South Africa’s outdated policy on international migration which dates back to 1999. Out of this process, a new White Paper on International Migration was approved by Cabinet in March 2017. For the first time, South Africa now has an Immigration Policy that is Afrocentric, risk-based, strategic and linked to development and other national priorities. The White Paper provides a new policy framework that will guide the comprehensive review of immigration and related legislation.

Closely linked to this priority is the establishment and operationalisation of the BMA. The BMA holds enormous potential for integrated and coordinated border management in the country in order to deal with porous borders, the curbing of illegal migration and cross-border crime.

The completion of the modernisation programme is required to ensure the DHA is a secure and modern department and provider of efficient and effective service delivery.

Through its modernisation programme, the DHA will explore the potential benefits emanating from the fourth industrial revolution and the design of new products such as e-Visa, kiosks, etc. Going forward, the centre piece of the modernisation programme is the National Identity System. The National Identity System will be the backbone of e-government and e-commerce, enabling all citizens and organisations to access information and services. The data and services provided by the DHA will be essential for integrated planning; ensuring accountability; enabling efficient administration and preventing fraud. The ultimate goal is to build a new, credible, reliable and efficient National Identity System by which mandatory services to citizens can be delivered, while also supporting economic development and promoting personal safety as well as national security.

The registration of birth within 30 calendar days is important to ensure the population register is credible and reliable. It will also resolve a number of challenges associated with undocumented citizens and for those being deprived of access to services they are entitled to. The DHA commenced with the implementation of the recommendations from the birth evaluation strategy conducted in conjunction with the DPME in 2017/18. The evaluation has also provided the DHA an ideal opportunity to acquire the skills to conduct evaluations in the future and thereby impact positively on decision-making and service delivery.

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

The major threats for the DHA could be described as:

- Inability of the DHA to execute its mandate fully due to:
  - Continued bleak national and international economic outlook that will perpetuate the historical under-funding and resourcing of the DHA.
  - Possible further decreases in compensation of employees' baseline and reductions in goods and services' budgets.
  - Lack of skilled professionals could mean failures of service delivery and large security risks.
- Lack of participation from relevant departments and organs of the state in the operationalisation of the BMA.
- Unforeseen events such as possible xenophobic attacks with a negative impact on the DHA agenda and already limited resources.
- Possible burn-out and high turnover rate due to increasing pressure on existing staff.
- Weakness of security of systems and possible cyber threats.
- Outflow of critical skills within the DHA to other departments and organs of state with intensified focus on the modernisation programme.
- Huge reputational risks for the DHA if the department fails to deliver on its mandate.
- Pull factors into South Africa due to the stability in the country e.g. (increase of economic migrants abusing the asylum system).
- Reliance on external stakeholders, role-players and service providers (e.g. SITA, DPW, service providers in especially the ICT environment, etc).

With regard to progress against strategic objectives of the 2015 to 2020 Strategic Plan, the Annual Performance Plans (APPs), starting from the 2015/16 FY and leading up to the 2019/20 financial year, served as the implementation vehicle for the Strategic Plan 2015 to 2020. Table 3 below contains an assessment to determine the extent to which the strategic objectives (supported by 5 year targets) have been achieved.

Table 3: Performance against 2014 to 2019 Strategic Objectives

Strategic Objective	5 Year Target	Progress
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 (as per MTSF)	This target was not achieved due to: • Supply Chain Management challenges in the appointment of a preferred service provider. • Dependency on service providers and lack of adequate IS capacity in DHA.
Ensure that systems are in place to enable the capturing of biometric data of all travelers who enter or exit SA legally	100% of all designated ports of entry equipped with interim biometric systems capable of processing travelers (at ports of entry equipped with EMCS) by 2018/19 (as per MTSF)	The target was not achieved. • Challenges were experienced with connectivity at 38 ports of entry and the service provider regarding the testing of the system. • The projection is that the DHA will achieve the rollout of the full biometric solution in the next cycle.
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)	The target was achieved up to the 2018/19 financial year.
	DHA repositioned as a modern, secure and professional department by 2019/20 (fifth phase)	The target was achieved up to the 2018/19 financial year.
Ethical conduct and a zero tolerance approach to crime, fraud and corruption	Counter Corruption Strategy of DHA implemented in respect of Prevention, Detection, Investigations and Resolution by 2019/20 (100% of identified interventions implemented as outlined in the APP)	The target was achieved up to the 2018/19 financial year.
Good governance and administration	No audit qualification by 2019/20	The achievement of the target is subject to the audit outcome for 2019/20. Unqualified outcomes were recorded for the last three financial years.
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	The target was achieved up to the 2018/19 financial year.
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 3 810 000 citizens)	The target was achieved up to the 2018/19 financial year.
	Full compliance with service standards set for enabling documents issued to citizens for IDs (1st and re-issue) and adult passports (new live capture system) by 2019/20	The target was achieved up to the 2018/19 financial year.

Strategic Objective	5 Year Target	Progress
Movement of persons in and out of the country managed according to a risk based approach	SA's borders effectively defended, protected, secured and well-managed through: Policy and legislation development (Immigration and Refugees Bills submitted to Parliament for approval by 2018/19 as per MTSF, BMA legislation finalised) Policy implementation (Integrated Border Management Strategy implemented as per APP, two Borderline surveys conducted, 400 Law enforcement operations / inspections conducted, 25 ports of entry and refugee reception office improvement)	The achievement of the target is dependent on the establishment of the BMA and the development of legislation to give effect to the White Paper on International Migration.
Enabling documents issued to foreigners efficiently and securely	Full compliance with service standards set for enabling documents issued to foreigners (permanent residence applications – specific sections, business and general work visas and critical skills visas) by 2019/20 - 85% for Permanent Residence Permits - 90% for Business and General Work Visas - 85% for Critical Skills Visas	The target was achieved up to the 2018/19 financial year.
Refugees and asylum seekers are managed and documented efficiently	Establishment of public-private partnership process complied with (Request for Proposal submitted to National Treasury for approval)	The target was discontinued in the 2018/19 financial year pending agreement on a viable funding model in conjunction with National Treasury.

A number of lessons were learned with the implementation of the 2014 to 2019 MTSF and related MTEF processes. Going forward, the DHA will place more emphasis on visioning and thinking and the development of viable and coherent strategies in support of priorities. Implementing the strategies effectively requires the detailed mapping of programmes and projects; the careful consideration of enabling conditions; the setting of targets linked to available resources and capacity as well as dealing with key risks and dependencies.

Another lesson was the critical importance of good governance and administrative compliance. Managing external realities such as the negative economic climate and related budget cuts impacted negatively on performance. The DHA has to set targets that meet the expectations of clients, even if there are external dependencies such as network reliability and parliamentary processes. The DHA is also grappling with the complexities of projects requiring elaborate infrastructure development or the introduction of services that require partnerships in the form of Public-Private Partnership (PPP) programmes. This is a new area of expertise and engagements with National Treasury have taken place to guide such projects within the Civics, Immigration, Finance and BMA environments.

Part C

MEASURING PERFORMANCE

PART C: MEASURING PERFORMANCE

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

PROGRAMME: ADMINISTRATION

The Administration programme covers all functions of the DHA that support its core business, such as policy, governance, finance, human resource (HR) management and security. It is also responsible for the provision of information communication technology (ICT) infrastructure, accommodation, transport and the keeping of records. In addition, large transversal IT systems reside under this programme, which explains why its budget is relatively large, and it is responsible for the implementation of key systems in the modernisation programme of the department, such as finalisation of the Who Am I Online (WAIO) scope, the building of the Automated Biometric identification System (ABIS) and the NIS.

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

SUB-PROGRAMME

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

ADMINISTRATION RESOURCE CONSIDERATIONS

Programme 1 Expenditure Estimates over the MTEF 2020-2023

Table 4: Administration Programme Expenditure Estimates 2020 to 2023

	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
Rand thousand	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Framework		
Subprogrammes								
Ministry	36,905	28,633	38,327	42,567	42,567	38,745	43,046	48,177
Management Support Services	226,034	289,849	223,330	248,268	248,268	207,470	189,180	198,317
Corporate Services	631,878	691,169	680,448	795,263	701,457	587,213	551,155	505,212
Transversal Information Technology Management	807,858	1,095,139	886,457	909,640	909,640	940,906	995,105	1,036,423
Office Accommodation	508,159	411,429	497,394	544,771	544,771	574,733	606,344	628,884
Total	**2,210,834**	**2,516,219**	**2,325,956**	**2,540,509**	**2,446,703**	**2,349,067**	**2,384,830**	**2,417,013**
Economic classification								
Current payments	**2,000,667**	**2,011,365**	**2,046,895**	**2,525,248**	**2,431,442**	**2,333,233**	**2,368,125**	**2,399,947**
Compensation of employees	481,382	494,370	518,956	537,825	490,922	547,435	571,621	556,068
Salaries and wages	421,446	430,660	450,981	482,739	435,836	465,422	487,464	468,734
Social contributions	59,936	63,710	67,975	55,086	55,086	82,013	84,157	87,334
Goods and services	1,519,285	1,516,995	1,527,939	1,987,423	1,940,520	1,785,798	1,796,504	1,843,879
Transfers and subsidies	**6,705**	**1,870**	**4,516**	**2,676**	**2,676**	**2,823**	**2,978**	**2,802**
Payments for capital assets	**203,462**	**502,984**	**269,558**	**12,585**	**12,585**	**13,011**	**13,727**	**14,264**
Payments for financial assets	**-**	**-**	**4,987**	**-**	**-**	**-**	**-**	**-**
Total	**2,210,834**	**2,516,219**	**2,325,956**	**2,540,509**	**2,446,703**	**2,349,067**	**2,384,830**	**2,417,013**

The total budget allocated over the MTEF period for Programme 1: Administration amounts to R7,1 billion. During the medium term, the DHA will focus its spending on providing financial services and corporate services to ensure line functions are aligned with strategic and operational goals and adhere to good corporate governance practices.

The programme has enabled the DHA to automate its business processes that involve capturing information and images, digitising supporting documents, and issuing identity documents and passports by means of the paperless live capture system. To continue with the modernisation programme, R1.9 billion is allocated over the MTEF period. The DHA also plans to procure new mobile units and refurbish its existing fleet, leading to a projected increase in the number of mobile units from 100 in 2019/20 to 115 in 2020/21 at a cost of R20 million. An amount of R109.5 million over the medium term has been allocated from the DHA's baseline budget for the establishment of the border management authority.

The programme's expenditure is expected to decrease at an average annual rate of 1.6 per cent, over the medium term from R2.5 billion in 2019/20 to R2.4 billion in 2022/23. This is due to the shifting of R77 million over the MTEF period to the Service Delivery to Provinces subprogramme in the Citizen Affairs programme to increase IT capacity in provinces.

The funded establishment for the programme is 1 106 posts as at 31 January 2020. Compensation of employee's expenditure is set to increase at an average annual rate of 1.1 per cent, from R537 million in 2019/20 to R556 million in 2022/23.

The spending focus over the medium term will be on:

- Improving the footprint of the DHA and access to DHA services by: reviewing the number of service points based on the revised DHA access model; use of technology and through partnerships with stakeholders; expanding and optimising the use of existing health facilities for registration of birth for new-born children; the maintenance of stakeholder forums and the expansion of contact centre services.
- As part of the DHA modernisation programme, designing and implementing a new national identity system which will include South Africans and foreign nationals. This will include business process reengineering, provision of access to systems, inherent biometric features and system integration to enable the DHA to ensure the integrity and security of the identity of citizens, all who live in South Africa, and all who enter or leave the country.
- Improving business processes and systems to combat fraud and corruption by rolling out online verification and live capture functionality for both passports and identity documents to small, medium and large offices, health facilities, mobile offices as well as banks and other possible organisations.
- Ensuring a conducive service delivery environment for both the public and staff through improvement of infrastructure at ports of entry, the use of public-private partnerships and frontline office refurbishment.
- Developing a cadre of disciplined, professional officials who are security conscious, caring and responsive to the needs of all South Africans through establishing a world-class academy and the culture and practice of continuous learning. The focus is on strategic projects such as leadership and management training, training on the National Certificate: Home Affairs Services, coaching clinics, development programmes and preparing for the fourth industrial revolution.
- Providing of security services to departmental offices.
- Promoting the services and activities of the DHA 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) and departmental printing (internal newsletters, planning instruments, annual reports, posters, pamphlets and booklets).
- Outsourcing activities for planned audit projects and audits that require specialised skills that are lacking in the internal auditing environment as well as related expenditure such as travel costs.
- Creating awareness in respect of risk management.
- Implementation of the Repositioning Programme of Home Affairs.
- The establishment and operationalisation of the BMA and related priorities such as the redevelopment of the six priority land ports of entry and establishment of the National Border Risk Management and Targeting Centre.

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

INFORMATION SERVICES

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)	Number of selected ports of entry with biometric movement control system (BMCS) implemented	Business requirement specifications approved by DDG: IMS	Technical specifications approved and development commenced	BMCS (biometric solution) developed onto live capture	BMCS piloted at 2 ports of entry	4 airports	17 ports of entry	17 ports of entry

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of selected ports of entry with biometric movement control system (BMCS) implemented	4 airports	Contracting of service provider finalised	Upgrade of data-lines for identified sites completed Procurement of IT equipment finalised	BMCS rolled out to 2 sites	BMCS rolled out to 2 sites

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Movement Control System (MCS) is used to track the movement of citizens and foreign travellers entering and departing South Africa at all ports of entry. The MCS system will now be replaced by a Biometric Movement Control System (BMCS) developed onto the Service Manager System. The system will interface with the e-Visa system which will confirm visa compliance, where applicable. It will further identify undesirable travellers and confirm citizens against the Home Affairs National Information System (HANIS), soon to be replaced by the Automated Biometric Information System (ABIS).

The rollout of the new system will take place in phases with the goal of completing all selected ports of entry by 2025. The introduction of biometric capturing on the system will enable the capturing of fingerprint and facial biometric data of all travellers who enter or exit South Africa. The fingerprint and ultimately facial biometric data will be used to trace the movement of travellers within the country to improve the security and identification of both citizens and foreigners. The output is a critical component of a risk-based approach to immigration.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	e-Visa system designed and implemented	e-Visa phase 1 integration with Advance Passenger Processing (APP), Payment Gateway and Central List Orchestration (CLO) completed (2020/21) e-Visa phase 2 module quality assured as per specifications (2021/22) e-Visa phase 3 module quality assured as per specifications (2022/23)	NA	NA	NA	Pilot e-Visa temporary residence visa (TRV) for Tourist module - in 6 missions (Phase 1)	e-Visa phase 1 (Tourist TRV) integrated with: • Advance Passenger Processing (APP) • Payment Gateway • Central List Orchestration	e-Visa phase 2 module developed onto live capture and deployed in a quality assurance environment: (Temporary Residence Visas) Critical skills visa; Business visa; General work visa; Intra-Company transfer; Study visa; Medical treatment visa and Visitor's visa. Permanent Residence Permits (PRP) General work, section 26(a); Critical skills, section 27(b); Business, section 27(c); Children's PR, PR section 26(c) & PR, section 26(d))	e-Visa phase 3 module developed onto live capture and deployed in a quality assurance environment: Temporary Residence visas Relative's visa; Treaty visa; Exchange visa; Retired person's visa Permanent Residence Permits PR refugee, section 27(d); PR retirement, section 27(e); PR financial independent, section 27(f) and PR relative, section 27(g))

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
e-Visa phase 1 integration with Advance Passenger Processing (APP), Payment Gateway and Central List Orchestration (CLO) completed	e-Visa phase 1 (Tourist TRV) integrated with: • Advance Passenger Processing (APP) • Payment Gateway • Central List Orchestration	e-Visa phase 1 (Tourist TRV) integrated with Payment Gateway and Central List Orchestration	NA	APP integration completed (signed off user acceptance testing)	NA

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	e-Visa system designed and implemented	Number of selected countries with functional e-Visa system activated	NA	NA	NA	Pilot e-Visa temporary residence visa (TRV) for Tourist module - in 6 missions (Phase 1)	10	22	22

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of selected countries with functional e-Visa system activated	10	Assessment report of IT infrastructure signed off by DDG: IS	4	3	3

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Electronic Visa (e-Visa) is an innovative way of applying for visas in the comfort of your home or any convenient place. The e-Visa ensures that there is capability to submit visa applications online and adjudicate centrally, and ensures one view of a traveller, from visa application, arrival in SA, and up to departure from the country. The application and supporting documents are submitted online, the payment is made online and the decision on the application is communicated online.

It contributes to facilitation of travellers, freedom of movement and people-to-people contacts. It promotes tourism based on the efficiencies involved in issuing visas. The e-Visa system removes bottlenecks such as administrative burdens, receiving applicants at the visa office, inputting data from visa applications into the visa system, scanning and saving supporting documents, printing visa stickers, and returning passports to applicants. The costs of purchasing visa stickers also falls away.

It is a secure way of facilitating travel and helps build partnerships with airlines as travellers in possession of e-Visas are checked by airlines before traveling to the RSA. The e-Visa will bring progress with regards to efforts of the Republic in supporting and facilitating movement into South Africa.

