

Strategic PLAN



2020/25



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



We Care!

STRATEGIC PLAN

2020 - 2025

DATE OF TABLING: MARCH 2020

OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

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

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

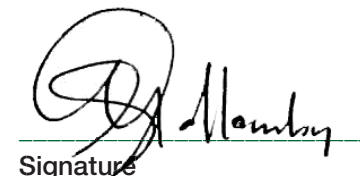
Accurately reflects the impact and outcomes which the Department of Home Affairs will endeavour to achieve over the period 2020 to 2025.

Mr Thulani Mavuso
Chief Information Officer



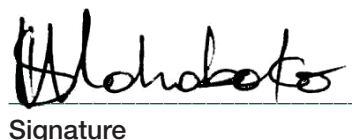
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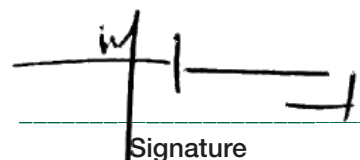
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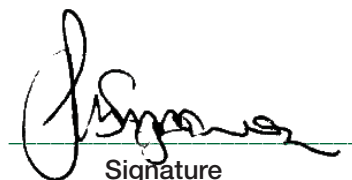
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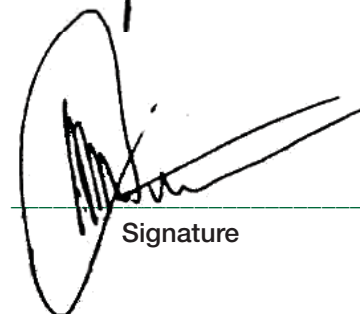
Mr Thomas Sigama
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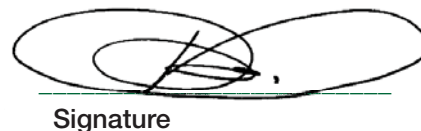
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EXECUTIVE AUTHORITY STATEMENT

The Strategic Plan for 2020 to 2025 sets out policy priorities which have guided the development of the strategy for the Department of Home Affairs (DHA) for the next electoral cycle. These policy priorities are closely aligned to the priorities of the 6th administration and the mandate of the DHA.

This Strategic Plan builds on the previous strategic plan of the DHA. In the 2015 to 2020 Strategic Plan the DHA outlined two goals in support of the Medium Term Strategic Framework (MTSF) 2014 to 2019. The first was to deliver against the core mandate of the DHA, which is to secure the identity and citizenship of our people and to manage immigration securely in support of development and security. The second was to deliver services related to these critical functions of the state in an effective manner.

Significant progress has been achieved with the implementation of these goals as outlined in this plan and a number of initiatives in support of these goals will continue to guide the DHA in delivering on its mandate and thereby contribute to the achievement of government objectives, and of a developmental and capable state as envisioned in the National Development Plan (NDP).

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

The basis of the DHA strategy for the new MTSF cycle, and even beyond, is the White Paper on Home Affairs which will be implemented through the DHA Repositioning Programme. For historical reasons, South Africa as a nation has failed to understand the mandate and importance of the DHA. Home Affairs is the only department with the authority to affirm and register identity and civic status and manage international migration. These are functions that are critical enablers of rights and development in any state. In 2016, Cabinet supported the concept of repositioning and agreed to the development of a business case. In 2017, Cabinet approved the Business Case to Reposition the DHA: "...the department must be positioned within the security system of the state so that it contributes to national security and is able to protect its people, systems and data. This will better enable the department to deliver against its full mandate as a critical enabler of inclusive economic development, national security,



effective service delivery and efficient administration”. The Repositioning Programme is based on the realisation that the DHA will only be able to perform its mandate and role adequately if it adopts a new policy framework and new operational, organisational and funding models. The White Paper on Home Affairs was approved by Cabinet for implementation on 13 December 2019.

The DHA will rebrand and place itself at the centre of economic development, job creation and poverty reduction. The DHA will also be central in the fourth industrial revolution through its modernisation programme. The implementation of the White Paper on International Migration, the White Paper on Home Affairs and the DHA modernisation programme will be critical deliverables for the 2020 to 2025 period.

The DHA strategy is aligned to the 7 Apex Priorities identified by government for the electoral cycle. The DHA is a key contributor to priorities dealing with economic transformation and job creation (through securing the identity of citizens and foreigners and the issuance of permits and visas in support of economic growth); social cohesion and safe communities (by providing enabling documents in a secure and efficient manner in order to access rights and services, securing the borders of the country through the establishment and operationalisation of the Border Management Authority (BMA) and continuing with the implementation of a risk-based approach to immigration); a capable, ethical and developmental state (by advancing e-government and leveraging on the potential benefits from the fourth industrial revolution) and a better Africa and world by identifying and removing barriers to promote tourism and economic development as outlined by President Ramaphosa in the “Economic Stimulus Package” in September 2018 and State of the Nation Address in June 2019. This initiative includes inter alia, a review of visas for business and tourism through a process of visa simplification where selected investment and low risk countries will benefit from visa waivers and/or a relaxation of conditions that will facilitate ease of entry and movements when conducting business or travel into South Africa.

The DHA will endeavour to meet the ever-increasing demands and expectations from all of its clients despite a very difficult and challenging fiscal and economic environment. I hereby endorse the 2020 to 2025 Strategic Plan and call upon all stakeholders and role-players in government and the private sector to support the DHA with the implementation of this very ambitious strategy.

DR PA MOTSOLEDI, MP
MINISTER OF HOME AFFAIRS

ACCOUNTING OFFICER STATEMENT

The vision of the Department of Home Affairs is of a South Africa where identity, status and citizenship are key enablers of citizen empowerment and inclusivity, economic development and national security. The vision not only outlines the complex nature of the DHA but also the fundamental impact it has on the country and the lives of its citizens.

In order to achieve the vision, the DHA is in a process of repositioning itself. The DHA does not have legislation appropriate to a sovereign, democratic state. It is underfunded and depends on other departments for networks, conditions of service, infrastructure and security. The DHA is still constrained by pre-1994 operational, organisational and funding models and has little capacity to protect its data and enforce its mandatory legislation. As currently positioned, Home Affairs cannot deliver adequately against its full mandate.

In any country the management of identity and migration is central to security at all levels. Home Affairs is therefore an integral part of the national security architecture and system of the state. If your identity is stolen, then your personal well-being is compromised in terms of your security, your rights and your dignity. The security of the organisations and community you belong to is also compromised; and so is the national security of South Africa and other countries. Accurate knowledge of identity and immigration is essential to safety and security in a globalised world faced with threats such as transnational crime, terrorism and pandemics. The security of our natural resources, water and food is not only a matter of countering crime and of enforcement. It also requires planning and management systems that depend on accurate statistics which only the DHA can provide. A secure, modern DHA will enable South Africa to confront critical socio-economic problems and harness the 4th industrial revolution.

The main strategic reasons for supporting the repositioning are closely linked to the role of the DHA in building a capable state. A capable state is now a digital state. The DHA is essential for all digital platforms: health, education and training, energy, housing, etc. Pressures on the fiscus are expanding. A modern, professional and secure DHA will realise revenue streams and be a relatively low-cost enabler of much higher efficiencies, lower costs and much less fraud.

The overall focus of the previous strategic plan centered on the five priorities set out by the Minister of Home Affairs in 2014, namely to complete the modernisation programme; to establish the Border Management Authority (BMA); to upgrade the six



key land ports of entry; to put in place a comprehensive new immigration policy and to implement the Moetapele initiative (to improve standards of service delivery and ensure a positive client experience). These priorities will remain relevant for the new cycle. The Minister of Home Affairs has added three new priorities, namely early birth registration, effective adjudication of critical skills visas and the war on queues.

The DHA recorded some significant achievements since the implementation of the turnaround programme in 2007. The DHA has issued more than 15 million smart ID cards since the inception of the smart ID card in 2013, thereby contributing to social cohesion and nation building. Early birth registration within 30 calendar days improved from 445 853 in 2009/10 to 816 698 in 2018/19. The implementation of the ICT modernisation programme has impacted positively on security, business process efficiency and the provision of access to services. The DHA has complied with requirements for the establishment of the BMA. A transaction advisor was appointed for the redevelopment of the six land ports of entry and the public-private partnership process is currently underway. The DHA is in the process of developing legislation to give effect to the White Paper on International Migration.

The DHA is aware of its central role in government and in society and will therefore strive to, as far as possible, maintain and improve on performance standards despite a very difficult and bleak economic outlook. The strategic plan and subsequent annual performance plans must find the balance between the ever-increasing expectations of clients and dwindling resources. The DHA is well aware that we need to think differently about how we execute our mandate – we need to think out of the box, work smarter and use technology and other innovative means.

The DHA regards the repositioning of the department as a national project and an important part of the national agenda. I am confident that the leadership, management and staff of the DHA together with the support from stakeholders and role-players can meet the expectations of the public and achieve the outcomes we have set for ourselves.

JW MCKAY

ACTING DIRECTOR-GENERAL



Part A

MANDATE

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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

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

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

The Constitution has four basic elements that are closely related to and rely on the DHA performing its core functions efficiently and effectively:

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

The second element is to access the rights set out in the Bill of Rights. The Constitution states that the Bill of Rights is a cornerstone of South Africa’s constitutional democracy.

Section 7(2) of the Constitution obliges all state institutions to respect, protect, promote and fulfil the Bill of Rights.

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

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

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

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

The DHA clearly plays a key role in national security on two levels. On the first level, we enable and empower all citizens and institutions to access their rights and exercise their responsibilities. By providing enabling documents and an identity system you can prove, for example, that you are eligible to vote. The same system enables individuals and institutions to manage their security effectively, such as checking on the identity of persons they hire.

On the second level the DHA actively assists national security as a key element of the security architecture and systems of the state; for example, the DHA's Movement Control System detects persons who are wanted by the SAPS. To deliver against this mandate, the DHA must operate in a highly secure environment. No country trusts a passport that is not secure. Protecting the integrity of the population register (PR) enables the state to use it to secure the nation. An attack on the integrity of the PR strikes at the heart of any nation and the sovereignty of any state. National security can be broadly defined as a nation defending its sovereignty and the integrity of its state and institutions; ensuring safety and security; and providing for its people.

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

The DHA is responsible for the identification and immigration status of all foreign nationals in South Africa. Only DHA immigration officers can lawfully permit persons to leave or enter the country or specify conditions. The 2017 White Paper on International Migration sets out the principles and policies for managing these functions within the framework of the Constitution and in the context of South Africa being a developmental African state in a complex, globalised world. International migration that is poorly managed, with laws that are not enforced, results in increased corruption, human rights abuse, and impacts negatively on citizens and migrants. International migration that is well managed is essential to development in a globalised economy that is knowledge and skills based. This is one reason why the 2017 White Paper on International Migration includes the management of emigration, which refers to South Africans who live and work in other countries.

2. LEGISLATIVE AND POLICY MANDATES

BIRTHS, MARRIAGES AND DEATHS

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

- Regulations made under the Recognition of Customary Marriages Act, 1998;
- Civil Union Act, 2006 (Act No 17 of 2006); and
- Civil Union Regulations, 2006.

IDENTITY DOCUMENTS AND IDENTIFICATION

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

CITIZENSHIP

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

TRAVEL DOCUMENTS AND PASSPORTS

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

LEGISLATIVE MANDATE: IMMIGRATION

- Immigration Act, 2002 (Act No 13 of 2002);
- Immigration Regulations, 2014;
- Refugees Act, 1998 (Act No 130 of 1998); and
- Refugees Regulations, 2018.

OTHER PRESCRIPTS RELEVANT TO THE MANDATE OF HOME AFFAIRS

- The Constitution of the Republic of South Africa, 1996;
- Promotion of Access to Information Act, 2000 (Act No 2 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000);
- The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;
- The basic agreement between the Government of the Republic of South Africa

and United Nations High Commissioner for Refugees (UNHCR), 6 September 1993;

- The 1951 United Nations Convention Relating to the Status of Refugees;
- The 1967 Protocol Relating to the Status of Refugees;
- The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996;
- The UNHCR Handbook and Guidelines on Procedures and Criteria for Determining Refugee Status, 1997;
- White Paper on the Rights of Persons with Disabilities (2015);
- Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (2019);
- Concluding Observations by the United Nations Committee on the Rights of the Child; and
- Concluding Observations by the African Committee of Experts on the Rights and Welfare of the Child (March 2019).

OTHER LEGISLATIVE MANDATES

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

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

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

The GPW is currently self-funding, although it has retained strong links with the DHA as a government component.

POLICY DEVELOPMENT PROGRAMME FOR 2020 TO 2025

Cabinet approved the Home Affairs White Paper for implementation in December 2019. The White Paper provides a coherent policy framework, grounded on the constitutional principles and national goals, to support the full mandate of the DHA. It will inform the drafting of the anchor legislation in the form of a Home Affairs Bill.

Official Identity Management Policy

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

White Paper on the Recognition of Marriages in South Africa

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

Given the diversity of the SA population it is virtually impossible to pass legislation governing every single religious or cultural marriage practice. It is against this background that the DHA is embarking on the process of developing a marriage policy that will lay a policy foundation for drafting new marriage legislation. The new Marriage Act will enable South Africans of different religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality as encapsulated in the Constitution of the RSA.

One-Stop Border Post Policy

One of the modern approaches for improving border operations in the world is the establishment of one-stop border posts (OSBPs). 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. The DHA is spearheading the process of redeveloping six (6) priority land ports of entry as OSBPs. A policy is required to inform the drafting of the OSBP legislation that will regulate, amongst others, extraterritorial jurisdictional matters and responsibilities of member states. In December 2018 Cabinet approved an OSBP framework which, amongst other things, requires SA to adopt future OSBP policy and legislation.

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

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 which will attract more investment into the country.

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 a 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 establishment 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 DHA 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 department 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 7 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 not only 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.

4. RELEVANT COURT RULINGS

None.



Part B

STRATEGIC FOCUS

PART B: Strategic FOCUS

5. VISION

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

6. 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

7. 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 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

8. SITUATIONAL ANALYSIS

The Department of Home Affairs has come a long way since South Africa became a democracy in 1994 – it managed to establish a single national department that replaced 11 apartheid institutions performing civic registration functions and created a single national population register (NPR).

Following the negotiated ending of apartheid and the first democratic elections in 1994, the first two administrations were under a Government of National Unity, which ended with the elections of 2004. During this period, the DHA was consolidated into one department, it expanded its services and basic laws were deracialised. However, no significant transformation took place and the DHA was not in general regarded as a strategic department.

By 2006 the poor quality of service delivery and high levels of corruption at the DHA were having a negative impact on the lives of citizens, especially the poor and marginalised. Identity documents (IDs) were necessary to access services – from renewing a license, to getting married or opening an account. Yet the average turnaround time for an identity document was around 140 days, with many applications taking much longer. Passports could take up to three months or longer to be delivered. South African identity and travel documents were increasingly regarded as a risk internationally because identity and related documents, such as birth certificates, could easily be acquired fraudulently.

Responding to the crisis, the Minister of Home Affairs approached Cabinet and requested the intervention of a support team drawn from the Public Service Commission, the National Treasury and the Department of Public Service and Administration. The team's summary report, presented to Parliament in early 2007, called for drastic action to address deep-seated problems of leadership, management, systems, technology, organisation and corruption.

The response to the Support Intervention Team's report was to launch a large-scale Turnaround Programme in 2007 with four major goals: improve management; change staff culture to a client-centred approach; radically improve business processes; and gain public trust and confidence by delivering key services consistently.

By the end of 2009, all four goals had been achieved to a significant degree, with most IDs delivered consistently within 45 days and passports within six weeks of an application being received. Security, efficiency and the client experience were improved through a combination of operations management, staff training, the use of technology and the upgrading of offices.

Surveys commissioned by the Government Communication Information Systems (GCIS) and by the DHA indicated that the improvement in services was most appreciated by the poor and marginalised. The use of SMS notifications and establishment of a call centre reduced queues, as a survey had revealed that 40% of visitors to DHA offices had been going there to make enquiries. At a macro level, this meant millions of saved hours, which people could use more productively. The turnaround programme also impacted on the organisation, with improved management, governance and administration. Skills such as project management, operations management and business process development were transferred from the consultants, in different degrees, to officials.

The introduction of the live capture of clients' details directly onto the system speeded up services, together with online verification of identity through checking fingerprints, which enhanced security. The application of digital technology made new services possible, such as printing out temporary IDs at the counter, saving citizens many hours that were previously spent in repeated visits. In 2011 an agreement was signed with the banking sector that allowed them to improve security, reduce fraud and speed up services by checking the identity of their clients using fingerprint scanners that interface with the DHA's live verification system. The DHA subsequently connected many other institutions, both public and private, to their live verification system.

In 2010 two strategic initiatives were launched that in different ways built on the Turnaround Programme and took the transformation of the DHA to another level. The first was the active participation and leadership shown by the DHA in meeting certain FIFA World Cup guarantees. One outcome of meeting the 2010 World Cup guarantees was better integration with departments forming part of the Justice, Crime Prevention and Security (JCPS) cluster. A second outcome was the steps taken to actively manage migration risks away from the borders of the Republic of South Africa (RSA). In 2009, an Advance Passenger Processing (APP) system was put in place to conduct pre-clearance on airline passengers before they board a flight. The system

was rolled out to passengers in the maritime environment in 2016. The approach and systems introduced over this period have since helped to make South Africa a premier venue for international events, thus creating jobs directly; and indirectly through increased tourism and investment.

The second national strategic initiative in 2010 was the National Population Registration (NPR) Campaign launched by the President with three main objectives: firstly, to ensure that all births are registered within 30 days as required by law; secondly, to register the birth of citizens so that they could be recognised and access rights and services; and thirdly, to ensure all 16-year-olds apply for IDs so their biometrics could be captured and identity protected. The NPR campaign had a large impact on several levels. While the campaign is on-going, in the first two years the identity and citizenship of over a million previously invisible citizens across all age groups were confirmed when their births were recorded. These citizens can finally access certain services and rights, including the right to vote, and more accurate statistics are available for planning and meeting the population's needs. At a policy level, the NPR campaign was initiated because of an important shift in understanding of the mandate of the DHA; from primarily being the provider of routine services to be the custodian of identity, civic status and a secure national population register.

The existing DHA operating model is based on the one used before 1994 characterised by clients queuing in front of a front office clerk to complete forms. The goal of the Modernisation Programme, initiated in 2012, was to build a Home Affairs that has completely replaced its legacy systems with multiple channels and integrated digital systems. The assumption was that these systems would be highly secure, professionally managed and appropriately funded.