The e-Visa (Phase 1) will be integrated with the Advance Passenger Processing System, Payment Gateway and Central List Orchestration in 2020/21. The plan is to develop phase 2 of the e-Visa module, which entails identified functionalities of permanent and temporary residence permits/ visas, in the 2021/22 financial year. The new system will allow applicants to apply online instead of visiting VFS offices. Officials in missions will assess the high risk applicants and interview them or request more information, where required, whilst applicants not regarded as high risk will be issued as per prescribed timeframes.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Efficient asylum seeker and refugee system in compliance with domestic and international obligations	National Identity System (NIS) designed and operational (including immigration services component)	Appointment of service provider to develop Asylum Seeker and Refugee System (2020/21) Technical specifications and architectures signed off by DDG: IS (2021/22) Pilot of Asylum Seeker and Refugee System as per requirements (2022/23) ABIS implemented (2022/23)	N/A	N/A	NA	New PI	Service provider contracted to develop Asylum Seeker and Refugee System	Technical specifications and architectures developed in preparation for Asylum Seeker and Refugee system development onto Live Capture	Asylum Seeker and Refugee System piloted ABIS implemented

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Appointment of service provider to develop Asylum Seeker and Refugee System	Service provider contracted to develop Asylum Seeker and Refugee System	Bid advertised	N/A	Tender evaluation finalised	Service provider appointed

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Asylum Seeker Management System is intended to replace the now outdated National Immigration Information System (NIIS). The system is to be developed on the live capture platform with integration with other DHA systems such as the BMCS and e-Visa systems.

The system will administer the asylum process from registration to deportation or asylum recognition, including processes at statutory bodies (Standing Committee for Refugee Affairs and Refugee Appeal Board) in a predominantly paperless environment.

The system will also be in line with the DHA biometric access control management system (BACM) and will need to cater for all statistical and auditing purposes.

The system will be able to register demographics and biometrics of asylum seekers, facilitate the adjudication of their cases with the option of referral to other bodies, if denied. If the application is approved, an ID document will be issued. The 2020/21 financial year will focus on the appointment of a suitable service provider.

INSTITUTIONAL PLANNING AND SUPPORT

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Policy and legislation developed in support of a risk-based and developmental approach to immigration	Submission of the One-Stop-Border-Post (OSBP) Policy to Cabinet for approval (2020/21) Submission of the OSBP Bill to Cabinet for approval for public consultation (2021/22) Submission of OSBP Bill to Parliament for approval (2022/23)	NA	NA	NA	OSBP Policy submitted to Minister for approval	OSBP Policy submitted to Cabinet for approval	OSBP Bill submitted to Cabinet for approval for public consultation	OSBP Bill submitted to Parliament for approval

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Submission of the One-Stop-Border-Post (OSBP) Policy to Cabinet for approval	OSBP Policy submitted to Cabinet for approval	Initial SEIAS report submitted to DPME for approval Draft OSBP Policy submitted to JCPS, ICTS and ESIEID Clusters for recommendation to Cabinet	Draft OSBP Policy submitted to Cabinet to request approval for public consultation Draft OSBP Policy gazetted for public comments NEDLAC consultations on the Draft OSBP Policy initiated	Draft OSBP Policy, incorporating public and NEDLAC comments, submitted to the OSBP Steering Committee, EXCO and Minister for approval Final SEIAS report submitted to DPME for approval	OSBP Policy submitted to JCPS, ICTS and ESIEID Clusters for recommendation to Cabinet OSBP Policy submitted to Cabinet for approval

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The border environment, particularly ports of entry, provide an opportunity for the country to maximise its economic and trade opportunities as it offers a pathway to intra-country, regional and global markets. In addition, the border environment also offers opportunities to secure the nation's security and sovereignty by being a site where goods, persons and conveyancers are processed in and out of the country. In order to maximise economic and trade opportunities while mininising risks associated with international migration, the government of South Africa has resolved to strengthen the border environment by introducing the Border Management Authority and to redevelop six priority land port of entry as one-stop border posts.

The OSBP concept refers to the legal and institutional framework, facilities, and associated procedures that enable goods, people and vehicles to stop once whereby they undergo necessary controls following applicable regional and national laws to exit one state and enter the adjoining state. This is contrary to a traditional two-stop border post concept whereby entry/ exit procedures are carried out on both sides of the border for persons, vehicles, and goods. A one-size fit all OSBP model is unrealistic given the varying socio-economic and geographical factors. Internationally, there are at least three OSBP models that may be applicable for South Africa to consider. That is:

- "Straddle Border Post" – This type of OSBP physically straddles the borderline and the Common Control Zone is bisected by the borderline.
- "Single Country Border Post" – This type is located solely in one country. It offers the efficiency of a single facility, but requires extra-territorial jurisdiction.
- "Juxtaposed Border Post" – This type of OSBP requires a dedicated facility in each country, each serving one direction of traffic. In a juxtaposed border it is usually the case that exit formalities from country A and entry formalities for country B are done in country B and vice versa.

The OSBP policy will lay a strong policy foundation for drafting a constitutionally sound legislation and regional instruments for managing OSBPs with the neighbouring countries. The implementation of the one-stop concept requires that the border agencies of each state involved are able to apply their national laws in the territory of the adjoining state. As national laws cannot automatically be applied in other territories, specific provisions will be developed to give such agencies extra-territorial jurisdiction. The OSBP Act will, amongst other things, provide for extra-territorial authority to both SA and neighbouring countries.

OSBPs are aimed at addressing long waiting times and delays at ports of entry by facilitating faster border clearances and limiting the duplication of border agency interventions, which in turn improves trade competitiveness and movement of persons, through cutting down on cost and time. OSBPs will be governed by domestic legislation, bilateral agreements between South Africa and each neighbouring state willing and able to share OSBPs with South Africa.

A Joint Technical Working Group comprising of senior but technical officials from South Africa and the adjoining country with which South Africa shares a border where an OSBP is to be established is in the process of being formed. The Joint Technical Working Group will consider policy, legislation, planning, infrastructure, joint operations, ICT, biometrics as well as cost-sharing and co-financing. Strong political drivers at the highest levels from both countries will be in place before an OSBP is implemented. This will include a memorandum of understanding being put in place between the two relevant governments, supported by a legal framework allowing extra-territorial authority for purposes of implementing an OSBP.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure population register to empower citizens, enable inclusivity, economic development and national security	Policy and legislation developed in support of the population register	Submission of the Official Identity Management Policy to Cabinet for approval (20/21) Submission of the Population Register Bill to Cabinet for approval for public consultation (21/22) Submission of Population Register Bill to Parliament for approval (22/23)	NA	NA	NA	Draft Official Identity Management Policy submitted to Cabinet to request approval for public consultation	Official Identity Management Policy submitted to Cabinet for approval	Population Register Bill submitted to Cabinet for approval for public consultation	Population Register Bill submitted to Parliament for approval

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Submission of the Official Identity Management Policy to Cabinet for approval	Official Identity Management Policy submitted to Cabinet for approval	Draft Official Identity Management Policy gazetted for public comments	NEDLAC consultations on the Draft Official Identity Management Policy initiated Draft Official Identity Management Policy, incorporating public and NEDLAC comments, submitted to EXCO and Minister for approval	Final SEIAS report submitted to DPME for approval Draft Official Identity Management Policy submitted to JCPS, Governance, State Capacity and Institutional Development Cluster (GSCID) and Economic Sectors, Investment, Employment and Infrastructure Development Cluster (ESIEID) for recommendation to Cabinet	Official Identity Management Policy submitted to Cabinet for approval

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

An identity management framework (policy and legislation) is needed to address how the DHA will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information. It will also be necessary for the DHA to articulate how the digital administrative datasets under its control will be used to enable inclusivity, economic development and national security. The emerging macro policy framework on the management of personal information enjoins organs of state that handle personal information to establish a specific identity management framework (policy and legislation) to ensure compliance with the POPI Act. It also requires that where an organ of state's system is classified as critical information infrastructure, a framework must be set in place to ensure compliance with the provisions of the Cyber Security Bill.

It is against this background that the DHA is embarking on the process of developing an Official Identity Management Policy that will lay a sound policy foundation for drafting a new Population Register Act. The new legislation will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information.

The argument for South Africa to strengthen its identity management capacity is made in the 2017 Mandate Paper that is published annually by the DPME as a guide to government budgeting approaches and priorities: "Improved operational and information systems will help fight crime and corruption but also government efficiency generally… A bedrock of such administrative systems is an effective identity system for citizens and visitors. It is therefore critical to ensure that the population register of the Department of Home Affairs and the electronic and card identification system include all citizens and be of the highest integrity. Obstacles to a more rapid rollout must be investigated and a comprehensive integrated approach developed about how this system can be integrated with other government programmes and systems". The development of policy will inform the legislative process which will be implemented over the medium term.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Policy and legislation developed in support of citizenship and civil registration	Submission of the Marriage Policy to Cabinet for approval (20/21) Submission of the new Marriage Bill to Cabinet for approval for public consultation (21/22) Submission of the new Marriage Bill to Parliament for approval (22/23)	NA	NA	NA	Draft Marriage Policy submitted to Minister for approval	Draft Marriage Policy submitted to Cabinet for approval	New Marriage Bill submitted to Cabinet for approval for public consultation	New Marriage Bill submitted to Parliament for approval

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Submission of the Marriage Policy to Cabinet for approval	Draft Marriage Policy submitted to Cabinet for approval	Initial SEIAS report submitted to DPME for approval Draft Marriage Policy submitted to JCPS and Social Clusters for recommendation to Cabinet	Draft Marriage Policy submitted to Cabinet to request approval for public consultation Draft Marriage Policy gazetted for public comments Marriage Policy Colloquium convened with key representative of all sectors (Religious, Cultural and Gender interest groups)	Draft Marriage Policy, incorporating public comments, submitted to EXCO and Minister for approval Final SEIAS report submitted to DPME for approval	Draft Marriage Policy submitted to JCPS and Social Clusters for recommendation to Cabinet Final draft of the Marriage Policy submitted to Cabinet for approval

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The legislation that regulates marriages in South Africa has been developed without an overarching policy that is based on constitutional values (e.g. equality, non-discrimination and human dignity) and the understanding of modern society dynamics. Instead of creating a harmonised system of marriage in South Africa, the state has sought to give recognition to different marriage rituals through passing a range of different marriage laws. Marriages in SA are regulated through the following legislation:

- The Marriage Act, 1961 (Act No. 25 of 1961) as amended, and its associated regulations (monogamous marriage for opposite sex couples);
- The Recognition of Customary Marriages, 1998 (Act No. 120 of 1998) - (polygamous marriages for opposite sex couples - polygamy); and
- The Civil Union Act, 2006 (Act No. 17 of 2006) - (monogamous partnerships for both same and opposite sex couples).

Despite all the changes that have been made in the marriage legislation post 1994, there are still serious gaps in the current legislation. For instance, the current legislation does not regulate some religious marriages such as the Hindu, Muslim and other customary marriages that are practiced in some African or royal families.

Given the diversity of the SA population it is virtually impossible to pass legislation governing every single religious or cultural marriage practice. It is against this background that the DHA is embarking in the process of developing a marriage policy that will lay a policy foundation for drafting a new single or omnibus legislation. The new Marriage Act will enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA. The development of policy will inform legislation which will be implemented over the medium term.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Policy and legislation developed in support of a repositioned DHA	Submission of the DHA Bill to Cabinet for approval (20/21) Submission of the DHA Bill to Cabinet for approval for public consultation (21/22) Submission of DHA Bill to Parliament for approval (22/23)	NA	NA	NA	Final draft of DHA Bill submitted to Cabinet to request approval for public consultation	DHA Bill submitted to Cabinet for approval	DHA Bill submitted to Cabinet for approval for public consultation	DHA Bill submitted to Parliament for approval

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Submission of the DHA Bill to Cabinet for approval	DHA Bill submitted to Cabinet for approval	DHA Bill gazetted for public comments	NEDLAC consultations on the DHA Bill initiated Draft DHA Bill, incorporating public and NEDLAC comments, submitted to EXCO and Minister for approval	Final SEIAS report submitted to DPME for approval Draft Bill submitted to the JCPS, GSCID and ESIEID Clusters for recommendation to Cabinet	Final Bill submitted to Cabinet for approval

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

In March 2017 Cabinet approved the business case for repositioning the DHA as a modern, secure department located within the security system of the state. Cabinet also announced that the DHA would be fully integrated into the JCPS cluster. In the majority, departments that operate in this area are established by an Act of Parliament which regulates, amongst others, recruitment of employees, access to their systems and buildings (National Key Points), etc. Thus, the DHA needs an anchor legislation in the form of a Home Affairs Act to provide a coherent legal framework for a repositioned DHA to deliver on a mandate appropriate for a sovereign state that has a constitution founded on democracy, inclusion, social justice, development, peace and security. The DHA Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the department to be repositioned as a secure, modern department that is located within the security system.

With DHA being part of the security cluster, there is a need to enhance its capability to mitigate risks, deal with threats and respond to national security initiatives. Most critical is the capacity to protect citizen and non-citizen personal information. Officials who work in the repositioned Home Affairs will be appointed according to the provisions of a Home Affairs Act. The provisions of the Labour Relations Act and Public Service Act will still apply.

The new legislation will provide a constitutionally sound legal framework for repositioning the DHA as a modern and secure department with the following critical elements:

- Anchor legislation which frames the mandate of DHA and empowers the Minister to declare certain functions of the department as essential services after consultation with relevant structures.
- Provisions for a differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions.
- Provisions that ensure that the DHA can deliver on its core mandate securely and efficiently by procuring and accessing resources such as expertise, technology, networks, accommodation and security services.
- Establishment of a capacity within the department for vetting employees, accrediting all individuals who access the system as well as 3rd party service providers. This will also entail undertaking threat and risk assessments to the system, by staff, citizens and non-citizens (on national security).

The targets over the medium term deal with the parliamentary process to be followed.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Revised Service Delivery Model implemented in line with a repositioned DHA	Approval of Service Delivery Model by Minister (20/21) Phased implementation of Service Delivery Model (2021 – 2023)	N/A	N/A	N/A	New PI	Service Delivery Model approved by Minister	Service Delivery Model implemented in line with a repositioned DHA (Phased approach)	Service Delivery Model implemented in line with a repositioned DHA (Phased approach)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approval of Service Delivery Model by Minister	Service Delivery Model approved by and Minister	Service provider appointed to develop the Service Delivery Model for DHA	All 9 dimensions of Service Delivery Model reviewed (Report submitted to the DG)	Consultative and informative workshops with internal (all DHA branches) and external stakeholders (DPSA and relevant government departments) conducted	Service Delivery Model approved by Minister

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The revision of the current service delivery model will inform the development of new operating, organisational and funding models which are all critical elements of the Repositioning Programme of the DHA.

A Service Delivery Model (SDM) details the department's mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery and possible improved method of delivery. A SDM should be reviewed annually to assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. Developing, implementing and institutionalising a SDM will assist the department to evaluate whether it will be able to deliver on its determined strategy in support of the repositioning programme.

The Service Delivery Model consist of nine (9) dimensions, including:

- Value proposition which will address the goods and services the department deliver in line with its constitutional mandate.
- Customer segmentation which deals with the different types of customers the department's goods and services intend to serve and satisfy. This will cover the geographic, social characteristics and demographics of the customers that the DHA intends to create / enhance value for.
- The Channels dimension will establish the distribution channels through which the department will reach different types of customers and how the channels will be integrated. These channels include service points required to deliver services, mobile units required to service areas outside the reach of service points, access through the contact centre, channels developed in collaboration with public and private organisations and the use of ICT to improve service delivery. Furthermore, this dimension addresses the cost and benefits of each distribution channel to ensure optimal utilisation for effective delivery of services.
- Customer relationships.
- Revenue streams.
- Key resources.
- Partners.
- Key activities to be executed to deliver on the constitutional mandate of the department.
- Costs structure addresses the cost implications for the delivery of the value proposition of the department.

The DHA will revise the current service delivery model and implement the critical aspects thereof over the medium term.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	DHA Access Model implemented through Footprint Optimisation Plan	Phased implementation of DHA Access Model through Footprint Optimisation Plan	N/A	N/A	N/A	DHA Access Model approved by Minister's Management Meeting	DHA Access Model implemented (relevant phase) through Footprint Optimisation Plan: Project plan submitted to DPW for submission to National Treasury	DHA Access Model implemented through Footprint Optimisation Plan (Phased approach)	DHA Access Model implemented through Footprint Optimisation Plan (Phased approach)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Phased implementation of DHA Access Model through Footprint Optimisation Plan	DHA Access Model implemented (relevant phase) through Footprint Optimisation Plan: Project plan submitted to DPW for submission to National Treasury	DHA Footprint Development Strategy in line with the approved Access Model approved by DG and Minister	DHA Footprint Optimisation Plan developed, costed and approved by the DG	DHA Footprint Optimisation Plan approved by the Minister	DHA Footprint Optimisation Project Plan (Infrastructure/ User Asset Management Plan (UAMP)) submitted to DPW for submission to National Treasury

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The DHA Access Model is the model that the department will use to:

- Increase the number of service points, by identifying optimal locations where additional facilities are required;
- Reduce the number of existing service points in areas where the department has more service points than its access standards require; and
- Optimise the location of existing service points where service points are not located optimally. The DHA Access Model, given the existing footprint, can adopt an expansion model, reduction model, relocation model or the combination of the three access models.

The Footprint Optimisation Plan is the plan that will provide the targets for improving geographic access to service points and services in line with DHA Access Model (expansion, reduction and/or relation of service points). The plan will also consider the Service Delivery Model of the department and strategies to improve capacity of service points. Furthermore, the optimisation plan will cover the infrastructure plan of the department which will inform the revision of the User Asset Management Plan (UAMP) which is submitted to DPW for acquisition of service points as well as funding of infrastructure. The Footprint Optimisation Plan will be the vehicle to implement the revised access model over the medium term.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Strategic communications interventions implemented through the DHA Communication Strategy and Action Plan	Compliance with set number of interventions implemented in support of Communication Strategy and Action Plan	Plan fully implemented	Plan fully implemented	Plan fully implemented	28 Media engagements 3 campaigns 6 Izimbizo	DHA Communication Strategy and Plan implemented through: • 28 Media engagements • 6 Izimbizo • 3 Campaigns	DHA Communication Strategy and Plan implemented through: • 28 Media engagements • 6 Izimbizo • 3 Campaigns	DHA Communication Strategy and Plan implemented through: • 28 Media engagements • 6 Izimbizo • 3 Campaigns

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Compliance with set number of interventions implemented in support of Communication Strategy and Action Plan	DHA Communication Strategy and Action Plan implemented through: • 28 Media engagements, • 6 Izimbizo and • 3 Campaigns	• 7 Media engagements • 2 izimbizo • 1 Campaign	• 7 Media engagements • 2 Izimbizo • 1 Campaign	• 7 Media engagements • 1 Imbizo • 1 Campaign	7 Media engagements 1 Imbizo

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The purpose of Communication Services is to positively position the DHA to its clients through the provision of strategic communication interventions. The main aim is to publicise the programmes of the DHA whilst also profiling the work of the political principals in undertaking the mandate of the department. This will be done through the overall 5 Year Communication Strategy (2019 – 2024) which will be reviewed and updated yearly with relevant communication action plans. The priority over the next 12 to 24 months (April 2019 – March 2021) is to continue creating a positive brand positioning for the department and putting DHA services on top of the mind of our clients.

The Communication APP outputs are intended to strategically communicate and publicise the DHA's core functions and mandate as outlined in the Strategic Plan, while also engaging with the stakeholders to solicit their support and buy-in for the work of the institution. In order to effectively and efficiently publicise the mandate of the DHA and get stakeholders' buy-in and views on its service offering, communication will undertake the following interventions:

- 28 Media engagements;
- 6 Izimbizo; and
- 3 Campaigns.

These indicators (media engagements and campaigns) have been chosen because of their strategic importance in effectively getting advocacy and publicity messages across to the DHA's target market and client base; but also (Izimbizo) because of Cabinet's directive that the executive should have an unmediated community engagement programme every financial year. Communications outputs directly support the achievement of the chosen outcome by publicising the work of the DHA and its executive in undertaking its core programmes and service offering in support of its mandate.

In this regard, the media is a critical stakeholder to help convey the new initiatives the DHA has introduced to achieve its set outcomes. The media ensures the DHA is accountable by keeping the public and stakeholders up to date with progress constantly thus the need for continuous engagement with the media fraternity. The Izimbizo are Cabinet-sanctioned programme outputs that are aimed at giving the clients and stakeholders the opportunity to engage with the department's executive directly around the progress and/or challenges in achieving the DHA's intended outcome. Therefore Izimbizo assist in ensuring that the achievement of the set outcome is enhanced through consensus and collaborative efforts with communities, clients and relevant stakeholders.

Communication campaigns drive the advocacy and publicity of the department's outcomes so that the clients and stakeholders know what the DHA intends to deliver on in a particular financial year; and ensure expectations in achievement of the outcomes are aligned to the current organisational plans and resource-reality.

COUNTER CORRUPTION AND SECURITY SERVICES

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches	4	2	NA	NA	2	2	2

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches	2	Progress report on first process evaluation submitted to DDG: CCSS for cognisance	One (1) business process evaluated (Report submitted to DG for consideration)	Progress report on second process evaluation submitted to DDG: CCSS for cognisance	One (1) business process evaluated (Report submitted to DG for consideration)

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Process evaluations on processes are conducted in order to identify possible vulnerabilities to fraud, corruption and security breaches in business. Once the evaluations are completed recommendations are sent to the different branches for implementation of measures to address the identified gaps. This target is important in order to ensure the DHA has adequately secure systems in place in line with the White Paper on Home Affairs.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	Percentage of reported cases on fraud and corruption finalised within 90 working days	64%	70.3%	75.4%	66%	66%	66%	66%

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of reported cases on fraud and corruption finalised within 90 working days	66%	66%	66%	66%	66%

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The investigation of reported corruption is important in order to deal effectively with corrupt elements within and outside the DHA. This is done in support of one of the main priorities of the JCPS cluster for the MTSF 2019 to 2024. Successful investigations also serve as a deterrent to possible future corrupt activities. This target is important in order to ensure the DHA has an adequate security system in place in line with the White Paper on Home Affairs.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	96	89	83	60	60	60	60

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	60	15	15	15	15

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The purpose of threat and risk assessments (TRAs) is:

- Identification and determination of the value of critical assets of the offices and determining the potential threats and risks that may compromise the safety of the department's assets/ resources (people, assets, processes and documents).
- Determination of the adequacy of current security measures and cost effectiveness thereof.
- Making of recommendations to add, modify, eliminate security short falls and provide for business continuity.

The results of the assessments are conveyed to business for remedial actions to be implemented.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	Number of vetting files referred to State Security Agency (SSA) for evaluation	732	701	538	416	416	416	416

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of vetting files referred to State Security Agency (SSA) for evaluation	416	109	109	99	99

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

It is imperative that officials are vetted if their duties or tasks necessitate access to sensitive information, assets and areas designated as National Key Points. This applies to all positions and phases of the contracting process, and when an individual's duties or tasks require access to essential persons or installations that are deemed to afford regular and consistent access to classified information and/or assets. To this end it is critical that all employees, consultants, interns and contractors are not beyond reproach. The vetting files are referred to the SSA once the DHA has completed the required departmental processes.

PROGRAMME: CITIZEN AFFAIRS

Citizen Affairs covers the activities of the Civic Affairs branch at national and provincial level. This involves the provision and management of identity and status services for citizens, permanent residents and persons accorded refugee status. Clients are served at various sites, including local and mobile offices, health facilities and bank branches.

PROGRAMME PURPOSE:

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

SUB-PROGRAMME:

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

CITIZEN AFFAIRS RESOURCE CONSIDERATIONS

Citizen Affairs Expenditure Estimates over the MTEF 2020-2023

Table 5: Citizen Affairs Expenditure Estimates 2020 to 2023

	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
Rand thousand	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Framework		
Subprogrammes								
Citizen Affairs Management	30,779	23,274	34,333	25,186	25,186	19,326	22,625	27,036
Status Services	1,029,412	1,051,156	1,113,678	1,084,152	1,084,152	91,938	96,812	101,225
Identification Services	140,120	275,002	153,566	316,421	316,421	322,762	342,235	359,970
Service Delivery to Provinces	1,794,296	1,896,437	2,031,445	2,096,661	2,052,093	2,248,948	2,561,617	2,721,703
Electoral Commission	1,657,901	1,299,912	1,965,004	2,012,749	2,012,749	2,218,911	2,384,981	2,472,575
Represented Political Parties' Fund	134,480	141,204	149,394	157,760	157,760	164,682	173,692	179,956
Total	**4,786,988**	**4,686,985**	**5,447,420**	**5,692,929**	**5,648,361**	**5,066,567**	**5,581,962**	**5,862,465**
Economic classification								
Current payments	**2,968,298**	**3,220,090**	**3,287,728**	**3,519,841**	**3,475,273**	**2,680,253**	**3,020,419**	**3,206,940**
Compensation of employees	1,879,890	1,975,671	2,115,008	2,239,149	2,216,865	2,410,761	2,575,474	2,696,847
Salaries and wages	1,577,833	1,656,220	1,769,807	1,864,923	1,842,639	2,005,826	2,163,168	2,269,260
Social contributions	302,057	319,451	345,201	374,226	374,226	404,935	412,306	427,587
Goods and services	1,088,408	1,244,419	1,172,720	1,280,692	1,258,408	269,492	444,945	510,093
Transfers and subsidies	**1,807,620**	**1,455,712**	**2,128,591**	**2,173,088**	**2,173,088**	**2,386,314**	**2,561,543**	**2,655,525**
Payments for capital assets	**11,070**	**11,183**	**31,101**	**-**	**-**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**4,786,988**	**4,686,985**	**5,447,420**	**5,692,929**	**5,648,361**	**5,066,567**	**5,581,962**	**5,862,465**

The total budget allocated over the MTEF period for Programme 2: Citizen Affairs amounts to R16,5 billion. The programme's expenditure is expected to increase at an average annual rate of 1 per cent, from R5.7 billion in 2019/20 to R5.9 billion in 2022/23.

The issuance of smart identity cards to all eligible people is a critical component of this programme. For the issuance of at least 9 million smart identity cards over the medium term, R7.5 billion is allocated over the period ahead in the Service Delivery to Provinces subprogramme in the Citizen Affairs programme. Smart identity cards and other enabling documents are funded through the self-financing method, as such, revenue that is generated is appropriated to the DHA during the adjustments budgeting process. This revenue is projected to be R3.9 billion over the MTEF period.

Another critical component of the programme is the registration of births. Over the medium term, the DHA plans to register at least 2.4 million births within 30 days of which R290 million is allocated over the MTEF period in the Status Services subprogramme in the Citizen Affairs programme.

The funded establishment for the programme is 5 802 posts as at 31 January 2020. The compensation of employee's expenditure is set to increase at an average annual rate of 6.4 per cent, from R2.2 billion in 2019/20 to R2.7 billion in 2022/23.

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

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

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Births registered within prescribed period of 30 calendar days	Number of births registered within 30 calendar days	745 204	772 035	816 698	810 000	810 000	810 000	810 000

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of births registered within 30 calendar days	810 000	205 948	206 661	194 891	202 500

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The DHA has the sole mandate to determine and affirm the official identity and status of all citizens and of those foreign nationals who apply to enter the RSA or who have entered.

The purpose of the Civic Services' branch is to ensure secure, efficient and accessible services and documents for citizens and lawful residents through the execution of core functions such as the management of the National Population Register (NPR), management of passports and travel documents, determination of the status of citizens and document management including, births, marriages, deaths, amendments and rectifications.

The outputs and indicators dealing with birth registration, the issuance of smart ID cards, issuance of passports and the new marriage act are all in support of the DHA outcome dealing with "Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations". Securing the identity of South Africans is critical for national security and territorial integrity, local and national planning, economic development, access to rights and services and integrity of systems and data that depend on the DHA population register.

To secure the integrity of the NPR, it is essential that the public are encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ultimately ensure that registration at birth is the only entry point to the NPR. This means that each and every one of the approximate 1.1 million children born every year must be registered within 30 calendar days as prescribed by legislation. This will minimise the number of late registration of birth applications – a process which is susceptible to fraud and corruption – and the number of undocumented citizens.

The target of 810 000 births to be registered within 30 calendar is projected to remain the same over the medium term. This is mainly due to the inability to fill vacant posts. Other factors such as cultural naming conventions also impact on the registration of birth rate within 30 days.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Eligible citizens (including naturalised and holders of permanent residence permits) are issued with smart ID cards	Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above	2 698 181	2 864 111	3 127 217	3 million	3 million	3 million	3 million

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above	3 million	780 000	750 000	690 000	780 000

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Eligible citizens turning 16 years of age are compelled to apply for identity documents. With the application, the biometrics of applicants are captured on the NPR. The green-barcoded ID book is susceptible to fraud and cannot be regarded as a secure enabling document. The ultimate aim is to replace all green ID books with smart ID cards to all eligible citizens.

Some of the benefits of the rollout of the smart ID Cards to all citizens include the following:

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

The target of 3 million smart ID cards to be issued is projected to remain the same over the medium term. This is mainly due to the inability to fill vacant posts and the dependency on footprint expansion, either through traditional offices equipped with live capture functionality, the establishment of partnerships with the private and/ or public sector, the use of technology and dealing with key external dependencies (e.g. networks). The target includes the issuance of smart ID cards to naturalised citizens and permanent residence holders.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Adult passports issued as per set standards	Percentage (%) of machine readable adult passports (new live capture system) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	95,42%	88,93%	91,88%	90%	90%	90%	90%

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage (%) of machine readable adult passports (new live capture system) issued within 13 working days (from date of receipt of application until passport is scanned at office of application)	90%	90%	90%	90%	90%

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The department's service standards in terms of the issuance of passports are critical to ensure that clients receive transparent services with a level of predictability in terms of the duration required to finalise/ issue live capture passports. This is also critical to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on economic development for the country.

The target of 90% of machine readable adult passports to be issued within 13 working days is projected to remain the same over the medium term. This is mainly due to the inability to fill vacant posts and external dependencies on service providers.

PROGRAMME: IMMIGRATION AFFAIRS

Immigration Services is responsible for the implementation of immigration legislation; functions at ports of entry; the immigration inspectorate and deportations; the visa and permitting regime; the processing of asylum seekers and refugees; and the management of a holding facility (Lindela) for illegal immigrants awaiting deportation after confirmation by their countries of origin.

PROGRAMME PURPOSE:

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

SUB-PROGRAMMES:

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

IMMIGRATION AFFAIRS RESOURCE CONSIDERATIONS

Immigration Affairs Expenditure Estimates over the MTEF 2020-2023

Table 6: Immigration Affairs Expenditure Estimates 2020 to 2023

	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
Rand thousand	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Framework		
Subprogrammes								
Immigration Affairs Management	7,269	6,925	42,493	61,075	61,075	22,603	24,031	27,747
Admission Services	763,670	769,514	816,413	768,769	907,143	1,106,873	1,202,840	1,242,981
Immigration Services	249,199	243,724	228,385	257,560	257,560	272,418	237,349	249,811
Asylum Seekers	125,564	178,312	186,572	206,862	206,862	212,101	228,924	241,473
Total	**1,145,702**	**1,198,475**	**1,273,863**	**1,294,266**	**1,432,640**	**1,613,995**	**1,693,144**	**1,762,012**
Economic classification								
Current payments	**1,135,424**	**1,157,845**	**1,239,959**	**1,293,836**	**1,432,210**	**1,613,542**	**1,692,666**	**1,761,511**
Compensation of employees	708,496	722,529	769,186	781,996	851,183	934,739	993,031	1,025,931
Salaries and wages	604,921	611,893	649,027	655,517	724,704	798,254	804,606	830,193
Social contributions	103,575	110,636	120,159	126,479	126,479	136,485	188,425	195,738
Goods and services	426,928	435,316	470,773	511,840	581,027	678,803	699,635	735,580
Transfers and subsidies	**1,328**	**912**	**2,249**	**430**	**430**	**453**	**478**	**501**
Payments for capital assets	**8,950**	**39,718**	**31,655**	**-**	**-**	**-**	**-**	**-**
Payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**1,145,702**	**1,198,475**	**1,273,863**	**1,294,266**	**1,432,640**	**1,613,995**	**1,693,144**	**1,762,012**

The total budget allocated over the MTEF period for Programme 3: Immigration Affairs amounts to R5,1 billion. The programme's expenditure is expected to increase at an annual average rate of 10.8 per cent, from R1.3 billion in 2019/20 to R1.8 billion in 2022/23.

In line with the national priority of economic transformation and job creation, the DHA plans to contribute to economic development by implementing its revised visa regime. The DHA plans to continue implementing the simplification process of visas, whereby selected and low-risk countries benefit from visa waivers and the relaxation of conditions. The rollout of the e-Visa will also commence. For this purpose, R759.5 million is allocated over MTEF period in the Immigration Services subprogramme in the Immigration Affairs programme.

The passenger name record is used to identify unknown threats based on passenger profiles and the advance passenger processing system is used to identify known suspects (for example, those on stop and watchlists). In the Admission Services subprogramme in the Immigration programme, an additional R606 million over the medium term has been allocated to implement the passenger name record system and R450 million over the medium has been allocated for the advance passenger processing system.

The funded establishment for the programme is 1 997 posts as at 31 January 2020. The compensation of employee's expenditure is set to increase at an average annual rate of 9.5 per cent, from R782 million in 2019/20 to R1.0 billion in 2022/23.