The new DHA systems and operating model will be built around a new population register (PR) that will be linked to the systems for the civil registration of birth, nationality, citizenship, marriage and death. It will also be linked to the movement control system and other immigration systems. The PR will enable the efficient and responsive management of all functions of the DHA as it will link the identity of all citizens and other persons in a country to their civil and immigration status. Interfaces between the systems will mean that data is accurate and continually updated in real time.

The vehicle to deliver the systems of a new model for DHA is the Modernisation Programme, which consists of multiple projects: short-, medium- and long-term. By 2013 there were 16 projects underway. Systems elements that are being rolled out include the smart ID card, fully digital ID and passport processes, capture of biometrics at ports of entry and upgrades to the movement control and biometric systems. An automated system for asylum seekers to make appointments was

designed and installed by the DHA at the newly opened Desmond Tutu Refugee Centre, greatly reducing fraud and human rights abuses and increasing efficiency. An in-house contact centre was opened in 2015, which is one of the key features of the new operational model. Work has also begun on installing an Automated Biometric Identification System (ABIS). This will fully replace the outdated Home Affairs National Identification System (HANIS), which relies on fingerprints. ABIS has the capability of incorporating multiple biometric modes.

The DHA has entered into partnerships to improve access through creating new channels. An agreement with the four major banks allows their clients at 21 branches to access a DHA service point. They apply and pay for a smart ID card or passport online and make an appointment to complete the process. An SMS advises them when to collect the document at the bank. A partnership with a visa facilitation service led to the company creating service points in several countries abroad and in major South African cities. Applications are sent digitally to the DHA, where adjudicators complete the process. Together with local development agencies, the DHA has extended the service to create one-stop centres for business people in major cities.

A major challenge for the DHA is that frontline offices have operating elements of two very different models. These are a legacy model dating back to colonialism and a new model appropriate for a sovereign, democratic state that must confront huge socio-economic, climate and technological challenges. This dual model is not sustainable and is leading to a fall in service standards, as evidenced by long queues forming outside offices to access paperless digital systems. In response the DHA, with Cabinet approval, developed a business case in 2016 for repositioning itself as a secure, modern department that can be the backbone of a digital state, economy and society.

The DHA launched the Moetapele initiative in the 2015/16 financial year. The aim was to address service delivery challenges whilst responding to customer/client needs/expectations through the modernising of systems, offices and professionalising of staff and services rendered by the DHA.

The word “Moetapele” is a Sotho name that describes a leader. It carries the connotation of owning the leadership, meaning at an individual level, that everyone that embraces the concept should acknowledge their responsibility to lead.

The following programmes underpin the Moetapele initiative:

- Challenging leadership at all levels and areas of the department to be catalysts that transform the DHA by fixing front and back office problems impacting on

clients;

- Launching of model offices in every province in support of best practice; and most crucially
- The training and development of managers and supervisors in the use of modern management tools and techniques to execute their duties effectively.

Some of the progress recorded thus far include: training of managers on live capture functionality for 193 modernised offices; support provided for the “War On Queues Campaign”; facilitated the inclusion of Moetapele in the performance agreements of the SMS members; trouble shooting for offices not reaching targets and with high level of complaints; training of front-line officials on the service delivery improvement programme; leadership and management skills and competencies provided to support Moetapele; and implementation of the Inspectorate case management system in all inspectorate offices used by inspectorate officials.

The DHA must have the capability of fulfilling its mandate, in the first instance by ensuring that the vital events of lives of all citizens are recorded; the data secured and that international migration is regulated. In the second instance, the DHA must empower all citizens by providing them with access to efficient, modern and secure services. In the third instance, it must provide South Africa with the capacity to manage international migration securely and efficiently. What citizens also need to understand is that given its functions the DHA plays an active role in the national security system of the state.

By 2015 it was clear that the DHA might improve services incrementally, but as currently positioned it would never be able to fully modernise and deliver against its constitutional mandate effectively. The DHA had to make a fundamental shift away from an outdated model and establish a new model that allows it to play a central role in a democratic, sovereign state. After initial research conducted in 2015, a report was given to Cabinet that outlined the problem and put forward a proposal for developing a Business Case for Repositioning the Department of Home Affairs. This was approved in March 2016 and a Business Case was submitted to Cabinet. In March 2017 Cabinet made the following announcement: “On 1 March 2017 Cabinet approved the proposed measures set out in the Business Case to Reposition the Department of Home Affairs. The Department must be positioned within the security system of the state so that it contributes to national security and is able to protect its people, systems and data. This will better enable the department to deliver against its full mandate as a critical enabler of inclusive economic development, national security, effective service delivery and efficient administration”.

An immediate measure taken by Cabinet was that the DHA would be fully integrated into the JCPS Cluster. A significant benefit was that it gave the DHA access to funds set aside for modernising the justice system. This enabled the DHA to stabilise the outdated HANIS system for recording biometric data, which was at risk of collapse, and to take steps to replace it. The strategic response by the DHA has been to affect a paradigm shift in the way South Africans view the importance of the department by demonstrating large gains in the efficiency of its services through the modernisation process. This strategy has been undermined by services experienced by many clients deteriorating through a combination of factors. In the long term, the emerging “mixed” model of a DHA is inherently outdated and unstable. There are also dependencies on other departments that require addressing.

It is against this background that a Discussion Paper on Repositioning Home Affairs, which summarised the Business Case, was gazetted for public comment on 19 May 2017. The argument that the DHA must reposition as a modern, secure organisation staffed by professionals was not opposed at any of the engagements by any stakeholder. The central importance of the functions and role of a future DHA as an enabler of empowerment, development and security was also not doubted. The concern most often raised was about the capacity of the DHA and the state in general to modernise and secure its systems going forward. A more general concern was on the impact of the 4th Industrial Revolution on employment.

The White Paper on Home Affairs was approved by Cabinet for implementation in December 2019. This will provide a policy platform for the drafting of a Home Affairs Bill. In addition to specifying details such as conditions of service, the Bill will provide a framework for legislation that will enable the mandate of the DHA. Going forward, the strategic goals of the DHA is to completely replace its legacy model with a new model in terms of culture, organisational structure, processes, systems and technology. Over the next five years key elements of the new model will be phased in, such as fully digital processes for birth, marriage and death; the use of e-gates for trusted travellers at high volume ports of entry; and a single hub globally for the adjudication of permits and visas. All of these services will be accessed through an expanding number of channels, often involving partners such as public and private health systems for birth and death registration.

By 2016 it had become increasingly evident that the DHA’s existing operational, organisational and funding models were constraining the modernisation process, with negative consequences for its sustainability and effectiveness. The problem was rooted in South Africa’s history and in the structural features of the post-1994 South African society and state.

It was also clear that, to complete the modernisation process and deliver against our full mandate, three significant shifts had to happen.

- Firstly, how the DHA is perceived must shift towards an understanding that its full mandate is a key enabler of citizen empowerment, economic development, efficient administration and national security (broadly defined).
- Secondly, the DHA must be positioned as being central to building a capable state that can confront extreme inequality, climate change and the impact of the fourth industrial revolution (4 IR).
- Thirdly, the DHA must realise its vision of becoming a fully modernised, secure department with professional staff (in the broad sense of the term) and appropriate operating, organisational and funding models.

For historical reasons related to the nature of the apartheid state, South Africa as a nation has a limited understanding of the mandate and importance of the DHA. This has contributed to the DHA not being positioned to deliver against its sole mandate, namely:

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

Had the DHA been positioned as a secure, modern department, it could have been a strategic enabler of empowered citizens, economic development, efficient administration and national security. Instead, it has generally been thought of as a routine administrative department of little strategic importance that produces IDs and passports and issues visas and permits. The DHA does not have the legislation, budget, staff or organisation required to complete its modernisation programme; to maintain and protect its systems; or to enforce its legislation.

Given the centrality of data in the fourth industrial revolution, the DHA has begun building a PR that will be the backbone of e-government and e-commerce. This will close the digital divide and enable all citizens to access information and efficient services. The PR will process data that will be critical for integrated planning, efficient administration, effective accountability and fraud prevention.

Repositioning the DHA, refers to a process of changing the way people understand our mandate; making the DHA a strategic state resource; establishing a new model DHA; and operating to incorporate all three of these changes.

The DHA is repositioning in a local, regional and global context that is dynamic and presents risks, threats and opportunities. The threat of climate change is undeniable in terms of the environment, water and food security. The fourth industrial revolution, while still in its infancy, is rapidly advancing and changing societies globally. This change brings with it social, political and economic uncertainty and conflicts. It also brings benefits. It is becoming clear that the fourth industrial revolution gives nations and humanity the potential to ensure inclusive development, to live in more equal and sustainable societies, and to manage climate change risks.

An efficient, modernised state that uses an e-government platform to deliver services will create conditions for all citizens to benefit from the fourth industrial revolution. This will use e-identity and biometrics to enable dramatic improvements in efficiency and security in interactions across government (G2G), between government and citizens (G2C), government and business (G2B), business and citizens (B2C) and business to business (B2B). Such a platform will connect citizens to services wherever they live, transforming communities and enabling fully inclusive development. With every transaction data will be generated, creating the “big data” sets needed to coordinate and deliver services, aided by smart software and governed by legal instruments such as the Popi Act.