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

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

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	BMA rolled out at selected ports of entry and designated segments of the land borderline	Number of ports of entry, land borderline segments and community crossing points with BMA roll-out	BMA Bill introduced into parliament Draft BMA Blue print prepared	BMA Road Map approved by Minister in February 2018	Draft Section 97 Presidential Proclamation prepared	BMA legislation enacted	BMA rolled out to: • 4 ports of entry; • Along 5 segments of the borderline and • 1 community crossing point	BMA rolled out to: • Additional 7 ports of entry and • Along 1 additional segment of the borderline	BMA rolled out to: • Additional 7 ports of entry and • Along additional 2 segments of the land borderline

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of ports of entry, land borderline segments and community crossing points with BMA roll-out	BMA rolled out to: • 4 ports of entry • Along 5 segments of the land borderline • 1 community crossing point	BMA launched	Key management positions for the BMA advertised BMA rolled out at 2 ports of entry and 1 community crossing point	BMA rolled out at 2 ports of entry and 2 land borderline segments	BMA rolled out at 3 land borderline segments

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Over the MTSF period, the BMA PMO will be contributing to the MTSF priority area focusing on, inter alia, border security and illegal immigration in line with the Department's mandate. The two outcome indicators in this regard are the establishment and operationalisation of the Border Management Authority (BMA) and the redevelopment of six priority land ports of entry as One-Stop Border Posts (OSBPs). These indicators will give effect to the outcome in the following ways:

a) The BMA will be responsible for the execution of border law enforcement functions in the border environment in an integrated manner under a command and control structure. This is intended to improve the processing of people and goods; and circumventing illegal activities in the border environment as the BMA will be intelligence-led and a risk-based approach to border management will be adopted.

b) The redevelopment of six land ports of entry as OSBPs is an infrastructure intervention intended to enable the efficient processing of people and goods; and will in the long term serve as an enabler to the BMA's operations.

Through the indicators, the BMA Project Management Office intends to demonstrate the roll-out of the BMA to four ports of entry; one community crossing point and along five segments of the land borderline by the end of the 2020/21 financial year.

The indicators and targets on the BMA show direct support to the MTSF outcome of improving border security and international migration and the DHA outcome of secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments. A budget of R84 million has been allocated for the BMA over the 2020 MTEF period.

Public service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Measures introduced to drive intelligence- and risk-led border management	Establishment of National Targeting Centre (NTC) (2020/21) NTC operational as per requirements (2021/22 to 2022/23)	NA	NA	NA	NTC business case approved by Minister	NTC established	NTC operational	NTC operational

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Establishment of National Targeting Centre (NTC)	NTC established	Draft NTC establishment plan submitted to the DG for approval	Request for nomination of appropriate senior officials to be part of NTC Steering Committee sent to relevant Accounting Officers (Letter signed by DG)	NTC Operating Model approved by NTC Steering Committee	Implementation Protocols concluded between the NTC and relevant organs of state

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Over the MTSF period, the BMA PMO will be contributing to the MTSF priority area focusing on, inter alia, border security and illegal immigration in line with the Department's mandate. In this regard, the DHA outcome for the MTSF is "Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments". This outcome is intended to contribute towards securing the country's borders, managing migration more effectively and facilitating trade more efficiently.

The BMA will be responsible for border law enforcement functions in the border environment. The BMA will function on the principle of intelligence-led border management and the National Targeting Centre (NTC) will be the primary border intelligence instrument. The NTC will serve as the central risk management and intelligence hub for the border environment in South Africa. The NTC will assist in identifying and mitigating high-risk travelers, goods and conveyancers passing through South Africa's borders.

The quarterly targets speak to key elements that will enable the NTC to function, e.g. having a NTC establishment plan and putting a NTC Steering Committee in place. A detailed business case on the NTC will be finalised in the 2019/20 financial year. The business case will detail the actual resource, funding, staffing requirements of the NTC and will further clarify the nature and establishment of the NTC.

Public service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Public-Private partnership (PPP) concluded to redevelop six land ports of entry	Appointment of a preferred bidder for the redevelopment of six priority land ports of entry (2020/21) Financial and contractual closure effected with private party (2021/22) Number of ports of entry in respect of commencement of construction (2022/23)	Feasibility Study undertaken and TA I request submitted to National Treasury	Request for Qualification issued to the market on 29 March 2018	Pre-qualified bidders selected	Transaction Advisor appointed	Preferred bidder appointed for the redevelopment of six priority land ports of entry	Financial and contractual closure effected with private party	Construction commences at the six ports of entry

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Appointment of a preferred bidder for the redevelopment of six priority land ports of entry	Preferred bidder appointed for the redevelopment of six priority land ports of entry	N/A	N/A	N/A	Preferred bidder appointed for the redevelopment of 6 priority ports of entry

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The redevelopment of six priority land ports of entry as one-stop border posts (OSBPs) is an infrastructure intervention aimed at improving efficiencies and security at ports of entry in respect of goods and people movement; and promoting economic development through the establishment of OSBPs.

The main priority in 2020/21 is to appoint a preferred private party by the end of the 2020/21 financial year. A budget is available to fund all required processes in this regard. This target is essential to the future redevelopment and operations of the six ports. Only a quarter 4 indicator target is identified so as to allow for flexibility in achieving this year-end target.

BBEEE targets will inform the work and people employed by the private party during the construction and concession phases of the project.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Enforcement of compliance of departmental legislation through law enforcement operations/ inspections	Number of law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation	NA	219	221	160	200	220	240

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation	200	50	50	50	50

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The output and indicator contribute to the DHA outcome “Secure management of international migration resulting in South Africa’s interests being served and fulfilling international commitments”. There are two primary components to the mandate of Immigration, which is to ensure the integrity of the state through a risk-based approach in the management of migration, and the facilitation of investment and critical skills through a visa regime that is administratively efficient. This specific output and indicator deal with the risk-based approach to immigration. The rationale for this indicator is to investigate compliance with departmental legislation. It is to further ensure that persons who are here illegally are effectively traced.

The purpose of the indicator is to ensure that persons who are undocumented are detected (that foreign nationals are not illegally employed by South Africans or businesses and that all persons in South Africa are here on a lawful basis as per departmental legislation). The indictor is intended to ensure that those who work illegally (with no correct visas or immigration permits to do so), or employ such persons in violation of legislation, or are here illegally, are either charged or deported. Inspections and/ or operations will be conducted by the DHA (Immigration Officials) to achieve the target. The target also aims to ensure that other persons encountered, for example during inspections or road blocks, are here lawfully. In short the target seeks to locate or trace illegal foreign nationals in South Africa and ensure that the resulting enforcement, be it prosecution or deportation, is undertaken.

This provides a safe environment as it ensures that everyone in South Africa is correctly documented and placed on a system with their personal information. It also provides stability in ensuring that there is enforcement that is visible and attending to matters that are of concern to members of the public. Attacks against foreign nationals have in the past been partly blamed on the prevalence of undocumented foreign nationals in the country. The target shows that the DHA actively contributes to efforts to reassert the authority of the state in combatting crime.

Due to capacity constraints within the Inspectorate unit, certain areas will be prioritised for inspections/ investigations. The target will be executed by immigration officials stationed at head office. The provincial inspections/ investigations will be calculated separately from the head office interventions. Other key enablers include: vehicles, hand held devices for identification purposes and support from SAPS and the justice system.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Immigration legislation implemented to give effect to the White Paper on International Migration	Submission of Immigration Bill (including amendments to Refugees Act) to Cabinet for approval for public consultation (2020/21) Submission of Immigration Bill (including amendments to the Refugees Act) to Cabinet for approval (2021/22) Parliamentary process for legislation supported (2022/23)	White Paper on International Migration approved by Cabinet on 29 March 2017	Immigration and Refugees Bills approved by Minister for further consultation	Draft SEIAS report for Draft Immigration Bill	Draft Immigration Bill (including amendments to the Refugees Act) submitted to Minister for approval	Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation	Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval	Immigration Bill (including amendments to the Refugees Act) introduced into Parliament

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Submission of Immigration Bill (including amendments to Refugees Act) to Cabinet for approval for public consultation	Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation	Consultation with NEDLAC on the draft Immigration Bill initiated Consultation on the draft Immigration Bill with the JCPS Cluster concluded	Consultations on the draft Immigration Bill with the ICTS and ESIEID clusters concluded Consultations with NEDLAC on the draft Immigration Bill concluded	Revised Immigration Bill, incorporating NEDLAC and cluster inputs, submitted to EXCO and Minister for approval	Immigration Bill submitted to Cabinet for approval for public consultation

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The output and indicator contribute to the DHA outcome “Secure management of international migration resulting in South Africa’s interests being served and fulfilling international commitments”. There are two primary components to the mandate of Immigration, which is to ensure the integrity of the state through a risk-based approach in the management of migration, and the facilitation of investment and critical skills through a visa regime that is administratively efficient. This specific output and indicator deal with both of these aspects.

South Africa adopted a new White Paper on International Migration in 2017. The White Paper positions South Africa to manage migration for development while ensuring national security. The current Immigration Act fails to recognise and appreciate the nexus between management of international migration and economic development and as a result, a new Immigration Bill (including amendments to the Refugees Act) is being developed to enhance management of international migration and refugees. The normal parliamentary process will be followed for the approval of the legislation. Once approved, it will replace the current Immigration Act and enhance management of international migration for development, whilst ensuring national security.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	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)	98%	97%	95.1%	85%	85%	85%	85%

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	85%	85%	85%	85%	85%

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The output and indicator contribute to the DHA outcome “Secure management of international migration resulting in South Africa’s interests being served and fulfilling international commitments”. There are two primary components to the mandate of Immigration, which is to ensure the integrity of the state through a risk-based approach in the management of migration, and the facilitation of investment and critical skills through a visa regime that is administratively efficient.

The two outputs (permanent residence permits delivered according to set standards and temporary residence visas delivered according to set standards) and supporting indicators deal mainly with the development aspect of immigration, i.e. facilitation of business, investment and critical skills into the country but with due consideration to national security considerations. They play a critical role in support of Apex Priority 1 - Economic Transformation and Job Creation.

The output is part of the National Development Plan to adopt a more open approach to immigration in order to expand the supply of skills in a manner that contributes to economic growth, and to facilitate visa applications for investment purpose, business and general work. The NDP calls for a consistent migration policy outlook that contributes to attraction of skilled migrants and their families, making South Africa attractive. Through the NDP, South Africa must constantly evaluate and improve competitiveness in the global hunt for business, prospective investors, and migrants with skills and knowledge to grow the economy.

These are strategic outcomes which contribute to proactive attraction, recruitment and retention of critical skills needed for economic growth and development. The outcomes makes an important contribution to the economy in infrastructure, manufacturing, energy, retail, professional and financial services, research and development in order to grow the economy.

The Visa Adjudication System enables capability to submit visa applications online and adjudicate electronically, from front office applications to issuing of outcomes. This brings efficiency and supports facilitating the movement of business persons, migrant workers with skills and prospective investors to South Africa. The implementation of “one-stop-shop’ centres offers investors and their families reduced turnaround times for priority applications by establishing a dedicated centre at the back office to deal with applications received from these centres and offer immigration-related advice. The impact is achieved through streamlining of priority applications and shortened turnaround times.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	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)	94%	89%	88.5%	85%	85%	95%	95%

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	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)	97%	98%	97.9%	90%	90%	90%	90%

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	90%	90%	90%	90%	90%

6. PROGRAMME RESOURCE CONSIDERATIONS

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

Table 7: Department of Home Affairs Expenditure Estimates over the MTEF 2020-2023

	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
Rand thousand	Audited outcome	Audited outcome	Audited outcome	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Framework		
Programmes								
Administration	2,210,834	2,516,219	2,325,956	2,540,509	2,446,703	2,349,067	2,384,830	2,417,013
Citizen Affairs	4,786,988	4,686,985	5,447,420	5,692,929	5,648,361	5,066,567	5,581,962	5,862,465
Immigration Affairs	1,145,702	1,198,475	1,273,863	1,294,266	1,432,640	1,613,995	1,693,144	1,762,012
Total for Programmes	**8,143,524**	**8,401,679**	**9,047,239**	**9,527,704**	**9,527,704**	**9,029,629**	**9,659,936**	**10,041,490**
Economic classification								
Current payments	**6,104,389**	**6,389,300**	**6,574,582**	**7,338,925**	**7,338,925**	**6,627,028**	**7,081,210**	**7,368,398**
Compensation of employees	3,069,768	3,192,570	3,403,150	3,558,970	3,558,970	3,892,935	4,140,126	4,278,846
Salaries and wages	2,604,200	2,698,773	2,869,815	3,003,179	3,003,179	3,269,502	3,455,238	3,568,187
Social contributions	465,568	493,797	533,335	555,791	555,791	623,433	684,888	710,659
Goods and services	3,034,621	3,196,730	3,171,432	3,779,955	3,779,955	2,734,093	2,941,084	3,089,552
Transfers and subsidies	**1,815,653**	**1,458,494**	**2,135,356**	**2,176,194**	**2,176,194**	**2,389,590**	**2,564,999**	**2,658,828**
Payments for capital assets	**223,482**	**553,885**	**332,314**	**12,585**	**12,585**	**13,011**	**13,727**	**14,264**
Payments for financial assets	**-**	**-**	**4,987**	**-**	**-**	**-**	**-**	**-**
Total economic classification	**8,143,524**	**8,401,679**	**9,047,239**	**9,527,704**	**9,527,704**	**9,029,629**	**9,659,936**	**10,041,490**

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS ACHIEVEMENT OF OUTPUTS

The DHA's total budget over the medium term is R28.7 billion, of which the main cost drivers are Compensation of Employees (CoE) representing 42.8 per cent (R12.3 billion) of the total budget, Goods and Services representing 30.3 per cent (R8.8 billion) of the total budget and transfers to public entities (Electoral Commission and Represented Political Parties fund) with 26.4 per cent (R7.6 billion) of the total budget. Expenditure increases at an annual average rate of 1.8 per cent, from R9.5 billion in 2019/20 to R10.0 billion in 2022/23.

Furthermore, Cabinet approved the following baseline adjustments over the MTEF:

- The total of spending items increased in the vote amount to R525 million in 2020/21, R300 million in 2021/22 and R268 million in 2022/23.
- R184.7 million for Compensation of Employees.
- R606 million for the procurement of the Passenger Name Recognition System.
- R255 million for the procurement of Voter Registration Devices.

The total of spending items reduced in the vote amount to R238.8 million in 2020/21, R252.8 million in 2021/22 and R200.3 million in 2022/23.

- R561 million was taken away from various goods and services items.
- R837 million was taken away from machinery and equipment.
- R77 million was taken away from the Electoral Commission.
- R6 million was taken away from the Represented Political Parties' fund.

Cabinet approved an increase in the CoE budget amounting to R184. 7 million over the medium term. Expenditure on compensation of employees is set to increase at an average annual rate of 6.3 per cent, from R3.5 billion in 2019/20 to R4.3 billion in 2022/23.

The CoE budget limits, which were introduced in the Appropriation Act in 2016 to lower the national aggregate expenditure ceiling, led to the department losing more than 600 posts to date. This precarious position continuous to have a negative impact on service delivery and national security and manifests itself in challenges such as long queues in front offices. It has also led to the inability to fill specialist posts in especially the IT environment which is critical for the repositioning and modernisation of the department.

After the lifting of the moratorium placed by the DHA on filling of posts, including natural attrition, the DHA is expected to employ more personnel over the medium term within its compensation of employee's budget. The DHA has an approved establishment of over 20 000 posts of which 8 990 posts are funded and 8 905 are filled posts as at 31 January 2020. The DHA is therefore operating at approximately 44% of its capacity.

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 in respect of the renegotiation of contracts, no further physical footprint expansion, a possible reversal of gains made with the modernisation programme and aging or dying infrastructure. The historical under-funding of the DHA will be countered in a limited way by the use of Integrated Justice System (IJS) and CARA funding.

Goods and Services expenditure is set to decrease significantly at an average annual rate of 6.5 per cent, from R3.7 billion in 2019/20 to R3 billion in 2022/23. Over the 2020 MTEF period, R561.2 million on Goods and Services was cut due to the impact of fiscal constraints, including cost containment measures as recommended by National Treasury. In light of the above, cost curtail measures were implemented on items such as administrative fees, advertising, catering, consultants, communication, travel and subsistence, and venues and facilities.

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.
- Deportations.
- Leases.
- New policies: White Paper on International Migration and White Paper on Home Affairs.
- Deployment of officials abroad.
- Payment for the use of data lines.

The department will implement a number of initiatives by means of realignment and reprioritisation of the budget to ensure main cost drivers and spending pressures are catered for.

Infrastructure expenditure spending is expected to increase over the medium term - R574.7 million in 2020/21, R606.3 million in 2021/22, R628.8 million in 2022/23 as more projects are implemented over this period. This, amongst others, includes payment of state owned buildings and private leases, office accommodation projects, together with other renovations, upgrades and installations, which the DHA is presently undertaking. In addition, there is also refurbishment and maintenance of ports of entry and refugee reception centres. Related activities will be carried out in the Office Accommodation subprogramme in the Administration programme at an estimated cost of R233 million over the MTEF period.

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

Implementing the modernisation programme of the DHA. Specific emphasis will be placed on automation and the development of key digital systems such as the national identity system; the border management solution, including the trusted traveller programme and e-Visa system; and the continued roll out of the smart ID card to replace the green ID book.

- A priority is the further development of immigration policy, including extensive consultation with stakeholders. Initiatives aimed at improving the management of immigration include the improvement of existing immigration systems; the rollout of new systems as part of the modernisation programme; improving the asylum seeker and refugee management process and improving infrastructure at ports of entry.
- Establishing the Border Management Authority. The BMA will require new additional start-up funds over and above the budgets and resources that will be transferred from relevant organs of state. The BMA has received a preliminary allocation of R84 million for the 2020 MTEF period, subject to the enactment of the BMA legislation. Significant transfers of funding, staff and assets are anticipated from relevant organs of state performing law enforcement functions.
- Establishing and maintaining secure identity systems, record management, an electronic document management system and issuing of secure civic and immigration enabling documents.
- Professionalising the DHA by building a competent and capable workforce that is able to secure DHA systems and render the delivery of improved services.
- Taking steps to secure all DHA offices, systems and service points.
- Improving service delivery through enhanced access (development and optimisation of strategic channels such as a DHA contact centre and mobile technology); the rollout of the Moetapele initiative; implementation of the DHA service delivery charter and plan; infrastructure development in frontline offices; public education / awareness and customer relationship management.

The costs of driving the activities outlined above are reflected in all three departmental programmes as captured in the Annual Performance Plan. The focus of the DHA over the medium term will be on repositioning the department as a highly secure, professional and modern department through, inter alia, developing a new operational, organisational and funding model. A critical element of the repositioning will be increasing capacity in specialist areas of business; modernising and integrating its information systems, people, processes and infrastructure as well as increasing and improving its client interfaces.

7. UPDATED KEY RISKS

Outcome	Key Risk	Risk Mitigation
No updates from Strategic Plan input		

8. PUBLIC ENTITIES

The DHA does not have public entities as listed per the PFMA schedules.

9. INFRASTRUCTURE PROJECTS

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2019/20		2020/21	2021/22	2022/23	2023/24
								Indicative baseline	Expenditure up to 30 Sep 2019	Planning baseline	Long term planning		
1	Taung	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	28 575	4 000	91	18 475	6 100	-	-
2	Stanger	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	45 271	1 500	-	5 442	21 376	16 953	-
3	Lusikisiki	Building	Demolition of old prison and construction of new office building	Non-residential buildings	See Footnote	See Footnote	61 523	45 431	13 413	16 092	-	-	-
4	Randfontein	Building	Demolition of old commando and construction of new office building	Non-residential buildings	See Footnote	See Footnote	115 853	4 300	-	7 729	56 367	41 500	5 957
5	Onverwacht	Building	Renovations, repairs and maintenance of buildings to make them habitable	Non-residential buildings	See Footnote	See Footnote	450	-	-	-	150	300	-
6	Ongeluksnek	Building	Renovations, repairs and maintenance of buildings to make them habitable	Non-residential buildings	See Footnote	See Footnote	800	-	-	250	250	300	-
7	Refubishment and rehabitation	Upgrade of Home Affairs offices	Renovations, repairs and refurbish to make them habitable	Non-residential buildings	See Footnote	See Footnote	347 300	63 000	19 000	63 600	70 000	70 700	80 000

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2019/20		2020/21	2021/22	2022/23	2023/24
								Indicative baseline	Expenditure up to 30 Sep 2019	Planning baseline	Long term planning		
8	Feasibility study: Redevelopment of the 6 ports of entry (Beit Bridge, Lembobo, Maseru, Kopfontein, Oshoek and Ficksburg)	Major upgrade of Home Affairs offices	Renovations, repairs and maintenance of buildings to make them habitable	Non-residential buildings	See Footnote	See Footnote	36 000	-	-	9 000	9 000	9 000	9 000
9	Ganyesa	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	20 150	150	-	10 000	10 000	-	-
10	Bushbuckridge	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	4 184	34	-	150	2 000	2 000	-
11	Modimolle	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	3 700	-	-	200	1 500	2 000	-
12	Bochum	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	232	-	-	39	79	86	28
13	Mokopane	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	36 256	5 500	-	18 595	12 161	-	-
14	Supply and delivery: Park Homes	Building	Construction of residential accommodation for officials	Residential buildings	See Footnote	See Footnote	9 900	400	219	1 500	2 000	3 000	3 000

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2019/20		2020/21	2021/22	2022/23	2023/24
								Indicative baseline	Expenditure up to 30 Sep 2019	Planning baseline	Long term planning		
15	Ministry	Building	Rezoning of office building	Commercial buildings (zoning)	See Footnote	See Footnote	200	-	-	200	-	-	-
16	Lebombo refugee reception centre	Building	Construction of a refugee reception centre	Non-residential buildings	See Footnote	See Footnote	2 700	500	-	200	2 000	-	-
17	Sea port of entry: New offices (Durban /Mosselbay /Nqura / Richards Bay)	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	6 000	-	-	3 000	3 000	-	-
18	Maintenance	Servicing of Gensets, Airconditioners and UPS	Servicing of generators, earth wires and related services	Non-residential buildings	See Footnote	See Footnote	37 400	7 000	6 000	6 600	7 200	7 900	8 700
19	New Corporation Building	Replacement of lifts	Construction of elevators	Non-residential buildings	See Footnote	See Footnote	3 552	550	-	2 622	380	-	-
20	Look and Feel	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	17 600	2 900	600	3 200	3 500	3 800	4 200
21	Itsoseng	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	18 227	66	-	9 012	9 149	-	-

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2019/20		2020/21	2021/22	2022/23	2023/24
								Indicative baseline	Expenditure up to 30 Sep 2019	Planning baseline	Long term planning		
22	Christiana	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	6 072	-	-	5 416	656	-	-
23	Thohoyandou	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	39 923	18 664	10 775	19 259	2 000	-	-
24	Lichtenburg	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	3 500	-	-	3 500	-	-	-
25	Makhado	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	3 500	-	-	3 500	-	-	-
26	Phalaborwa and Mhala	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	10 588	500	-	454	2 909	6 052	673
27	Atamelang, Molopo and Mankwe	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	523	523	-	-	-	-	-

No	Project name	Programme	Project description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	2019/20		2020/21	2021/22	2022/23	2023/24
								Indicative baseline	Expenditure up to 30 Sep 2019	Planning baseline	Long term planning		
28	Harding	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	9 296	120	-	215	1 877	5 260	1 824
29	Ingwavuma	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	383	-	-	73	148	162	-
30	Komanga	Building	Construction of new office building	Non-residential buildings	See Footnote	See Footnote	3 050	-	-	50	250	250	2 500
31	Cowrie Place: Refurbishment	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	8 000	8 000	-	-	-	-	-
32	Ministry: Refurbishment for Border Management Authority	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	2 582	-	-	1 782	500	200	100
33	Phalaborwa	Upgrading of offices	Upgrades and renovations of office buildings (such as painting and new flooring)	Non-residential buildings	See Footnote	See Footnote	1 700	-	-	200	1 500	-	-
							884 990	**163 138**	**50 098**	**210 355**	**226 052**	**169 463**	**115 982**

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

10. PUBLIC-PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End date of Agreement
Preferred bidder appointed for the redevelopment of 6 priority land ports of entry	This PPP project aims to redevelop 6 priority land ports. This will improve the effectiveness, security and efficiency at ports of entry and promote economic development through the establishment of One-Stop Border Posts (OSBPs). The preferred bidder is envisaged to be the private party/concessionaire that will redevelop the ports of entry and maintain the infrastructure and facilities over a 20 year concession period.	Preferred bidder appointed for the redevelopment of 6 priority land ports of entry	R7 Billion (Projected cost to redevelop and maintain the 6 ports of entry which includes the 3 year construction period and the 20 year concession period)	2045
Permanent head office	To construct one Head Office for DHA	Single Head Office for DHA	Estimated cost according to DPW - R33mil	2025
Appointment of a service provider to operate frontline visa facilitation centre on behalf of the DHA	To appoint a service provider to receive visa and permit applications at front offices and hand over outcomes on behalf of the DHA	Efficient and effective receipt of applications online for adjudication purposes and issuing of outcomes to clients	No cost to DHA	Current contract ends 31 December 2020. New contract will be for 5 year period

Part D

TECHNICAL INDICATOR DESCRIPTION

PART D: TECHNICAL INDICATOR DESCRIPTION

EARLY BIRTH REGISTRATION (BIRTHS 0 - 30 DAYS)

Technical Indicator Description (TID)	
Indicator title	Number of births registered within 30 calendar days.
Target title	810 000.
Definition	The indicator / target deals with the registration of births within 30 calendar days of the birth event as legislated. The indicator measures the number of children who are registered within 30 calendar days of the birth event.
Purpose / importance	To secure the integrity of the National Population Register (NPR), it is essential that the public are encouraged to ensure that their children are registered within 30 calendar days of the birth event. The aim is to ultimately ensure that registration at birth is the only entry point to the NPR.
Source of data	Information relating to births registered is obtained from Notices of Birth (DHA-24) forms. The information on these forms is used to capture the relevant birth/s onto the NPR at local offices. Captured data is extracted from the NPR in order to determine the level of achievement.
Method of calculation / assessment	To calculate the recorded achievement, the actual births registered within 30 calendar days of birth per quarter are compared against the planned target for the relevant quarter, in order to determine a percentage of compliance. At the end of each financial year, the total births registered within 30 calendar days is compared against the annual target to determine the level of compliance / achievement. To calculate the births, data is imported into Audit Command Language (ACL) for calculation. There are two sources for data. The first being text files extracted from the National Population Register (NPR). The second file is extracted from the service manager and represents all births captured through the live capture systems. The transactions extracted from the NPR are directly imported into ACL for calculation and isolation of any transactions above the age of 30 calendar days. The source data extracted from the service manager must be calculated using a hybrid calculation method. Firstly, csv file is converted to excel file where after the number of calendar days is inserted alongside each transaction using the following formula: =INT(DATEDIF(START DATE,END DATE,"D")). Thereafter, the excel file is imported into the existing ACL programme for births and accordingly calculated.
Means of verification	To verify the number of births registered, there are two recommended approaches. The first is extracting original application forms from the archives to verify transaction information and compliance. The second approach is the re-extraction of annual data on births registered and comparing this re-extraction with the monthly extracts provided as part of the portfolio of evidence.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A

Technical Indicator Description (TID)	
Spatial transformation (where applicable)	N/A
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.
Availability of total population	810 000 individual births registered on the NPR - age group 0 to 30 calendar days (list of all births within 30 calendar days).
Reporting cycle	Monthly, quarterly, bi-annual and annual reporting
Desired performance	810 000 (or higher) births registered within 30 calendar days of the birth event.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Births, Marriages & Deaths
	• Who extracts data and frequency? Senior Specialist: Application Management (Information Services)
	• Who checks data extraction? Deputy Director: Planning, Monitoring & Evaluation
	• Who does the calculation? Director: Operational Support
	• Who checks the calculation? Deputy Director: Planning, Monitoring & Evaluation
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

SMART ID CARDS

Technical Indicator Description (TID)	
Indicator title	Number of smart ID cards issued to citizens (including naturalised and holders of permanent residence permits) 16 years of age and above.
Target title	3 million.
Definition	Following on the successful launch of the ID smart card during the 2013/14 financial year, the DHA is committed to expand the number of citizens in possession thereof. The focus to replace old ID documents with smart cards. Issued refers to the smart card being ready for collection at office of application. First and re-issues are included under this target. Issued means all smart ID cards that have been systematically reconciled as received in the office of application.

Technical Indicator Description (TID)	
Purpose / importance	The indicator aims at measuring the number of ID smart cards issued to citizens 16 years and older, noting that implementation of the smart ID card will progressively phase out the green barcoded identity documents. The smart ID card has very important historical connotations as it seeks to restore the dignity of citizens, especially those previously disadvantaged and to enhance nation building and social cohesion.
Source of data	A list of unique reference numbers for persons who were issued with smart ID cards extracted from live capture system. Each reference number is supported by branch office complete date and finalised date to confirm date of issue.
Method of calculation / assessment	The number of smart ID cards issued to customers per month, quarter and during the year is used for calculation. Actual performance is compared against the target.
Means of verification	Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.
Availability of total population	The population refers to the number of persons issued with smart ID cards during the review period, as per data extracted from the live capture sub-systems.
Reporting cycle	Monthly, quarterly, bi-annual and annual reporting
Desired performance	To issue 3 million (or more) smart ID cards.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Application Processing
	• Who extracts data and frequency? BBD (company)
	• Who checks data extraction? Deputy Director: Planning, Monitoring & Evaluation
	• Who does the calculation? Director: Operational Support
	• Who checks the calculation? Deputy Director: Planning, Monitoring & Evaluation
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

PASSPORTS - ADULTS

Technical Indicator Description (TID)	
Indicator title	Percentage (%) of machine readable adult passports (new live capture process) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).
Target title	90%.
Definition	To issue 90% of adult passports (new live capture process) within 13 working days. This applies to the new live capture process.
Purpose / importance	The department's service standards in terms of the issuance of passports is critical to ensure that our clients receive transparent services with a level of predictability in terms of the duration required to finalise / issue live capture passports. This is also critical to show efficiency in operations. Delays in issuance of passports may have a detrimental impact on economic development for the country.
Source of data	The live capture system.
Method of calculation / assessment	Data is extracted from the Machine Readable Passport System. The data provides two critical dates used for the calculation. These dates are (1) branch process complete date and (2) date product was received at the local office. All data is imported into an excel spreadsheet for purposes of calculation. The following formula is used for measurement of each set of dates: =networkingdays(start date, end date,public holidays). Once calculated, a summary is created depicting the total number of applications finalized within the 13 working day threshold versus those processed above the threshold. The total number of applications processed within the threshold is then compared against the total population of passports issued in order to deduce a percentage. (net working days = working days)
Means of verification	Two verification approaches are recommended, namely: re-extraction of annual data from the service manager (ACP) or request live capture applications from the service manager for verification.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Statistics are cumulative (Year-To-Date) and comprise of 12 monthly reports and an annual report.
Availability of total population	The population refers to all adult passports issued and received by the application office.
Reporting cycle	Quarterly and annual reporting.
Desired performance	Issue 90% of passports within 13 working days.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Citizenship and Travel Documents

Technical Indicator Description (TID)	
	• Who extracts data and frequency? BBD (company)
	• Who checks data extraction? Deputy Director: Planning, Monitoring & Evaluation
	• Who does the calculation? Director: Operational Support
	• Who checks the calculation? Deputy Director: Planning, Monitoring & Evaluation
	• Who resolves internal disputes on performance reports / matters? Chief Director: Civic Services Support

MARRIAGE POLICY

Technical Indicator Description (TID)	
Indicator title	Submission of the Marriage Policy to Cabinet for approval.
Target title	Draft Marriage Policy submitted to Cabinet for approval.
Definition	Despite all the changes that have been made in the marriage legislation post 1994, there are still serious gaps in the current legislation. For instance, the current legislation does not regulate some religious marriages such as the Hindu, Muslim and other customary marriages that are practiced in some African or royal families. Given the diversity of the SA population it is virtually impossible to pass legislation governing every single religious or cultural marriage practice. It is against this background that the DHA is embarking in the process of developing a marriage policy that will lay a policy foundation for drafting a new single or omnibus legislation. The envisaged marriage policy and legislation is intended to enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the values of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA.
Purpose / importance	The marriage policy will provide a constitutionally sound policy framework for regulating the following critical elements of a marriage statute: • Recognition of the equality, non-discrimination and human dignity values in the marriage legislation. • Indiscriminative solemnisation and registration of all civil marriages/unions. • Alignment of the marriage, matrimonial property and divorce legislation to address matrimonial property and intestate succession matters in the event of the marriage dissolution. • Equitable treatment and respect for religious and customary beliefs in line with Section 15 of the constitution. • Solemnisation and registration of marriages that involve foreign nationals

Technical Indicator Description (TID)	
	• Alignment of age of majority in the marriage legislation to the Children's Act. • Solemnisation and registration of customary marriages that involve non-citizens especially cross-border communities or citizens of our neighbouring countries.
Source of data	The South African Law Reform Commission Paper on the Single Marriage Statute, research papers and reports of the ministerial dialogues on marriage will be used as basis for drafting the White Paper for regulating Civil Marriages. A service provider will be appointed to develop the policy.
Method of calculation / assessment	Assessment of the completeness of the White Paper against the critical elements in the heading "Purpose /Importance". Marriage Policy submitted to Cabinet for approval.
Means of verification	Marriage Policy research Reports on ministerial dialogues Draft Marriage Policy
Assumptions	Continued solemnisation, registration and dissolution of marriages.
Disaggregation of beneficiaries (where applicable)	The following groups will benefit from the White Paper for regulating Civil Marriages: • Couples whose religious and customary marriages are not recognised by the current legislation. • Women and children. • Couples who are discriminated against on the basis of their gender and sexual orientation. • Marriage officers. • Communities along the border.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Final Draft of the White Paper for regulating marriages submitted to Cabinet for approval.
Reporting cycle	Quarterly and annual reporting.
Desired performance	Final Draft of the Marriage Policy submitted to Cabinet.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Chief Director: Policy and Strategic Management
	• Who extracts data and frequency? Assistant Director: Policy Research

Technical Indicator Description (TID)	
	• Who checks data extraction? Chief Director: Policy and Strategic Management
	• Who does the calculation? Assistant Director: Policy Research
	• Who checks the calculation? Chief Director: Policy and Strategic Management
	• Who resolves internal disputes on performance reports / matters? DDG: Civic Services and DDG: IPS through the Repositioning Steering Committee.