A number of key enablers must be in place for the DHA to reposition completely from its legacy model to a new model. This will be divided into two phases: in the first phase, the enabler will be improved or developed while the old model is still in operation; and in the second phase the enabler will begin operating as part of the new DHA model.

From a citizen’s viewpoint, the rapidly growing expectation globally is that governments and business will deliver efficient, cost-effective and responsive services. Without creating such an environment no country can succeed in the emerging global economy or mitigate the impact of global challenges. The repositioned DHA will thus be an essential national asset because of its role and its capacity to achieve the outcomes set out in its White Paper on Home Affairs.

The repositioning strategy is based on the following assumptions:

- In the longer term the only viable option for the DHA is to completely replace its legacy model with a new model.
- The current situation of operating with a mixed model will continue after the

repositioning programme is rolled out over the short and medium terms.

- Experience during the turnaround programme and other initiatives showed that the most effective strategy is for officials to make visible improvements in the lives of citizens by employing elements of the new model and developing themselves and the new systems in the process.
- The above strategy will build support for the DHA as clients and partnerships realise benefits and stakeholders work collaboratively to modernise their respective organisations. This, in turn, could generate resources to support further development using systemic improvements to cut costs, increase efficiency and reduce fraud in the public and private sectors.
- The DHA cannot reposition in isolation. Importantly, the new model being built requires a connection to expanding e-government platforms that are secured at a national level. Thus, for the strategy to succeed the repositioning programme must be considered a national project that is integral to a broader programme of building a modern, capable development-orientated state.

Implementing the repositioning programme will be planned according to the following horizons:

Three-year horizon (2019 to 2022):

The internal focus is on putting key elements of the new model in place, such as legislation and building the PR. A cohort of staff is retrained by improving and building systems using the values and skills of the new model. Externally, the priority is building partnerships with stakeholders and visibly improving services to clients.

Five-year horizon (2022 to 2025):

Internally, all core elements of the new model are fully functional, including basic administrative and core business systems, and required security standards are maintained. Externally, partnerships and contracts with external stakeholders are in place. The PR is generating substantial revenue through large-scale verification of identity.

Ten-year horizon (2025 to 2029):

The envisioned end-state is achieved with the legacy model fully replaced, world-class standards maintained and funding assured. The DHA attracts talent because of a reputation for ongoing innovation and staff development. The DHA is a crucial enabler of integrated e-government and an inclusive economy.

8.1 INTERNAL ENVIRONMENT ANALYSIS

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 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 Department 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 submit 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.

8.2 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 persons 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 uninterrupted 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: <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • 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.

Strategic Objective	5 Year Target	Progress
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.

Strategic Objective	5 Year Target	Progress
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.

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.

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



Part C

MEASURING PERFORMANCE

PART C: MEASURING PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1 MEASURING THE IMPACT

Impact Statement	A modern and secure DHA with the required policy, legislation, systems and capacity, thereby enabling citizen empowerment, inclusive development and national security.
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9.2 MEASURING OUTCOMES

Outcome	Outcome Indicator / Measure	Baseline	Five year target
MTSF Priority: Social Cohesion and Safe Communities			
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Risk-based and strategic immigration approach implemented against predetermined measures that ensures sovereignty, national security, public safety, stability and development	BMA legislation enacted	BMA incrementally rolled out as per the BMA Roadmap 2032 to: <ul style="list-style-type: none"> • 36 ports of entry • 10 segments of the land borderline and • Two (2) community crossing points
		Transaction Advisor appointed for the redevelopment of six (6) priority land ports of entry as one-stop border posts	Construction and redevelopment of six (6) priority land ports of entry as one-stop border posts completed by 2025
		BMCS piloted at two (2) additional ports of entry Draft Immigration Bill (including amendments to the Refugees Act) submitted to Minister for approval 160 law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation	Risk-based and strategic approach to immigration implemented in respect of: <ul style="list-style-type: none"> • Legislation implemented to support the White paper on International Migration; and • Secure entry, documented stay and departure of persons through the rollout of biometric functionality and law enforcement operations

MTSF Priority: Economic Transformation and Job Creation, A better Africa and World			
	Risk-based and strategic issuing of visas and permits against predefined, percentage-based targets to grow the economy by 2024/25	100% compliance with set service standards for: <ul style="list-style-type: none"> • Permanent residence permits • Business and general work visas • Critical skill visas 	100% compliance with set service standards for risk-based and strategic issuance of visas and permits to grow the economy by 2024/25 as outlined in the annual performance plans for: <ul style="list-style-type: none"> • Permanent residence permits. • Business and general work visas. • Critical skill visas.
	Risk-based and strategic visa system implemented	Pilot of e-Visa (Phase 1 - temporary residence visa for tourist module) in six (6) missions	E-Visa rolled out to all selected countries (106) by 2025
MTSF Priority: Social Cohesion and Safe Communities			
Efficient asylum seeker and refugee system in compliance with domestic and international obligations	Effective and efficient recording and monitoring of asylum seekers and refugees	New PI	Asylum Seeker and Refugee System implemented
MTSF Priority: Capable, Ethical and Developmental State, Economic Transformation and Job Creation			
Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Percentage of identified citizens and holders of permanent residence permits to which enabling documents are issued by 2024/25	100% (3 810 000 - Smart ID cards = 3 million; Births within 30 days = 810 000)	Enabling documents issued to 100% of citizens and holders of permanent residence permits (births registered within 30 calendar days and smart ID cards issued to a projected 19 050 000 by 2025)
	Legislation in operation in respect of a new Marriage Act	Green Paper on the recognition of marriages submitted to the Minister for approval	New Marriage Act implemented to regulate all marriages
	Percentage of compliance with service standards set for adult passports issued (new live capture system) by 2024/25	100% compliance with set service standard	100%

MTSF Priority: Capable, Ethical and Developmental State, Economic Transformation and Job Creation

Secure population register to empower citizens, enable inclusivity, economic development and national security	National Identity System (NIS) operational as per requirements	Specifications for NIS approved by DG	NIS operational by 2025
	Legislation in operation to regulate the collection, storage, accessing and processing of personal information	Official Identity Management Policy submitted to Cabinet for public consultation	Population Register Act implemented to regulate the collection, storage, accessing and processing of personal information

MTSF Priority: Capable, Ethical and Developmental State

DHA positioned to contribute positively to a capable and developmental state	Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state	White Paper on Home Affairs submitted to Cabinet for approval	DHA Act implemented to effect repositioning of the department as a secure and modern department
		Final draft of DHA Bill submitted to Cabinet for approval for public consultation	
		New PI	Service Delivery Model revised and implemented in line with repositioned DHA
		DHA Access model approved by MMM	DHA Access Model implemented in support of repositioning of the DHA
		Communication Strategy implemented as per the communication plan	Communication Strategy implemented as per the communication plan
		Counter corruption strategy implemented as per set targets	Counter Corruption Strategy for DHA implemented in terms of initiatives outlined in Annual Performance Plans

9.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE YEAR PLANNING PERIOD

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

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

a. The contribution of each of the outcomes towards the achievement of the NDP Five-year Implementation Plan, the Monitoring Framework of the NDP Five-Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

Immigration Affairs is responsible for the regulation of migration through ports of entry and via foreign missions, and the issuance of a range of permits. It is also responsible for the determination of the status of asylum seekers and refugees. Given its mandate, the Department is currently in the process of repositioning itself as a modern and secure department. The DHA forms part of the security cluster of government.

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, as well as the facilitation of investment and critical skills through a visa regime that is administratively efficient.

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 will endeavour to support economic growth. Permitting must support and drive an economic agenda that facilitates economic growth. The strategic issuance of visas and permits are in support of Apex Priority 7 (A better Africa and World) and the pronouncements made by the President as part of the Economic Stimulus Package in September 2018 and in the 2019 State of the Nation Addresses. The DHA has identified three types of permits/ visas

that contribute to economic development and jobs, namely critical skill visas, general work and business visas and selected permanent residence permits. The DHA will roll out the e-Visa system to selected countries over the next five years. The building of a world-class e-Visa regime will also be supported by the ongoing simplification of the visa regime.

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

Regarding the implementation of a risk-based approach to immigration, the DHA forms a central part of the JCPS cluster and plays a critical role in national security. The DHA contributes to Apex Priority 5 (Social Cohesion and Safe Communities) – outcome 3: All people in SA are and feel safe – through integrated and coordinated border management, securing the identity of citizens and facilitating the secure entry, stay and exit of foreigners. This is achieved through a number of initiatives, both on the strategic and operational level, such as the establishment of the BMA, rollout of biometric functionality at ports of entry, the e-Visa system, the implementation of the advance passenger processing system, etc.

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

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

Over the MTSF period, the BMA Project Management Office (PMO) and the immigration branch will be contributing to Apex Priority 5 (Social Cohesion and Safe Communities). This priority area focuses on, inter alia, border security and illegal immigration in line with the Department's mandate. In this regard, the chosen 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 outcome indicator in this regard is a risk-based and strategic immigration approach implemented against predetermined measures that ensures sovereignty, national security, public safety, stability and development. The indicator will give effect to the outcome in the following ways:

- 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.
- 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.