BMA ROLLED-OUT AT SELECTED PORTS OF ENTRY

Technical Indicator Description (TID)	
Indicator title	Number of ports of entry, land borderline segments and community crossing points with BMA roll-out.
Target title	BMA rolled out to: 4 ports of entry; along 5 segments of the land borderline and 1 community crossing point.
Definition	The Department is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions, excluding customs, at ports of entry and along the country's borderline. The BMA can only be established once enabling legislation has been enacted. The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement at all ports of entry, and the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre. Once the BMA legislation is enacted and gazetted for implementation and roll-out, the BMA's incremental establishment will be guided by the phases of the BMA Road Map. It is assumed that the BMA legislation be passed early in 2020. While the actual time frames of the BMA Road Map cover the period 2017-2032, the six phases and specific tasks will be accelerated within capacity and financial considerations. The BMA is currently in the pre-establishment phase, i.e. 2019/20 financial year. The first year of the establishment phase (2020/21) will roll-out the BMA to the following four ports of entry: Oshoek, Lebombo, Port of Entry Control Centre (Cape Town Harbour), and OR Tambo International Airport; 5 land borderline segments (eManguzi – KZN borderline shared with Mozambique, Skukuza – Kruger National Park borderline shared with Mozambique, RSA/ Zimbabwe, KZN/ eSwatini and Mpumalanga/ eSwatini) and one Community Crossing Point (Tshidilamolomo). "Roll-out" to a port of entry means that a proper management structure is in place at the port of entry. The BMA is organisationally established under a single command structure at the port of entry.

Technical Indicator Description (TID)	
Purpose / importance	The indicator demonstrates the tangible roll-out of the BMA at specific ports of entry, land borderline segments, and a community crossing point
Source of data	BMA Road Map (2017-2032) and BMA Blue Print (2032)
Method of calculation / assessment	The quantitative performance will be measured by incrementally expanding the physical footprint of the BMA to four ports of entry, five segments of the borderline and one community crossing point.
Means of verification	a) Appointment/transfer letters for BMA Border Guard at four ports of entry, five segments of the borderline and one community crossing point. b) Establishment of BMA Port Management Committees (e.g. national directives issued; Port Management Committee minutes, draft Port Operating Model SOPs). c) Implementation Protocol between BMA and SARS. d) BMA branding, corporate identity and uniforms rolled-out at the designated BMA border law enforcement areas. e) BMA in operation at identified ports, segments and community crossing point.
Assumptions	• The BMA legislation will be enacted leading to the establishment of the BMA. • An implementation protocol between the BMA and SARS will be finalised.
Disaggregation of beneficiaries (where applicable)	Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the BMA.
Spatial transformation (where applicable)	Most of the country's ports of entry are national key points. The border safeguarding of the land, maritime and air borders are critical to the country's territorial integrity and sovereignty. Therefore, the borders of South Africa are important spatial areas that constitute the first line of defence and protection against unauthorised people and illicit goods entering the country. The roll-out of the BMA in the first year in the identified border law enforcement areas will give effect to the strategic objectives above.
Calculation type	Cumulative (Year-to-date).
Availability of total population	BMA appointees and transferred officials at the four ports of entry, 3 segments of the borderline and one community crossing point.
Reporting cycle	Reporting will be on quarterly, bi-annual and annual basis
Desired performance	BMA rolled out to four ports of entry, five segments of the borderline and one community crossing point.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Project Manager: BMA
	• Who extracts data and frequency? Assistant Officer Manager: BMA PMO
	• Who checks data extraction? Project Manager: BMA

Technical Indicator Description (TID)	
	• Who does the calculation? Assistant Officer Manager: BMA PMO
	• Who checks the calculation? Project Manager: BMA
	• Who resolves internal disputes on performance reports / matters? DG: DHA

ESTABLISHMENT OF NATIONAL TARGETING CENTRE (NTC)

Technical Indicator Description (TID)	
Indicator title	Establishment of National Targeting Centre (NTC).
Target title	NTC established.
Definition	The Department seeks to launch and establish a Border Management Authority (BMA) which is responsible for border law enforcement functions at ports of entry and along the country's borderline. The BMA will be premised on the principle that border management must be intelligence-led. The National Targeting Centre (NTC) will serve as the central risk management and intelligence hub for the border environment in South Africa. The NTC will assist in identifying and mitigating high-risk travellers, goods and conveyancers passing through South Africa's borders. The actual resource, funding, staffing, etc requirements will be detailed in the NTC Business Case that will further clarify the nature and establishment of the NTC.
Purpose / importance	The BMA is envisaged to be an intelligence-led command and control structure at ports of entry; a single organisational identity and culture; improved information sharing among organs of state; a focused approach to the optimisation of ports of entry operations and processes; and the creation of customer service efficiencies through streamlined, integrated operations at the ports of entry. The NTC will assist the BMA in identifying risks affecting the border environment and will be able to issue guidance to frontline border officials to address/mitigate those risks.
Source of data	BMA legislation, BMA Business Case (2015), BMA Blue Print (2032), BMA Road Map (2017- 2032), NTC Business Case (planned for March 2020).
Method of calculation / assessment	The establishment of the NTC will be assessed against critical requirements outlined in the NTC Business Case.
Means of verification	Establishment criteria and requirements outlined in the NTC Business Case.

Technical Indicator Description (TID)	
Assumptions	BMA legislation will be enacted. NTC Business Case approved. Information and risk management implementation protocols between the BMA and affected organs of state in place to support the operationalisation of the NTC.
Disaggregation of beneficiaries (where applicable)	Public Service employment equity targets will inform the appointment of women, youth and people with disabilities in the NTC.
Spatial transformation (where applicable)	The NTC is aimed at identifying and mitigating cross-border risks across all 72 ports of entry, and the land and maritime border environment.
Calculation type	Cumulative (Year-to-date).
Availability of total population	The total population for the NTC will be clarified in the NTC Business Case.
Reporting cycle	Quarterly and annual reporting.
Desired performance	NTC established
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Project Manager: BMA
	• Who extracts data and frequency? Assistant Officer Manager: BMA
	• Who checks data extraction? Project Manager: BMA
	• Who does the calculation? Assistant Office Manager: BMA
	• Who checks the calculation? Project Manager: BMA
	• Who resolves internal disputes on performance reports / matters? DG: DHA

APPOINTMENT OF A PREFERRED BIDDER FOR THE REDEVELOPMENT OF 6 PRIORITY LAND PORTS OF ENTRY

Technical Indicator Description (TID)	
Indicator title	Appointment of a preferred bidder for the redevelopment of six (6) priority land ports of entry.
Target title	Preferred bidder appointed for the redevelopment of six (6) priority land ports of entry.

Technical Indicator Description (TID)	
Definition	In 2015 the DHA registered a Public-Private Partnership (PPP) project to redevelop 6 land ports of entry (Beitbridge, Lebombo, Maseru Bridge, Ficksburg, Kopfontein and Oshoek) as One-Stop Border Posts (OSBPs). The primary objective of an OSBP is to ensure that all travelers, traders and conveyancers are processed once jointly by the border law enforcement entities of the two affected countries. The project has passed the inception and feasibility stages and is currently in the procurement stage. Five bidders have been pre-qualified and will proceed to the request for proposals (RfP) stage. Once a preferred bidder has been selected and appointed the PPP project will proceed to the construction and implementation stages.
Purpose / importance	The target is a Ministerial priority for the DHA. This project is a Public-Private Partnership (PPP) initiative that aims to redevelop 6 priority land ports. This will improve the effectiveness, security and efficiency at ports of entry and promote economic development through the establishment of One-Stop Border Posts (OSBPs). In December 2018 Cabinet approved the National One-Stop Border Posts (OSBPs) Framework. This Framework will guide the redevelopment of the 6 land ports of entry as OSBPs. The redevelopment of the 6 land ports of entry as a PPP project is regulated by Section 16 of the Treasury Regulations and requires National Treasury approval for the various PPP stages.
Source of data	Feasibility Study; RFQ, RfP bid specification and bid evaluation outcome documentation; National One-Stop Border Post (OSBP) Framework; National Treasury Approval.
Method of calculation / assessment	Project performance will measured against feedback from National Treasury on the Request for Proposal (RfP) process i.e. selection of the preferred bidder. This approval is part of a larger set of performance requirements outlined in the National Treasury PPP Manual.
Means of verification	Feasibility Study; RFQ; RfP bid specification and bid evaluation outcome documentation; National One-Stop Border Post (OSBP) Framework; National Treasury Approval.
Assumptions	National Treasury approvals will be granted. The Transaction Advisor effects delivery against critical timeframes. South Africa will enter into bilateral agreements with the five neighbouring countries (Lesotho, Mozambique, eSwatini, Zimbabwe and Botswana).
Disaggregation of beneficiaries (where applicable)	BBBEE targets will inform the work and people employed by the private party during the construction and concession phases of the project.
Spatial transformation (where applicable)	In the medium- to long- term, the redevelopment of six land ports of entry is envisaged to have a positive socio-economic impact on surrounding local communities, e.g. employment during the construction phase.
Calculation type	Cumulative (Year-to-date).
Availability of total population	Pre-qualified bidders.

Technical Indicator Description (TID)	
Reporting cycle	Reporting will be on quarterly and annual basis.
Desired performance	Preferred bidder appointed for the redevelopment of 6 priority land ports of entry.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Project Manager: BMA
	• Who extracts data and frequency? Assistant Officer Manager: BMA
	• Who checks data extraction? Project Manager: BMA
	• Who does the calculation? Assistant Office Manager: BMA
	• Who checks the calculation? Project Manager: BMA
	• Who resolves internal disputes on performance reports / matters? DG: DHA

ONE-STOP-BORDER-POSTS (OSBP)

Technical Indicator Description (TID)	
Indicator title	Submission of the One-Stop-Border-Post (OSBP) Policy to Cabinet for approval.
Target title	OSBP Policy submitted to Cabinet for approval.
Definition	The OSBP policy will lay a strong policy foundation for drafting a constitutionally sound legislation and regional instruments for managing OSBPs with the neighbouring countries. The implementation of the one-stop concept requires that the border agencies of each state involved are able to apply their national laws in the territory of the adjoining state. As national laws cannot automatically be applied in other territories, specific provisions will be developed to give such agencies extra-territorial jurisdiction. The OSBP Act will, amongst other things, provide for extra-territorial authority to both SA and neighbouring countries. The OSBP concept refers to the legal and institutional framework, facilities, and associated procedures that enable goods, people, and vehicles to stop once whereby they undergo necessary controls following applicable regional and national laws to exit one state and enter the adjoining state.

Technical Indicator Description (TID)	
Purpose / importance	The OSBP Policy is a critical enabler for the management of the following critical elements of an OSBP: • Extra-territorial jurisdiction for application of national laws in other country's territory. • Institutional Framework and OSBP Operating Model for different types of OSBPs. • Revenue generation and cost-sharing model. • Simplification and harmonisation of OSBP and border law enforcement procedures. • ICT and data exchange regulations.
Source of data	The OSBP Policy framework, research studies, OSBP Sourcebook and OSBP study tours will be used as basis for drafting the OSBP Policy. A service provider will be appointed to develop the policy.
Method of calculation / assessment	Assessment of the completeness of the OSBP Policy against the above critical elements. Submission of the OSBP Policy to Cabinet for approval.
Means of verification	OSBP policy research. OSBP study tours reports. OSBP draft policy.
Assumptions	Continued cross-border movement of goods, conveyancers and goods.
Disaggregation of beneficiaries (where applicable)	The following groups will benefit from the OSBP: • Big business, including/via the freight industry. • Small and informal businesses. • Communities along the border. • Government (broadly). • Travellers. • Public transport carriers.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end)
Availability of total population	OSBP Policy submitted to Cabinet for approval.
Reporting cycle	Quarterly and annual reporting.
Desired performance	Submission of the OSBP Policy to Cabinet.

Technical Indicator Description (TID)	
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Chief Director: Policy and Strategic Management
	• Who extracts data and frequency? Deputy Director: Policy Coordination
	• Who checks data extraction? Director: Policy Development
	• Who does the calculation? Deputy Director: Policy Coordination
	• Who checks the calculation? Chief Director: Policy and Strategic Management
	• Who resolves internal disputes on performance reports / matters? BMA: PMO and DDG: IPS through the Repositioning Steering Committee.

LAW ENFORCEMENT INSPECTIONS/ OPERATIONS CONDUCTED TO ENSURE COMPLIANCE WITH IMMIGRATION AND DEPARTMENTAL LEGISLATION

Technical Indicator Description (TID)	
Indicator title	Number of law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation.
Target title	200.
Definition	The indictor is intended to ensure that those who work illegally with no correct visas or immigration permits to do so; or employ such persons in violation of legislation or are here illegally are either charged or deported.
Purpose / importance	The Department is aware of this practice as are members of the public and there has been a lot of public outcry that too many illegal foreign nationals are in South Africa and that government must urgently attend to it. The target will assist in ensuring compliance with South African immigration controls.
Source of data	Referred cases and complaints, tip-offs, inspections and other reports.
Method of calculation / assessment	Inspections / operations will be conducted at businesses (formal and informal), the hospitality industry, transport industry, agricultural establishments, manufacturing industry, road blocks, private premises, educational establishments and religious establishments. The detail will not be published but a detailed list is available for auditing purposes. The detail of these inspections / operations is available for auditing purposes. The indicator will be measured by notices that are signed by employers or responsible staff at each inspection. The following will be issued: Deportation notices for those to be deported and for those being charged a CAS reference; a completed set of fingerprints for each detained person and in terms of SAPS - an investigation diary and statement from the official on each arrest.

Technical Indicator Description (TID)	
	In all cases whether there are or no arrests, a statement by the team leader indicating such an inspection was conducted and a summary of findings which is signed off by CD: Inspectorate
Means of verification	The indicator will be measured by: • Notices that are signed by employers or responsible staff at each inspection. • Attendance registers at each inspection and operation. • Deportation notices for those to be deported and for those being charged a CAS reference. • A completed set of fingerprints for each detained person. • SAPS - an investigation diary and statement from the official on each arrest. • In all cases whether there are or no arrests a statement by the team leader indicating such an inspection was conducted and a summary of findings which is signed off by CD: Inspectorate.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Refer to “Source Data”.
Reporting cycle	Quarterly and annually.
Desired performance	200 investigations, inspections, operations or more.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Inspectorate
	• Who extracts data and frequency? Deputy Director: Joint Operations
	• Who checks data extraction? Director and CD: Inspectorate
	• Who does the calculation? DD: Joint Operations
	• Who checks the calculation? Director: SIJO and Chief Director: Inspectorate
	• Who resolves internal disputes on performance reports / matters? DDG:IMS

PERMANENT RESIDENCE

Technical Indicator Description (TID)	
Indicator title	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)
Target title	85%.
Definition	The process starts when the application is received and captured at the Visa Facilitation Service Centre (VFS) with supporting documents and biometrics, dispatched to head office ON-LINE, received at Head Office by Information Services, forwarded to the adjudication hub for adjudication purposes (applications that require investigations are referred to Inspectorate), recommendations are forwarded to the authorization stage (CD, DDG) whereby a decision is made by DDG, by either approving or rejecting the application. Once the application has been processed, there are 2 possible outcomes: (1) the application is approved and the relevant document is issued (permit) or (2) the application is rejected and the relevant document is issued (rejection letter). The outcome (permit or rejection letter) is dispatched to VFS for further transmission to the applicant. The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA) Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS centre. For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. Appeals are excluded from the target. For approved applications, a permit is issued. Applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only.
Source of data	Application forms (files) and VFS system reports.
Method of calculation / assessment	1. Group all applications received between 15 August 2019 and 13 August 2020. 2. Calculate how long it took to finalise each application from the date of receipt to outcome received at office of application (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many months it has taken to finalise each application (Number of days divided by 20 working days, the result is in number of months). 4. Formula: The number of applications finalised within 8 months must be divided by the total number of applications received between 15 August 2019 and 13 August 2020, equals to percentage of applications finalised within 8 months in the period under review. 5. An application will only be considered finalised if its process stage is at "In scan at VFS Centre, including VFS GGDA Centre".
Means of verification	Population list of applications processed and adjudicated.