In the 2016/17 financial year, the DHA produced the White Paper on International Migration (WPIM) which was approved by the Cabinet on 29 March 2017 and gazetted on 28 July 2017 for public notice. The WPIM provides a new policy framework that will guide the comprehensive review of immigration and related legislation. Those elements of the WPIM that require only administrative action are already being implemented. However, those elements of the WPIM that require major changes will not be implemented immediately pending the finalisation of new legislation. The WPIM recommends policy and strategic interventions in the following policy areas:

- Management of admissions and departures.
- Management of residency and naturalisation.
- Management of international migrants with skills and capital.

- Management of ties with South African expatriates.
- Management of international migration in the African context.
- Management of asylum seekers and refugees.
- Management of the integration process for international migrants.
- Management of enforcement.

To protect our national security, South Africa should build the capacity to uniquely identify individuals and require tools and mechanisms to establish and confirm the identity of travellers with the highest possible degree of certainty, security and efficiency. In order to achieve this, the Department has identified biometrics as a key element in the securing of movements of persons in and out of South Africa. All foreigners as well as South African citizens must be subjected to biometrics. South African citizens above 16 years of age should already be in possession of biometrics.

The issuance of permits and visas to support the growth of the economy is strategic indicators which contribute to the proactive attraction, recruitment and retention of critical skills needed for economic growth and development. The indicators make 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 impact is achieved through streamlining of priority applications and shortened turnaround times. This has reduced the turnaround times for issuing of priority applications. This helps to attract skilled migrants, business people and investors as they do not have to wait longer periods for enabling documents.

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

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

- Policy and legislation (enactment of the BMA Bill for the BMA target; OSBP Policy and legislation to enable the charging of commercial user fees for the redevelopment of the six ports of entry project; adoption of the legislation in support of the White Paper on International Migration);
- Support from DHA management and affected stakeholders towards the establishment of the BMA and the redevelopment of six ports of entry project. The White Paper on International Migration states very clearly that migration will require a "whole-of-government" approach if the policy is to be successfully implemented.

- Availability of funds for human and operational resources for the establishment of BMA. The appointment of a Project Officer for the redevelopment of six ports of entry as one-stop border posts project is required which may result in additional financial implications.
- Strengthening of the enforcement capacity in the DHA. A number of critical areas within the immigration branch will need to be strengthened in order to fully execute the mandate of the DHA such as the inspectorate, appointment of management for ports of entry, the creation of analytical capacity and capability, etc.
- The rollout of the modernisation programme is central to the implementation of the risk-based and strategic approach to immigration. The capacitation of the information services branch in the DHA is therefore an important enabler to ensure the required systems are in place to facilitate a risk-based approach.
- The Visa Adjudication System enables capability to submit visa applications online and adjudicate electronically, from front office application to the 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 offer 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.

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

The ultimate objective of a repositioned Home Affairs is to be a modern, professional and secure DHA that delivers its constitutional mandate efficiently, thus creating the conditions for citizen empowerment, inclusive development and national security. The White Paper on Home Affairs clearly outlines the mandate of the DHA in four key areas, namely:

- Management of citizenship and civil registration.
- Management of international migration.
- Management of refugee protection.
- Responsibility for the population register.

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

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

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

- The DHA plays an active part in national security, within its mandate and as part of the security system of the state.
- A DHA that enables a capable and developmental state and inclusive development through efficient and secure delivery of its mandate.

Paragraph number “d” is relevant to all of the identified outcomes.

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

- a. **The contribution of each of the outcomes towards the achievement of the NDP Five-year Implementation Plan, the Monitoring Framework of the NDP Five-Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).**

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

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

The 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. 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 system (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.

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

The following key enablers are included for the achievement of the 5 year targets, namely, the rollout of the modernisation programme is central to the implementation of the risk-based and strategic approach to immigration. The capacitation of the information services branch in the DHA is therefore an important enabler to ensure the required systems are in place to facilitate the

achievement of a number of DHA outcomes.

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

- a. **The contribution of each of the outcomes towards the achievement of the NDP Five-year Implementation Plan, the Monitoring Framework of the NDP Five-Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).**

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

There are international guidelines published by the United Nations Statistics Office on what standard data should be captured in a civil registration system. Key civic records such as birth, death and marriage data are kept on the population register along with other data specified in legislation, which in South Africa is the Identification Act, 1997. A secure and inclusive civic registration system is the foundation of a sound population register, which is used across the state and society to verify official identity and civic status, linked to a unique identity number and biometric data that currently consists of fingerprints, photographs and signatures.

Affirming the identity and status of every citizen at birth is indispensable for the state, which must respect, protect, promote and fulfil its constitutional rights.

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

Early Birth Registration

South Africa is among the African countries with the highest developed civil (birth) registration system. Since the 2009/10 financial year, the DHA has endeavoured to establish optimal, accessible and sustainable ways to improve or accelerate civil registration and early birth registration within 30 days and thereby ensure all South Africans could claim their identity, rights and civil status. In 2012, the Human Rights Council adopted a resolution on birth registration as a human right. This follows the mounting evidence on the need for individuals to have a legal identity if they are to be able to realise their rights or obtain benefits and opportunities provided by the state. The registration of births is therefore a key responsibility of government and an essential component of security, good governance and sound administration. Birth registration is enshrined in international human rights through the Convention on the Rights of the Child (article 7). Birth registration should take place “immediately” following birth, and the standard measure being within 30 days of birth (UNHCR 1990).

Early registration of birth is essential to ensure the integrity and credibility of the NPR, which is used to affirm the identity, status and rights of citizens. Furthermore, the optimisation of early birth registration is aligned to the United Nations’ Sustainable Development Goal 16, which is aimed at providing access to justice, ending the scandal of invisibility, trafficking of children and providing legal identity for all, including birth registration by 2030.

Various public service institutions depend on the availability of the official birth registration figures for planning purposes. Currently the DHA is registering around 74% of births within 30 calendar days.

Identity Documents / Smart ID Cards

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

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

The DHA has a long standing commitment to discontinue the issuance of the

green-barcoded ID book and replace it with the smart ID card to all eligible citizens. The objective of rolling-out the live capture system is to ensure that the department replaces over 38 million green bar-coded identity books and eventually discontinue the production of green bar-coded identity documents.

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

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

Passports

The timely issuance of passports to South African citizens, thus enabling international mobility, is one of the key elements to grow the economy and create jobs in the country.

New Marriage Act

The legislative frameworks governing marriage in South Africa have been developed without an overarching policy framework that is based on constitutional principles and the understanding of modern society dynamics. The first legislation was drafted in 1961 and does not recognise certain rights enshrined in the democratic constitution such as customary rights. The Recognition of Customary Marriages Act of 1998 was developed shortly after the democratic government came into power. It recognises certain customary rights that were excluded by the 1961 Marriage Act. However, it has been criticised for having loopholes with regards to other human rights, especially those regarding gender equality and the protection of the rights of women that enter into customary marriages. The third legislation was enacted in 2006 in order to recognise heterogeneous, including same-sex, marriages in South Africa. It is hailed as one of the few and progressive legislations in the world that recognise the rights of same-sex couples; however, it is not without loopholes. There is a high prevalence of marriages of convenience and fraudulent marriages that involve foreign nationals who abuse the Marriage Act in order to formalise their residence in the country. The 2017 White Paper on International Migration

recommends that marriages where one or two parties are foreign nationals require a 'marriage licence' before they can be solemnised by a marriage officer. This requirement is not outlined in any of the legislative frameworks governing marriages and as a result there is a disjuncture between civic and immigration policy and legal frameworks. While life partnership is recognised through the Immigration Act, it is not regulated under the marriage legislation. The aim is therefore to develop a new marriage act that will be in line with the constitution of the RSA.

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

- The early registration of birth and the replacement of the green ID book with smart ID cards will necessitate a whole-of-government approach. In order to expedite the rollout of the smart ID cards and birth registration, critical enabling conditions such as increased human capacity, improved footprint development, formation of partnerships, advocacy, public education and the use of mobile technology will need to be considered and put in place.
- The rollout of the modernisation programme is central to the implementation of improved service delivery to clients. The capacitation of the information services branch in the DHA is therefore an important enabler to ensure that the required systems are in place to facilitate efficient and effective service delivery.
- The effective and efficient delivery of civic services is dependent on having the required human resource capacity in place. The capacitation of the front offices to service the public, ensuring an adequate level of management in front office and the effective functioning of back office systems are critical to maintain and build on service delivery accomplishments.
- Live capture stability: as the number of service types and service locations on the live capture system increases, the issue of uptime gains in importance. The provision of dedicated networks for local offices as well as migration to a web-based real time live capture solution would be advantageous over the medium term. Process reconfiguration at local offices will also be encouraged over the medium term to reduce the number of contact points that must be visited in our offices.
- Electronic Document Management System (EDMS): The need for an EDMS has gained in importance over time and the DHA remains a records dependent institution. Record digitisation is of critical importance to the DHA to provide for storage and archival of electronic application forms from live capture systems as well as scanned paper-based records already in

DHA manual storage repository. The benefits of digitising all records include decentralisation of some amendment/ rectification functions, issuance of unabridged birth certificates on the spot and generally faster processing of any applications forwarded to the back office for processing.

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

a. The contribution of each of the outcomes towards the achievement of the NDP Five-year Implementation Plan, the Monitoring Framework of the NDP Five-Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

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

The population register will be a critical enabler of access to efficient services and inclusive economic growth. Policy and legislation will specify the data that must be reflected in the population register, and govern its use. The population register will be supported by a National Identification System (NIS) that will use a multi-modal Automated Biometric Identification System (ABIS). ABIS will replace the outdated Home Affairs National Identification System (HANIS) system.

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

The NIS will be the backbone of e-government and e-commerce, enabling all citizens and organisations to access information and services. The ultimate goal is to build a new, credible, reliable and efficient NIS by which mandatory services to citizens can be delivered, while also supporting economic development and promoting personal safety as well as national security.

The DHA is currently operating without an approved identity policy. Such a policy will regulate the manner in which official personal information (identity and status) will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information

contained in the Protection of Personal Information Act, 2013 (Act No 4 of 2013) and the Cybercrimes and Cyber-security Bill. The policy will seek to reposition the Department of Home Affairs as a modern and critical enabler of government digitisation, e-government and e-commerce.

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

The NIS is a critical part of the modernisation programme of the DHA. Key enablers for the design, development and rollout of the NIS will be the appointment of a suitable service provider, the strengthening of ICT capacity and capability within the DHA and funding, especially for maintenance, support and technology refresh.

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

a. The contribution of each of the outcomes towards the achievement of the NDP Five-year Implementation Plan, the Monitoring Framework of the NDP Five-Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities (where applicable).

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

The DHA, through the Repositioning Programme, will actively use its mandate to enable efficient, accountable administration and inclusive development. The key focus areas will be on putting in place the required policies and legislation, as well as a new organisational, operating and funding model. The DHA is an integral and active part of:

- Building a capable state.
- The national security systems of the state.
- Citizen empowerment by enabling access to rights and services.
- Inclusive economic development.

A repositioned DHA is a critical enabler of a capable and developmental state. The White Paper on Home Affairs states that a repositioned DHA must be informed by new organisational, operational and funding models. The implementation of the White Paper on Home Affairs is therefore in direct contribution to Apex Priority 6 (capable, ethical and developmental state).

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

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

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

Key targets for the next five years will therefore include the development of a DHA Act; the revision of the service delivery model to ensure alignment with a repositioned DHA; the review of the DHA access model to deal more effectively with footprint coverage; the implementation of a pro-active communication strategy and the implementation of a strong security system for the DHA.

A Service Delivery Model (SDM) is a document that describes how an institution will deliver on the services and products that were identified during the strategic planning process. A SDM must assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. A service delivery model consists of nine elements and a number of these elements will deal with the organisational, operating and funding aspects of the new DHA model. The DHA will revise the current service

delivery model and implement the critical aspects thereof over the medium term.

The revision of the current service delivery model will inform the development of new operating, organisational and funding models. In terms of the Public Service Regulations of 2016, the DPSA now requires governmental institutions to establish an operations management framework consisting of the following: a service delivery model; managed and mapped business processes for all services; standard operating procedures for all services; service standards for all services; and a published service charter.

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. The Act will also deal with a differentiated compensation of employee model for those who will be employed to perform public administration and security functions.

In order to effectively publicise the department's service offering to the public and bring on board the stakeholders required to make a success of DHA's mandate, communication services decided to go with high-level indicators that are strategic in nature and also allow for unmediated interactions as mandated to the principals by Cabinet and promise high-impact stakeholder engagements. For this reason, the cornerstone of the chosen communication indicators is engagement which will enable all relevant stakeholders to contribute to the achievement of the outcome as envisaged.

The National Development Plan positions improved service delivery at the centre of its objectives and it is therefore critical that DHA communication prioritises the advocacy of the department's services to our clients and stakeholders to ensure they can fully access DHA services with ease. The Communication Strategy and Communication Plan of the department are anchored in openness and timely information-sharing with the clients and stakeholders. Subsequently in the process communication services serves to assist to facilitate the achievement of NDP Five Year Implementation Plan by showcasing the DHA that contributes to the bigger picture of an improved service delivery offering. The identified outcome is that of a DHA that enables a capable and developmental state and inclusive development through the efficient and secure delivery of its mandate. In line with the vision of repositioning the DHA as a modern, professional and

secure department, whilst also improving the service offering to clients and stakeholders, communications will contribute by publicising the mandate of the department as well as the services, rights and responsibilities of clients and stakeholders as widely as possible. In this regard communication's emphasis will also be on the benefits of the department's drive towards the 4th industrial revolution. This will be done to ensure the realisation of the department's intention to provide secure, fast, accessible services and critical data; while lessening corruption and empowering citizens and creating an environment for increased investment into the country.

Organisations with high levels of security – such as the State Security Agency, DIRCO or banks – operate within a security system that is continually monitored for breaches of any kind, among other measures. The DHA needs to build on existing elements to achieve that level, which is essential for its security and its active role within the state's security systems and structures. The first stage would be to comply with the standards set down in various pieces of legislation such as the forthcoming Cyber Security Act. Infrastructure and system designs must consider internal and external risks and threats by introducing processes such as strict access control with monitoring centres. All staff must be vetted and trained in security to maintain the integrity of the security system and be able to respond to risks or threats.

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

Both modernised IT systems (integrated front-end and back-end systems) and stable networks are critical in order for the DHA to enable e-government and e-commerce. For seamless integration with other government entities, DHA is to implement the Government Wide Enterprise Framework which prescribes the common platform of architecture framework for all departments. Given the centrality of data in the 4th IR, the DHA must be repositioned as a highly strategic national resource.

The capacity of the DHA, especially in areas requiring specialist skills such as the ICT environment as well as areas impacting on national security and service delivery, will need to be enhanced if the DHA is to fulfill its critical role in society.

10. KEY RISKS

Mandate	Outcome	Key Risk	Risk Mitigation
Management of citizenship and civil registration	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Contamination of data on the Population Register	<ul style="list-style-type: none"> To ensure that all civic services' users must access NPR through BACM. Automation of birth and death processes in offices. To eliminate manual processes. Roll out of live capture to additional health facilities with maternity wards. To ensure verification of the birth registration applicants.
Responsibility for the Population Register	Secure population register to empower citizens, enable inclusivity, economic development and national security		
Management of international Migration.	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Illegal entry, illegal stay and illegal departure from the country	<ul style="list-style-type: none"> Set number of inspections at identified places and industries undertaken. Conduct joint law enforcement operations in compliance with immigration and departmental legislations (e.g. Operation Fielia). Case Management System fully developed and enhanced to record undocumented and illegal nationals. Deportation strategy managed in alignment with bilateral and multilateral agreements (Returns Agreements). Investigation of fraudulent documents and fraudulent acquisition of documents.
		Insufficient and non-integration of systems to manage a risk-based methodology	<ul style="list-style-type: none"> Biometric Movement Control System (BMCS) developed, piloted and implemented at priority ports of entry. Progressive implementation and rollout of the e-Visa solution. Development of the Visa Adjudication System (VAS) to include all categories of visa and permit applications (e.g. Appeals). Introduction of Passenger Name Record (PNR) as an enhancement to the existing Advance Passenger Processing (APP) system. Establishment of a National Targeting Centre to identify and mitigate border risks.
		Inconsistent stakeholder participation in Border Management Authority establishment processes	<ul style="list-style-type: none"> Persistent non-collaboration in the BMA process will be escalated to the Minister for further attention at a political and Cabinet level e.g. Inter-Ministerial Consultative Committee. Speedy finalisation of enabling legislation for the BMA. Gazetting of Section 97 Presidential Proclamation which transfers powers and functions to the BMA.

Mandate	Outcome	Key Risk	Risk Mitigation
		Delays in the implementation of the redevelopment of six priority ports of entry project	<ul style="list-style-type: none"> • Ministerial intervention with DPW or separating staff housing as a parallel project. • Proposing an amendment to the BMA legislation or drafting a money bill to enable the collection of commercial user fees at ports of entry. • Phase construction periods to minimise disruptions. • Offer incentives for the utilisation of the 6 ports of entry e.g. implementing trusted trader/freight programmes.
Management of refugee protection	Efficient asylum seeker and refugee system in compliance with domestic and international obligations	Abuse of the refugee and asylum seeker system	<ul style="list-style-type: none"> • Introduction of a fingerprint-based system for Asylum Seekers to assist with the identification of abusive applicants. • ASM has embarked on moving to a paperless system. • UNHCR and the Department are supporting RAB in a project to finalise pending appeal cases.
Cross cutting mandates (the risk cuts across all the four specific mandates of the Department)	DHA positioned to contribute positively to a capable and developmental state	Failure of corporate governance	<ul style="list-style-type: none"> • Training and awareness of officials in relevant policies, laws and regulations in strategic areas. • Consequence management for non-compliance with policies, laws and regulations. • Inclusion of corporate governance functions within the functional support and business units. • Enforcement of consequence management. • Implementation of integrated planning guidelines and tools. • Monitoring the implementation of decisions made in various governance structures. • The establishment of an oversight body for governance structures.
		IT system unavailability	<ul style="list-style-type: none"> • Procurement/build and installation of an Intrusion Detection System. • Information Security Directorate continuously performs vulnerability testing on a monthly basis. • Approval of implementation plan of the new network architecture. • Implementation of a phased approach for the approved 5-year plan. • Engage Facilities Business Unit on the need to install generators in all non-modernised offices to enable on-line verification during power outages.