Technical Indicator Description (TID)	
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Refer to method of calculation.
Reporting cycle	Quarterly and annual progress reporting.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Permits
	• Who extracts data and frequency? ASD: Central Adjudication
	• Who checks data extraction? DD: Central Adjudication
	• Who does the calculation? ASD: Central Adjudication
	• Who checks the calculation? DD: Central Adjudication
	• Who resolves internal disputes on performance reports / matters? DDG: IMS

BUSINESS AND GENERAL WORK VISAS

Technical Indicator Description (TID)	
Indicator title	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).
Target title	90%.
Definition	The process starts when the application is received and captured at the Visa Facilitation Service Centre (VFS) with supporting documents and biometrics, dispatched to head office ON-LINE, received at Head Office on-line by Information Services (IS), forwarded from IS to Adjudication Hub, assigned to adjudicator for adjudication purposes, decision is made by either approving or rejecting the application, print the outcome, dispatch the outcome to VFS Ops Centre and the outcome is received at the VFS application centre. A week is equal to 5 working days. Eight weeks are therefore 40 working days. The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS. For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. For approved applications, an appropriate visa is issued.
Source of data	Application forms (files) and VFS system reports.
Method of calculation / assessment	1. Group all business and general work visas applications received between 06 February 2020 and 03 February 2021. 2. Calculate how long it took to finalise each application from the date of receipt (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many months it has taken to finalise each application (Number of days divided by 20 working days, the result is in number of months). 4. Calculate how many weeks it has taken to finalise each application (Number of days divided by 5 working days, the result is in number of weeks). 5. Formula: The number of applications finalised within 8 weeks must be divided by the total number of applications received between 06 February 2020 to 03 February 2021, equals to percentage of applications finalised within 8 weeks in period under review. 6. An application will only be considered finalised if its process stage is at "Outcome received at VFS Centre of application, including VFS GGDA Centre".
Means of verification	Population list of applications processed and adkudicated.
Assumptions	NA

Technical Indicator Description (TID)	
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Refer to method of calculation.
Reporting cycle	Quarterly and annual progress.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Permits
	• Who extracts data and frequency? ASD: Temporary Residence Visas
	• Who checks data extraction? Director: Temporary Residence Visas
	• Who does the calculation? ASD: Temporary Residence Visas
	• Who checks the calculation? Director: Temporary Residence Visas
	• Who resolves internal disputes on performance reports / matters? DDG: IMS

CRITICAL SKILLS VISAS

Technical Indicator Description (TID)	
Indicator title	Percentage (%) of critical skills visas adjudicated within 4 weeks for applications adjudicated within the RSA (from date of receipt of application until outcome is In scan at VFS centre - office of application).
Target title	85%.

Technical Indicator Description (TID)	
Definition	The process starts when the application is received and captured at the Visa Facilitation Services Centre (VFS) with supporting documents and biometrics, dispatched to head office ON-LINE, received at Head Office on-line by Information Services, forwarded from IS to Adjudication Hub, assigned to adjudicator for adjudication purposes, decision is made by either approving or rejecting the application, print the outcome, dispatch the outcome to VFS Centre and the outcome is received at the VFS centre. A week is equal to 5 working days. Four weeks are therefore 20 working days. The clock stops when receipt of outcome is acknowledged at VFS Centre ("In scan at VFS or In scan at VFS Gauteng Growth and Development Agency (GGDA Centre") where the applicant submitted the application. (GGDA centre is used for premium visa and permit applications). Normal applications are dealt with at VFS. For rejected applications, a rejection letter is issued with reasons for rejection and an advice to the client to lodge an appeal within 10 working days on-line through VFS if aggrieved by the decision. For approved applications, an appropriate visa is issued.
Source of data	Application forms (files) and VFS system reports.
Method of calculation / assessment	1. Group all critical skills work visas applications received between 05 March 2020 and 03 March 2021. 2. Calculate how long it took to finalise each application from the date of receipt (the result is in number of days, excluding weekends and public holidays). 3. Calculate how many months it has taken to finalise each application (Number of days divide by 20 working days, the result is in number of months). 4. Calculate how many weeks it has taken to finalise each application (Number of days divide by 5 working days, the result is in number of weeks). 5. Formula: The number of applications finalised within 4 weeks must be divided by the total number of applications received between 05 March 2020 and 03 March 2021, equals to percentage of applications finalised within 4 weeks in the period under review. 6. An application will only be considered finalised if its process stage is "Outcome received at VFS Centre of application, including VFS GGDA Centre".
Means of verification	Population list for applications processed and adjudicated.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-to-date).
Availability of total population	Refer to method of calculation.

Technical Indicator Description (TID)	
Reporting cycle	Quarterly and annual progress.
Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	Who is responsible for managing or reporting on the indicator? CD: Permits
	Who extracts data and frequency? DD: Corporate Accounts
	Who checks data extraction? Director: Director: Corporate Accounts
	Who does the calculation? ASD: DD: Corporate Accounts
	Who checks the calculation? Director: Corporate Accounts
	Who resolves internal disputes on performance reports / matters? DDG: IMS

IMMIGRATION BILL SUBMITTED TO CABINET

Technical Indicator Description (TID)	
Indicator title	Submission of Immigration Bill (including amendments to the Refugees Act) to Cabinet for approval for public consultation.
Target title	Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation.
Definition	A new Immigration Bill is being developed in line with the recently adopted White Paper on the Management of International Migration. Consultations on the draft Bill are ongoing and will be submitted to Cabinet for consideration.
Purpose / importance	South Africa adopted the White Paper on the Management of International Migration in 2017. The White Paper positions South Africa to manage international migration for development while ensuring national security. The current Immigration Act fails to recognise the nexus between management of international migration and economic development and as a result the new Immigration Bill is being developed in line with the recently adopted White Paper on the Management of International Migration.
Source of data	White Paper on the Management of International Migration; draft Immigration Bill.
Method of calculation / assessment	The formal submission of the draft Bill to Cabinet once the required departmental processes have been followed.
Means of verification	Draft Immigration Bill and proof of submission to Cabinet.

Technical Indicator Description (TID)	
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	The Immigration Bill will be applicable to all foreigners.
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative.
Availability of total population	All documentation in support of the development of the Immigration Bill.
Reporting cycle	Quarterly and Annually.
Desired performance	Immigration Bill submitted to Cabinet for approval for public consultation.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: Immigration Services
	• Who resolves internal disputes on performance reports / matters? DG

OFFICIAL IDENTITY MANAGEMENT POLICY

Technical Indicator Description (TID)	
Indicator title	Submission of the Official Identity Management Policy to Cabinet for approval.
Target title	Official Identity Management Policy submitted to Cabinet for approval.
Definition	An identity management framework (policy and legislation) is needed to address how the DHA will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information. It will also be necessary for the DHA to articulate how the digital administrative datasets under its control will be used to enable inclusivity, economic development and national security. The emerging macro policy framework on the management of personal information enjoins organs of state that handle personal information to establish a specific identity management framework (policy and legislation) to ensure compliance with POPI Act. It also requires that where an organ of state's system is classified as critical information infrastructure, a framework must be set in place to ensure compliance with the provisions of the Cyber Security Bill. It is against this background that the DHA is embarking on the process of developing an Official Identity Management Policy that will lay a sound policy foundation for drafting a new Identity Management Act.

Technical Indicator Description (TID)	
	The envisaged Official Identity Management Policy will enable the State to manage the population register securely and efficiently to empower citizens and enable inclusivity, economic development and national security.
Purpose / importance	A new identity management framework (policy and legislation) will provide a constitutionally sound framework for regulating the following critical elements of the identity management framework (policy and legislation): • Recognition of the equality, non-discrimination and human dignity values in the management of official identity and status of all citizens and non-citizens who interface with the DHA. • Recognition of the identity number, identification documents (birth certificate, identity card and passport) together with biometric data as the sole sources for identifying and verifying citizens. • Recognition of the passport number, Identification documents (visa and permit) together with biometric data as the sole sources for identifying and verifying of foreign nationals within South Africa's territorial jurisdiction. • Repositioning of the DHA as the sole provider of official identity and civil registration verification services. • Establishment of rules that govern access and processing of the population register records and data in line with relevant policies and legislation. • Establishment of an inclusive, digital population register that is secure, accurate and confidential • Establishment of the National Identity System (NIS) that interfaces with other government identity management systems to generate the critical data needed by e-government and e-commerce to function. • Application for DHA services via multiple digital channels.
Source of data	The White Paper on Home Affairs and research (local and international benchmark) will be used as basis for drafting the Official Identity Management Policy. A service provider will be appointed to develop the policy.
Method of calculation / assessment	Assessment of the completeness of the Identity Management Framework against the above critical elements.
Means of verification	• Official Identity Management Policy research. • Workshop report. • Draft Official Identity Management Policy.
Assumptions	Continued civil registration and issuing of visas and permits to foreign nationals.
Disaggregation of beneficiaries (where applicable)	The following groups will benefit from the Official Identity Management Act: • Citizens when applying for civic services. • Foreign nationals when applying for immigration services. • Businesses when verifying identity and status of their clients. • Government when planning for service delivery. • Independent Electoral Commission when conducting elections.

Technical Indicator Description (TID)	
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Final Draft of the Official Identity Management Policy submitted to Cabinet for approval.
Reporting cycle	Quarterly and annual reporting.
Desired performance	Final Draft of the Official Identity Management Policy submitted to Cabinet for approval.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Chief Director: Policy and Strategic Management
	• Who extracts data and frequency? Assistant Director: Administration
	• Who checks data extraction? Chief Director: Policy and Strategic Management
	• Who does the calculation? Assistant Director: Administration
	• Who checks the calculation? Chief Director: Policy and Strategic Management
	• Who resolves internal disputes on performance reports / matters? DDG: IPS through the Repositioning Steering Committee

DHA ACT

Technical Indicator Description (TID)	
Indicator title	Submission of the DHA Bill to Cabinet for approval.
Target title	DHA Bill submitted to Cabinet for approval.
Definition	Anchor legislation is needed in the form of a Home Affairs Act to provide a coherent legal framework for a repositioned DHA to deliver a mandate appropriate for a sovereign state that has a constitution founded on democracy, inclusion, social justice, development, peace and security. The DHA Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the department to be repositioned as a secure, modern department that is located within the security system.

Technical Indicator Description (TID)	
	A secure and modern department is a department that delivers its services through digital platforms and is able to protect its services from cyber-crimes such as phishing, identity theft/fraud, hacking of the system, etc. DHA services enable national sovereignty, safety, peace and stability of the country. If the DHA is not secure, the security of all other institutions and every person in South Africa is at risk. For this reason, in March 2017 Cabinet approved the Business Case for Repositioning the DHA as a modern, secure department located within the security system of the state. Cabinet also announced that the DHA would be fully integrated into the JCPS cluster. In the majority, departments that operate in this area are established by an Act of Parliament which regulates, amongst others, recruitment of employees, access to their systems and buildings (national key points), etc.
Purpose / importance	The new legislation will provide a constitutionally sound legal framework for repositioning the DHA as a modern and secure department with the following critical elements: • The DHA Act frames the mandate of DHA and empowers the Minister to declare certain functions of the department as essential services after consultation with relevant structures. • Provisions for a differentiated conditions of employment and training model for those who will be employed to perform public administration and security functions. • Provisions that ensure that the DHA can deliver on its core mandate securely and efficiently by procuring and accessing resources such as expertise, technology, networks, accommodation and security services. • Establishment of a capacity within the department for vetting employees and accrediting all individuals who access the system and the 3rd party service providers. This will also entail undertaking threat and risk assessments to the system, by staff, citizens and non-citizens (on national security).
Source of data	The White Paper on Home Affairs, White Paper on International Migration, DHA current legislation, Public Service Act, Basic Conditions of Employment Act, DHA Draft Bill and research studies will be used as basis for drafting the DHA Act. A service provider will be appointed to develop the legislation.
Method of calculation / assessment	Assessment of the completeness of the DHA Act against the above critical elements.
Means of verification	Legal research. DHA Bill (Draft Zero). Legal opinion. Workshop report. Final Draft DHA Bill.
Assumptions	Continued civil registration and issuing of visas and permits to foreign nationals.

Technical Indicator Description (TID)	
Disaggregation of beneficiaries (where applicable)	The following groups will benefit from the DHA Act: • Citizens when applying for civic services in a modern and secure environment. • Foreign nationals when applying for immigration services in a modern and secure environment. • Business when varying identity and status of their clients in a modern and secure environment. • Government when planning for service delivery and safety and security of the country.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	Final Draft of the DHA Bill submitted to Cabinet for approval.
Reporting cycle	Quarterly and annual reporting.
Desired performance	Final Draft of the DHA Bill submitted to Cabinet for approval.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? Director: Legal Drafting
	• Who extracts data and frequency? Deputy Director: Legal Drafting
	• Who checks data extraction? Director: Legal Drafting
	• Who does the calculation? Assistant Director: Legal Drafting
	• Who checks the calculation? Director: Legal Drafting
	• Who resolves internal disputes on performance reports / matters? DDG: IPS

SERVICE DELIVERY MODEL

Technical Indicator Description (TID)	
Indicator title	Approval of Service Delivery Model by Minister.
Target title	Service Delivery Model approved by Minister.
Definition	A Service Delivery Model will provide a vision on how the department will create/ enhance value to itself while delivering products or services to its customers. The DHA has embarked on a Repositioning Programme in order to fully deliver on its constitutional mandate and to achieve this, the DHA needs to understand the requirements to deliver on its constitutional mandate. A Service Delivery Model will provide the department with an instrument required to fully deliver on its mandate. The Service Delivery Model consist of nine (9) dimensions, including: - Value proposition which will address the goods and services the department delivers in line with its constitutional mandate. - Customer segmentation which deals with the different types of customers the DHA's goods and services intend to serve and satisfy. This will cover the geographic, social characteristics and demographics of the customers that the DHA intends to create/ enhance value for. - Channels dimension will establish the distribution channels through which the department will reach different types of customers and how the channels will be integrated. These channels include service points required to deliver services, mobile units required to service areas outside the reach of service points, access through the contact centre, channels developed in collaboration with public and private organisations and the use of ICT to improve service delivery. Furthermore, this dimension addresses the cost and benefits of each distribution channel to ensure optimal utilisation for effective delivery of services. - Customer relationships. - Revenue streams. - Key resources. - Partners. - Key activities to be executed to deliver on the constitutional mandate of the department. - Costs structure addresses the cost implications for the delivery of value proposition of the department. The focus of the 2020/21 target is to have the service delivery model approved by the Minister. The development / review of the model is a complex and intensive process for which a service provider will be appointed.

Technical Indicator Description (TID)	
Purpose / importance	The DHA has an obligation to develop and implement a Service Delivery Model (SDM) that describes how services will be delivered. A Service Delivery Model (SDM) or Business Model as it is known in the private sector is a document that describes how the department will deliver on the services and products that were identified during the strategic planning process. A SDM details the DHA's mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery and possible improved method of delivery. A SDM should be reviewed annually to assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. Developing, implementing and institutionalising a SDM will assist the DHA to evaluate whether it will be able to deliver on its determined strategy in support of the repositioning programme.
Source of data	The SDM generic toolkit and guideline documents will be used as the basis to design the DHA's Service Delivery Model. A service provider will be appointed to develop the model and will collect information through desktop research on the information currently available within the DHA and collect primary data through observations of the services rendered within DHA service points.
Method of calculation / assessment	• How the performance is calculated (quantitative) ° The service delivery model to be approved by the Minister. • How the performance is assessed (qualitative) ° Assessment of the various dimensions / components of the service delivery model as outlined in the heading "Definition".
Means of verification	Approval by the Minister (submission or minutes).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	A Service Delivery Model will provide the strategies and mechanisms to develop channels which aim to address imbalances of the past; and women, youth and people with disabilities are beneficiaries of DHA services.
Spatial transformation (where applicable)	A footprint development plan will be developed in line with the South African Spatial Data Infrastructure (SASDI) and the standards and management of spatial data will align to the national standards of the South African Bureau of Standards and international standards on geographic information, ISO 19111. Footprint of the DHA will utilise spatial information to determine the optimal locations for physical offices in order to improve geographic access to services. Furthermore, the spatial information with regard to road network and geographical coordinates will be utilised to develop strategies and mechanisms for improving geographic access to services, plan the creation of new service delivery infrastructure, as well as to monitor the delivery at service points, taking their spatial distribution into account. The impact on the use of spatial information will have a bearing on the planning and maintenance of facilities and infrastructure, including planning and management of the deployment and utilisation of staff at service points.
Calculation type	Non-cumulative.
Availability of total population	Service delivery model and all supporting documents.

Technical Indicator Description (TID)	
Reporting cycle	Quarterly and annual.
Desired performance	Service delivery model approved by the Minister.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IPS (Directorate: Footprint Development and Hospitals).
	• Who extracts data and frequency? DD / Service Provider
	• Who checks data extraction? Director
	• Who does the calculation? DD / Service Provider
	• Who checks the calculation? Director
	• Who resolves internal disputes on performance reports / matters? DG

DHA ACCESS MODEL IMPLEMENTED THROUGH FOOTPRINT OPTIMISATION PLAN

Technical Indicator Description (TID)	
Indicator title	Phased implementation of DHA Access Model through Footprint Optimisation Plan.
Target title	DHA Access Model implemented (relevant phase) through Footprint Optimisation Plan (Project plan submitted to DPW for submission to National Treasury).