Mandate	Outcome	Key Risk	Risk Mitigation
			<ul style="list-style-type: none"> • Establishment of Enterprise Operation Centre (EOC); <ul style="list-style-type: none"> • Identify funding. • Procure the EOC software, hardware and system. • Appointment of the EOC manager. • Phased approach implementation of the enterprise operational centre. • To fill additional RITO posts. • Phased approach for the consolidation of decentralised branch data centres.
	DHA plays an active part in national security, within its mandate and as part of the security system of the state.	Fraud and corruption	<ul style="list-style-type: none"> • Review of DHA Counter Corruption and Fraud Prevention Strategy. • Development of a clear Fraud Prevention Plan. • Renew efforts to get full vetting mandate from SSA as part of the repositioning of the Department. • Increase capacity and budget. • Integration of systems. • Involvement of Counter Corruption in all departmental fora relating to system improvement and/or integration.

11. PUBLIC ENTITIES

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

Part D

TECHNICAL INDICATOR DESCRIPTIONS

PART D: TECHNICAL INDICATOR DESCRIPTION

ENABLING DOCUMENTS

Technical Indicator Description (TID)

Indicator title	Percentage of identified citizens and holders of permanent residence permits to which enabling documents are issued by 2024/25
Target title	Enabling documents issued to 100% of citizens and holders of permanent residence permits (births registered within 30 calendar days and smart ID cards issued to a projected 19 050 000 by 2025)
Definition	<p>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. The aim is to register 4 050 000 births within 30 days of the birth event by 2025.</p> <p>Following on the successful launch of the ID smart card during the 2013/14 financial year, the department is committed to expand the number of citizens in possession thereof. The focus to replace old ID documents with smart cards will continue throughout the medium to long term. Issued refers to the smart card being ready for collection at office of application. First and re-issues are included under this target. The aim is to issue 15 million smart Identity (ID) cards to citizens, including naturalised citizens) and holders of permanent residence permits 16 years of age and above (In this case, issued means all smart ID cards that have been systematically reconciled as received at the office of application).</p>
Source of data	<p>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 (or otherwise).</p> <p>A list of unique reference numbers for persons who were issued with smart ID cards is extracted from live capture system. Each reference number is supported by branch office complete date and finalized date to confirm date of issue.</p>
Method of calculation/ assessment	<p>To calculate the recorded achievement, the actual births registered within 30 calendar days of birth per quarter are compared against the planned target for the relevant quarter, in order to determine a percentage of compliance. At the end of each financial year, the total births registered within 30 calendar days is compared against the annual target to determine the level of compliance.</p> <p>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 represent all births captured through the live capture systems.</p> <p>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.</p> <p>The number of smart ID cards issued to clients per year is used for calculation. Actual performance is compared against the annual target.</p> <p>The sum of the total number of birth certificates and smart ID cards issued by 2025 should at least equal 19 050 000.</p>

Technical Indicator Description (TID)

Assumptions	NA
Disaggregation of beneficiaries (where applicable)	Persons who apply for their first IDs as well as those who are 60 years and older do not pay the prescribed revenue tariff.
Spatial transformation (where applicable)	Birth trends per local, provincial or national spheres of the country can be used to forecast expansion in public services such as education, health, policing, social grants, etc. The discontinuation of the green barcoded identity document depends on live capture systems being installed at the majority of departmental offices.
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	The desired performance is the registration of 4 050 000 (minimum) over the 5 year period and 15 million Smart ID Cards to all persons 16 years and older (citizens and permanent residents).
Indicator responsibility	Deputy Director-General: Civic Services.

PASSPORTS

Technical Indicator Description (TID)

Indicator title	Percentage of compliance with service standards set for adult passports issued (new live capture system) by 2024/25.
Target title	100%
Definition	<p>To issue adult passports to citizens (new live capture process) within the set service standards.</p> <p>Adherence to set service standards is critical to ensure that clients receive transparent services with a level of predictability in terms of the duration required to finalize / issue products. This also shows efficiency in operations. Passports are critical to execute basic rights and predictable turnaround times are therefore key.</p> <p>The issuance of passports is demand driven. It is therefore not possible to indicate the number of passports to be issued per annum. The indicator and targets commit to the set percentage of the total population of passports received to be issued.</p> <p>Compliance is defined as the adherence to the set service standard for the issuance of enabling documents. In other words, if the DHA issues 90% of adult passports 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, compliance would have been achieved.</p>
Source of data	The live capture system.
Method of calculation/ assessment	The five year target will be measured against successful compliance with the set service standards for the products in year 5. The calculation method for the product is described in the APP technical indicator sheets.
Assumptions	N/A
Disaggregation of beneficiaries (where applicable)	The target affects all persons who qualify for adult passports.
Spatial transformation (where applicable)	N/A.
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	Achievement of the set target (percentages within identified days for the identified product at the end of 2024/25). The strategic outcome would be regarded as achieved if the DHA has issued (complied with) the identified enabling document as per set service standard in 2024/25.
Indicator responsibility	Deputy Director-General: Civic Services.

BMA ESTABLISHMENT AND ROLL-OUT

Technical Indicator Description (TID)

Indicator title	Risk-based and strategic immigration approach implemented against predetermined measures that ensures sovereignty, national security, public safety, stability and development.
Target title	BMA incrementally rolled out as per the BMA Roadmap 2032 to: 36 ports of entry, 10 segments of the land borderline and 2 community crossing points.
Definition	<p>The DHA is in the process of establishing a Border Management Authority (BMA) which will assume border law enforcement functions at ports of entry and along the country's borderline. The BMA can only be established once enabling legislation has been enacted.</p> <p>The vision of the BMA entails the following: The BMA will be established as a single body responsible for border law enforcement, excluding customs functions, at all ports of entry, and the land and maritime borders; it will establish its own organisational culture, identity and conditions of service; and will also establish a National Targeting Centre.</p> <p>Once the BMA legislation is enacted and gazetted for implementation and roll-out, the BMA's incremental establishment will be guided by the phases of the BMA Road Map. It is assumed that the BMA legislation will be passed early in 2020.</p> <p>While the actual time-frame of the BMA Road Map covers 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.</p> <p>The BMA Road Map requires that key tasks in the pre-establishment phase of the BMA be finalised. These BMA pre-establishment tasks are already clearly defined. It is anticipated that the actual BMA establishment phase will commence in 2020/21 after the BMA legislation is enacted.</p> <p>The 36 ports of entry have been identified. They entail over 90% of all human movement and over 70% of all goods movement.</p>
	<p>"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.</p> <p>The detail of the ports of entry, land segments and community crossing point will be reflected in the various annual performance plans.</p>
Source of data	BMA Bill, 2016; BMA Blue Print (2032); BMA Road Map (2017-2032); 2015 BMA Business Case.
Method of calculation/ assessment	<p>The quantitative performance will be measured by incrementally expanding the physical footprint of the BMA to 36 ports of entry, 10 segments of the land borderline and 2 community crossing points.</p> <p>The qualitative performance will be measured against the enactment of the BMA Bill; gazetting of the Section 97 Presidential Proclamation; and relevant BMA Regulations.</p>
Assumptions	<p>The BMA legislation will be enacted leading to the establishment of the BMA.</p> <p>An implementation protocol between the BMA and SARS will be finalised.</p>

Technical Indicator Description (TID)

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 law enforcement of the land, maritime and air borders are critical to the country's territorial integrity and sovereignty. Therefore, the borders of the South Africa are important spatial areas that constitute the first line of defence and protection against unauthorized and illicit people and goods entering the country.
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	The desired performance is the enactment of the BMA legislation; gazetting of the Section 97 Presidential Proclamation; and roll-out of the BMA as informed by the BMA Road Map.
Indicator responsibility	BMA Project Management Office - Project Manager: BMA.

REDEVELOPMENT OF SIX PRIORITY LAND PORTS OF ENTRY

Technical Indicator Description (TID)

Indicator title	Risk-based and strategic immigration approach implemented against predetermined measures that ensures sovereignty, national security, public safety, stability and development.
Target title	Construction and redevelopment of six (6) priority land ports of entry as one-stop border posts completed by 2025.
Definition	<p>In 2015 the DHA registered a Public-Private Partnership (PPP) project to redevelop six (6) land ports of entry (Beitbridge, Lebombo, Maseru Bridge, Ficksburg, Kopfontein and Oshoek). The project has passed the inception and feasibility stages and is currently in the procurement stage.</p> <p>Five bidders have been pre-qualified and will proceed to the request for proposals (RfP) stage. Once a preferred bidder has been selected and the private party appointed, the PPP project will proceed to the construction and implementation stages.</p> <p>By the end of the five year planning and construction cycle (2020-2025), redevelopment at the 6 ports of entry as One-Stop Border Posts (OSBP) would have been completed.</p> <p>The primary objective of an OSBP is to ensure that all travelers, traders and conveyancers are processed once jointly by the border law enforcement entities of the two affected countries.</p> <p>The impact of the redevelopment of the six land ports of entry as OSBPs will result in shorter and more efficient processing times, improved security and sterility.</p> <p>The word “completed” refers to the completion of the physical infrastructure and a bi-lateral agreement with the neighbouring country has been signed. The port is functioning as an OSBP.</p>
Source of data	Feasibility Study; RfQ and RfP bid specification and bid evaluation outcome documentation; National One-Stop Border Post (OSBP) Framework; National Treasury Approvals.
Method of calculation/ assessment	<p>The quantitative and qualitative performance will be assessed against the redevelopment of six (6) land ports of entry as OSBPs.</p> <p>The word “completed” refers to the completion of the physical infrastructure and a bi-lateral agreement with the neighbouring country has been signed. The port is functioning as an OSBP.</p>
Assumptions	<ol style="list-style-type: none"> National Treasury approvals will be granted. Redevelopment will take place within the projected 2 to 3 year construction timeframes. 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)	During the 3 year construction and 20 year concession phases, public service employment BBBEE equity targets will inform the employment of women, youth and people with disabilities by the Private Party.