Technical Indicator Description (TID)	
Definition	The DHA Access Model is the model that the DHA will use to increase the number of service points, by identifying optimal locations where additional facilities are required, to reduce the number of existing service points in areas where the department has more service points than its access standards require and to optimise the location of existing service points where service points are not located optimally. The DHA Access Model, given the existing footprint, can adopt an expansion model, reduction model, relocation model or the combination of the three access models. A Footprint Optimisation Plan is the plan that will provide the targets for improving geographic access to service points and services in line with the DHA Access Model (expansion, reduction and/or relation of service points). The plan will also consider the Service Delivery Model of the department and strategies to improve capacity of service points. Furthermore, the Optimisation Plan will cover the infrastructure plan of the department that will inform the revision of the User Asset Management Plan (UAMP), which is submitted to DPW for the acquisition of service points as well as funding of infrastructure. The target for 2020/21 will focus on the phased implementation of the Footprint Optimisation Plan in support of the revised Access Model. The first phase of implementation relates to the submission of the project plan submitted to the DPW for submission to National Treasury.
Purpose / importance	The Access Model will ensure that optimal access to DHA service delivery is ensured through its footprint. This will assist the DHA to deliver on its constitutional mandate.
Source of data	The DHA Access Model will be generated by incorporating the spatial information into the accessibility modeling software using Flowmap software which has the widest range of accessibility models that can simultaneously take into consideration the greatest number of factors for optimising the location of service points. Spatial information will be collected from all service points, including IMS service points and road network data will be sourced from the CSIR, however, the links to small roads and paths used by communities to access DHA service points will be created through connectivity analysis by creating Feedlinks and Delaunay networks.
Method of calculation / assessment	1. DHA Footprint Development Strategy developed in line with the approved Access Model and approved by DG and Minister. 2. DHA Footprint Optimisation Plan developed, costed and approved by the DG and the Minister. 3. DHA Footprint Optimisation Project Plan (Infrastructure/UAMP) submitted to DPW for submission to National Treasury.
Means of verification	Refer to “Method of calculation”
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	Refer to headings “Definition” and “Source Data”.
Calculation type	Non-cumulative (Year-to-date).
Availability of total population	All supporting documents in support of quarterly targets and annual target.

Technical Indicator Description (TID)	
Reporting cycle	Quarterly and annual.
Desired performance	Footprint Optimisation Plan implemented in line with DHA Access Model - Revised UAMP in line with the Footprint Optimisation Plan submitted to DPW and National Treasury for funding of infrastructure.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IPS (The Directorate: Footprint Development and Hospitals).
	• Who extracts data and frequency? Deputy Director
	• Who checks data extraction? Director
	• Who does the calculation? Deputy Director
	• Who checks the calculation? Director

DETECTION REVIEWS

Technical Indicator Description (TID)	
Indicator title	Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.
Target title	Two (2).
Definition	The purpose is to mitigate fraud and corruption risks in DHA processes as well as to enhance DHA systems. 2 DHA processes have been identified for reviews namely: • Process review of foreign missions focusing specifically on the African region – permitting related matters. • Process review of foreign missions focusing specifically on the African region – foreign births, marriages, ID and passport application processes. The first and third quarters will be devoted to information gathering (understanding, dissecting and studying the process from application to finality or closure); scrutinising of standard of operating procedures, policies as well as piloting of the project in identified offices. The second and fourth quarters will be used to evaluate the identified processes. Responsibility for implementation of recommendations rests with the affected branch / business unit.

Technical Indicator Description (TID)	
Source of data	• Information is gathered from relevant and/or identified offices for analysis and scrutiny. • Signed off business process reviews.
Method of calculation / assessment	Number of processes reviewed vs planned.
Means of verification	Reports signed off by DG.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-Cumulative (Year-to-date).
Availability of total population	List of processes evaluated.
Reporting cycle	Quarterly and annual.
Desired performance	Two (2) business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? D: Prevention
	• Who resolves internal disputes on performance reports / matters? DDG:CCSS

INVESTIGATIONS – FRAUD AND CORRUPTION

Technical Indicator Description (TID)	
Indicator title	Percentage of reported cases on fraud and corruption finalised within 90 working days.
Target title	66%.

Technical Indicator Description (TID)	
Definition	The purpose of the indicator is to combat fraud and corruption in the DHA in an efficient manner. The responsibility of CCSS is to conduct and conclude the investigation. • Finalised includes cases unfounded, or referred to Employee Engagement, or referred for criminal process, or referred to line function for recommendations. • Nature of cases refer to fraud and corruption related matters.
Source of data	Cases are reported through National Anti-Corruption Hotline (NACH): 0800 701 701, Email: report.corruption@dha.gov.za, DHA reporting line: 012 406 2900, written complaints to CC&SS: whistleblowers and referrals by management.
Method of calculation / assessment	The clock starts when a case is reported. 1. Group all cases reported between 22 Nov 2019 and 20 Nov 2020. 2. Calculate how long it took to finalise a case from the date the case is reported until outcome of the report compiled is approved by the DDG: CCSS (the result is in number of days, excluding weekends and holidays). 3. Calculate how many months it has taken for a case to be finalised (Number of days divide by 20 working days, the result is in number of months). 4.Formula: The number of cases finalised (these are cases with substance and no substance) within 90 working days divided by the total number of cases reported from 22 Nov 2019 until 20 Nov 2020, equals to percentage of cases finalised within 90 working days. 5. A case will only be considered finalised if approved / referred by the DDG: CCSS. If a case is not approved by the Head of the Branch, these cases will not be considered as finalised.
Means of verification	Copies of reported (database administered by Analysis) and finalsed cases (stored in a central place).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Non-Cumulative (Year-to-date).
Availability of total population	List of reported cases finalised.
Reporting cycle	Quarterly and annual.
Desired performance	66% of reported cases on fraud and corruption finalised within 90 working days.

Technical Indicator Description (TID)	
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Investigations
	• Who extracts data and frequency? D: Investigations/Internal Hotline
	• Who checks data extraction? CD: Investigations
	• Who does the calculation? D: Investigations/Internal Hotline
	• Who checks the calculation?: CD: Investigations
	• Who resolves internal disputes on performance reports / matters? DDG: CCSS

THREAT AND RISK ASSESSMENTS

Technical Indicator Description (TID)	
Indicator title	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information - (MISS) and / or Physical Security Standards (MPSS).
Target title	60.
Definition	The purpose of the indicator is to mitigate security threats and risks which may adversely affect the DHA operations. This is done through: • Assessment of security mechanisms in place, both physical and information; observance of security process and procedures and inspection of information and face value documentation storage, resulting in TRAs generated. • Conducting of security threat and risk assessments in the DHA in accordance with the applicable prescripts. • The criteria used is informed by the MISS and MPSS.
Source of data	Information is gathered from relevant and/or identified offices.
Method of calculation / assessment	The extent to which the planned TRAs in identified offices has been completed (planned vs actual).
Means of verification	Signed off TRAs.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA

Technical Indicator Description (TID)	
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end).
Availability of total population	List of TRAs conducted.
Reporting cycle	Quarterly and annual.
Desired performance	60 or more TRAs conducted.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? CD: Security Services
	• Who resolves internal disputes on performance reports / matters? DDG: CCSS

VETTING

Technical Indicator Description (TID)	
Indicator title	Number of vetting files referred to State Security Agency (SSA) for evaluation.
Target title	416.
Definition	The purpose of the indicator is to ensure that appointed officials meet the security requirements of their posts. Vetting of all DHA officials on all grades of security clearances. The process is finalised when SSA acknowledges the receipt of the completed files. Certain categories may be prioritised due to importance and / or capacity considerations.
Purpose / importance	To ensure that appointed officials meet the security requirements of their posts.
Source of data	Completed Z204 (vetting application form) and annexures as well as references as per Z204 form the basis.
Method of calculation / assessment	Actual number of vetting files completed and referred to and acknowledged by SSA vs planned.
Means of verification	Signed acknowledgements of receipt of submitted files by SSA.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA

Technical Indicator Description (TID)	
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-end).
Availability of total population	List of all staff vetted.
Reporting cycle	Quarterly and annual.
Desired performance	Higher than targeted performance is desirable.
Availability of total population	List of officals vetted.
Reporting cycle	Quarterly and annual.
Desired performance	416 or more vetting files referred to SSA.
Indicator responsibility	• Specialist: Vetting
	• Who extracts data and frequency? SAO: Vetting (manual collation of SSA acknowledgement of receipt documentation)
	• Who checks data extraction? DD: Vetting
	• Who does the calculation? SAO: Vetting
	• Who checks the calculation? Specialist: Vetting
	• Who resolves internal disputes on performance reports / matters? SAO: Vetting

COMMUNICATION STRATEGY AND PLAN

Technical Indicator Description (TID)	
Indicator title	Compliance with set number of communication interventions implemented in support of Communication Strategy and Plan.
Target title	DHA Communication Strategy and Plan implemented through: 28 media engagements, 6 Izimbizo and 3 campaigns.

Technical Indicator Description (TID)	
Definition	To support the programmes of the Ministry and Department. To establish and maintain partnerships with relevant stakeholders to assist the DHA to promote and expand its service delivery initiatives in communities. The main vehicle to achieve this objective will be the implementation of the DHA communication strategy with a specific focus on corporate communication services, media relation interventions and public awareness and engagement activities over the medium term.
Purpose / importance	The Communication Strategy serves to inform public and staff about Home Affairs services, products, programmes and campaigns. The action plan outlines the various activities to be undertaken with specific timelines. The indicator is important as it promotes the image of DHA.
Source of data	Media briefings/ statements, ministerial dialogues and interventions, such as Izimbizo, departmental events, etc.
Method of calculation / assessment	Number of initiatives performed vs planned.
Means of verification	DHA website / Intranet, reports, images and video recordings.
Assumptions	Adequate support from Ministry and DHA branches.
Disaggregation of beneficiaries (where applicable)	All clients of the DHA are targeted. The target group will also be affected by the nature of the communication intervention performed, including women, youth and people with disabilities.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-end).
Availability of total population	List of all the initiatives as referred in the communication plan (28 media engagements, 6 Izimbizo and 3 campaigns).
Reporting cycle	Quarterly and annual.
Desired performance	Completeness of identified number of initiatives or more.
Indicator responsibility	• DDG: IPS (Chief Director: Communication Services).

BIOMETRIC MOVEMENT CONTROL SYSTEM (BMCS)

Technical Indicator Description (TID)	
Indicator title	Number of selected ports of entry with biometric movement control system (BMCS) implemented.
Target title	4 airports.
Definition	A complete BMCS system which enables the capturing of fingerprint and facial biometric data of all travellers who enter or exit South Africa will be built onto the live capture platform and be rolled out as 4 airports (King Shaka, ORTIA, Cape Town and Lanseria International Airports).
Purpose / importance	To align the BMCS according to Immigration Regulations (2014), Section 27, to improve immigration management at ports of entry. The fingerprint and facial biometric will be used to trace the movement of travellers to and from the country to improve the security and identification of both citizens and foreigners.
Source of data	IMS business requirements, technical specifications and user acceptance testing.
Method of calculation / assessment	The BMCS must be rolled out to 4 airports and the system must be functional as per the required specifications.
Means of verification	Test results and transaction data.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year to date).
Availability of total population	IMS business requirements, technical specifications and user acceptance testing.
Reporting cycle	Quarterly and annual.
Desired performance	Rollout of BMCS to 4 airports or more ports.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IS
	• Who resolves internal disputes on performance reports / matters? DG

E-VISA (INTEGRATION)

Technical Indicator Description (TID)	
Indicator title	E-Visa phase 1 integration with Advance Passenger Processing System, Payment Gateway and Central List Orchestration completed.
Target title	e-Visa phase 1 (Tourist TRV) integrated with: • Advance Passenger Processing System (APP). • Payment Gateway. • Central List Orchestration.
Definition	The integration enables the exchange of data between e-Visa and APP, payment gateway and other DHA systems for the purpose of risk assessment and payments.
Purpose / importance	Risk assessment of travellers and revenue collection.
Source of data	IMS business requirements and technical specifications.
Method of calculation / assessment	The module must be able to perform as per business specifications, exchanging of data amongst all identified systems.
Means of verification	Quality assurance reports. e-Visa application outcomes.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year to date).
Availability of total population	IMS business requirements, technical specifications, e-Visa application outcomes.
Reporting cycle	Quarterly and annual.
Desired performance	e-Visa phase 1 integrated with: Advance Passenger Processing System (APP), Payment Gateway and Central List Orchestration. (Generation of hits, no hits, required payment or no required payment).
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IS

Technical Indicator Description (TID)	
	• Who resolves internal disputes on performance reports / matters? DG

E-VISA ACTIVATED

Technical Indicator Description (TID)	
Indicator title	Number of selected countries with functional e-Visa system activated.
Target title	10.
Definition	E-Visa system rolled out to 10 selected countries.
Purpose / importance	Improve service delivery, security and turnaround times for issuance of permits to deserving clients. Will also contribute to the economy of the country.
Source of data	IMS business requirements, technical specifications and statistics.
Method of calculation / assessment	The system is rolled out to the identified number of countries and able to perform as per specifications.
Means of verification	User acceptance testing, transaction data.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Calculation type	Cumulative (Year-End).
Availability of total population	IMS business requirements, technical specifications, user acceptance testing, transaction data.
Reporting cycle	Quarterly and annual.
Desired performance	E-Visa system rolled out to 10 identified countries or more.
Indicator responsibility	• Who is responsible for managing or reporting on the indicator? DDG: IS
	• Who resolves internal disputes on performance reports / matters? DG

ASYLUM SEEKER AND REFUGEE SYSTEM

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

ACRONYMS

Acronym	Definition
ABIS	Automated Biometric Identity System
ACL	Audit Command Language
ACERWC	African Commission of Experts on the Rights and Welfare of the Child
AFIS	Automated Fingerprint Identification System
AG	Auditor-General
APP	Advance Passenger Processing System (IMS) Annual Performance Plan (Planning)
BACM	Biometric Access Control Management
BBBEE	Broad Based Black Economic Empowerment
BMA	Border Management Authority
BMP	Budget Mandate Paper
BMCS	Biometric Movement Control System
BMD	Birth, Marriage and Death
CARA	Criminal Assets Recovery Account
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
COE	Compensation of Employees
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources

Acronym	Definition
DDG:HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPME	Department of Performance Monitoring and Evaluation
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
DTPS	Department of Telecommunications and Postal Services
EC	Electoral Commission
EDMS	Electronic Document Management System
EMCS	Enhanced Movement Control System
EOC	Enterprise Operations Centre
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development Cluster
FIFA	Federation of International Football Federation
G&A	Governance and Administration
GGDA	Gauteng Growth and Development Agency

Acronym	Definition
GPW	Government Printing Works
GWEA	Government Wide Enterprise Architecture
GSCID	Governance, State Capacity and Institutional Development Cluster
HANIS	Home Affairs National Identification System
HRM&D	Human Resource Management and Development
IA	Internal Audit
IBMS	Integrated Border Management System
ICAO	International Civil Aviation Organisation
ICT	Information Communication Technology
ICTS	International Cooperation, Trade and Security Cluster
ID	Identity Document
IGC	Inter-governmental Committee
IJS	Integrated Justice System
IMS	Immigration Services
IOS	iPhone Operating System
IoT	Internet of Things
IS	Information Services
IT	Information Technology
JCPS	Justice Crime Prevention and Security (Cluster)
LAN	Local Area Network

Acronym	Definition
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MoU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MPSA	Minister of Public Service and Administration
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NBRMTC	National Border Risk Management Targeting Centre
NDP	National Development Plan
NGO	Non-governmental Organisations
NIS	National Identity System
NIIS	National Immigration Information System
NOC	Network Operations Centre
NPR	National Population Register
NT	National Treasury
ORTIA	Oliver Tambo International Airport
OSBP	One-stop Border Post
PASTT	Performance Acceleration Support Task Team

Acronym	Definition
PFMA	Public Finance Management Act
PMO	Project Management Office
PNR	Passenger Name Record
PoE	Port of Entry
POPI	Protection of Personal Information
PPP	Public-Private Partnership
PR	Permanent Residence
RAB	Refugee Appeal Board
RfA	Request for Accreditation
RfP	Request for Proposal
RfQ	Request for Qualification
RPPF	Represented Political Parties Fund
RSA / SA	Republic of South Africa / South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SCRA	Standing Committee on Refugee Affairs
SDM	Service Delivery Model
SEIAS	Social Economic Impact Assessment System

Acronym	Definition
SONA	State of the Nation Address
SPCHD	Social Protection, Community and Human Development Cluster
SSA	State Security Agency
TA	Treasury Approval
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
UAMP	User Asset Management Plan
UAT	User Acceptance Testing
UNCRC	United Nations Commission on the Rights of the Child
UNHCR	United Nations High Commissioner for Refugee Affairs
VFS	Visa Facilitation Centre
VOIP	Voice Over Internet Protocol
VPN	Virtual Private Network
WAIO	Who Am I Online
WAN	Wide Area Network
WPIM	White Paper on International Migration

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

Annexure A: Amendments to Strategic Plan

Not applicable

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
Not applicable				

NOTES

NOTES

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