Technical Indicator Description (TID)

Spatial transformation (where applicable)	<p>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.</p> <p>The spatial layout and design of the six land ports of entry is aimed at reducing the environmental footprint; promoting more efficient traffic movement; and enhancing the safety and security of travelers, traders and officials at these ports of entry.</p>
Reporting cycle	<p>The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.</p>
Desired performance	<p>Infrastructure completed, bi-lateral agreement with the neighbouring country signed and the port is functioning as an OSBP.</p>
Indicator responsibility	<p>BMA Project Management Office - Project Manager: BMA</p>

RISK-BASED APPROACH TO MIGRATION

Technical Indicator Description (TID)

Indicator title	Risk-based and strategic immigration approach implemented against predetermined measures that ensures sovereignty, national security, public safety, stability and development.
Target title	Risk-based and strategic approach to immigration implemented in respect of: <ul style="list-style-type: none"> • Legislation implemented to support the White Paper on International Migration and • Secure entry, documented stay and departure of persons through the rollout of biometric functionality and law enforcement operations.
Definition	<p>To implement a risk-based approach to manage immigration in the national interest thereby ensuring maximum benefits to the country and minimising risks. This will be achieved through the development of legislation in support of the White Paper on International Migration and ensuring the secure entry, stay and departure of persons through initiatives such as the rollout of biometrics and conducting of law enforcement operations/ inspections to ensure compliance to immigration and departmental legislation (on a strategic level).</p> <p>The management of immigration must be risk-based and intelligence led – integrated across international, border and domestic environments. The purpose of adhering to a risk methodology is to ensure that persons travelling to the country can be profiled well in advance, testing the credibility of travel documentation, personal identity and running background checks on the possible listings against national or international stop-lists. A risk based methodology is thus underpinned by a seamless interface of technology, reporting systems and proactive management by Immigration Services.</p> <p>The aim is to have:</p> <ul style="list-style-type: none"> • Biometric functionality rolled out to all identified ports of entry by 2025. • Immigration legislation taken through the parliamentary process and implemented. • Law enforcement operations and / or inspections conducted as per the annual performance plan targets.
Source of data	White Paper on International Migration, newly developed immigration legislation, biometric information of travellers and reports on law enforcement inspections / operations conducted.
Method of calculation/ assessment	<p>Quantitative calculation:</p> <ul style="list-style-type: none"> • The extent to which the immigration legislation has been developed, taken through the parliamentary process and implemented. Legislation is fit for purpose • The extent to which biometric functionality is operational at all the identified ports of entry. • The extent to which the identified number of law enforcement operations / inspections have been conducted. <p>Qualitative assessment:</p> <ul style="list-style-type: none"> • Assessment of the completeness of the interventions identified.

Technical Indicator Description (TID)

Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The immigration legislation is applicable to all foreigners.
Spatial transformation (where applicable)	NA
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	Achievement of the outcome will be determined through achieving the deliverables listed in the annual performance plans (Achieved vs planned).
Indicator responsibility	DDG: IMS and DDG: IS

PERMITS TO GROW THE ECONOMY

Technical Indicator Description (TID)

Indicator title	Risk based and strategic issuing of visas and permits issued against predefined, percentage- based targets to grow the economy by 2024/25.
Target title	100% compliance with set service standards for risk-based and strategic issuance of visas and permits to grow the economy by 2024/25 as outlined in the annual performance plans for: <ul style="list-style-type: none"> • Permanent residence permits. • Business and general work visas. • Critical skill visas.
Definition	<p>To facilitate the movement of skilled migrants into the country through the issuance of relevant visas and permits according to set turnaround times, thereby contributing to the National Development Plan.</p> <p>The aim is to have:</p> <ul style="list-style-type: none"> • 85% of permanent residence applications adjudicated within 8 months by 2024/25. (applications processed within the RSA). (Applications refer to: critical skills (s27a&b), general work (s26a) and business (s27c) only) • 90% of business and general work permits adjudicated within 8 weeks by 2024/25 (applications processed within the RSA). • 95% of critical skills visas adjudicated within 4 weeks by 2024/25 (applications processed within the RSA). <p>The issuance of identified permits and visas are demand driven. It is therefore not possible to indicate the number of permits and visas to be issued per annum. The indicator and targets commit to the set percentage of the total population of permits received to be issued.</p> <p>Compliance is defined as the adherence to the set service standard for the issuance of enabling documents. In other words, if the DHA issues 85% of permanent residence applications adjudicated within 8 months by 2024/25 (applications processed within the RSA). (Applications refer to: critical skills (s27a&b), general work (s26a) and business (s27c) only), compliance would have been achieved.</p>
Source of data	Application forms (files) and VFS System Reports.
Method of calculation/ assessment	The 5 year target will be measured against successful compliance with the set service standards for each of the products in year 5. Calculation methods for each product are described in the APP technical indicator sheets.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.

Technical Indicator Description (TID)

Desired performance	Achievement of the target or beyond is desirable.
Indicator responsibility	DDG: IMS (CD – Permitting).

REVISED SERVICE DELIVERY MODEL

Technical Indicator Description (TID)

Indicator title	Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state.
Target title	Service Delivery Model revised and implemented in line with repositioned DHA.
Definition	<p>The Department has an obligation to develop and implement a Service Delivery Model (SDM) that describes how services will be delivered. A Service Delivery Model (SDM) or Business Model as it is known in the private sector is a document that describes how the department will deliver on the services and products that were identified during the strategic planning process.</p> <p>A SDM details the 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 an SDM will assist the department to evaluate whether it will be able to deliver on its determined strategy in support of the repositioning programme.</p> <p>A Service Delivery Model will provide a vision on how the department will create and enhance value to itself while delivering products or services to its customers. The DHA has embarked on a Repositioning Programme in order to fully deliver on its constitutional mandate and to achieve this, the DHA needs to understand the requirements to deliver on its constitutional mandate. A Service Delivery Model will provide the department with an instrument required to fully deliver on its mandate. The Service Delivery Model consist of nine (9) dimensions, including:</p> <ul style="list-style-type: none"> - 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 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 services 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.

Technical Indicator Description (TID)

	<ul style="list-style-type: none"> - 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.
Source of data	The SDM generic toolkit and guideline documents will be used as the basis to design the department'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	<ul style="list-style-type: none"> • The Service Delivery Model consists of nine (9) dimensions which serve as indicators to assess performance. <ol style="list-style-type: none"> 1. Complete list of all types of services rendered by the department. 2. The target population and customer segmentation. 3. The complete list of distribution channels and types of services rendered by the channels. 4. Optimal locations distribution channels. 5. Revenue Model. 6. Key resources required to deliver services, including, finance (Capital and funding), assets (physical offices, ICT infrastructure (software and hardware), intellectual property, human resource (Qualifications, skills, competency, culture, ethics, etc). 7. Complete list of partners and suppliers needed to make the SDM work. The type of partnerships, benefits and obligations and key activities partners and suppliers perform. 8. Key activities or business processes for all types of services rendered developed. 9. Cost structure required to delivery on the SDM established. • Analyse the content of every dimensions for completion. • The extent to which the 9 dimensions indicated above have been implemented.
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.

Technical Indicator Description (TID)

Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities <p>A footprint development plan will be developed in line with the South African Spatial Data Infrastructure (SASDI) and the standards and management of spatial data will align to the national standards of the South African Bureau of Standards and international standards on geographic information, ISO 19111.</p> <ul style="list-style-type: none"> • Reflect on spatial impact areas <p>Footprint of the DHA will utilise spatial information to determine the optimal location of physical offices in order to improve geographic access to services. Furthermore, the spatial information with regards 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 be on the planning and maintenance of facilities and infrastructure, including planning and management of the deployment and utilisation of staff at service points.</p>
Reporting cycle	<p>The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.</p>
Desired performance	<p>A Service Delivery Model implemented that reflects a repositioned DHA and assists the DHA to deliver on its constitutional mandate.</p>
Indicator responsibility	<p>DDG: IPS (The Directorate: Footprint Development and Hospitals).</p>

DHA ACCESS MODEL IMPLEMENTED THROUGH FOOTPRINT OPTIMISATION PLAN

Technical Indicator Description (TID)

Indicator title	Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state.
Target title	DHA Access Model implemented in support of repositioning of the DHA.
Definition	<p>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, to reduce the number of existing service points in areas where the department has more service points than its access standards require and to optimise the location of existing service points where service points are not located optimally. The DHA Access Model, given the existing footprint, can adopt an Expansion Model, Reduction Model, Relocation Model or the combination of the three access models.</p> <p>A Footprint Optimisation Plan is the plan that will provide the targets for improving geographic access to service points and services in line with DHA Access Model (expansion, reduction and/or relocation of service points). The plan will also consider the Service Delivery Model of the department and strategies to improve capacity of service points. Furthermore, the Optimisation Plan will cover the infrastructure plan of the department that will inform the revision of the User Asset Management Plan (UAMP), which is submitted to DPW for the acquisition of service points as well as funding of infrastructure.</p> <p>Implementation refers to the rollout of the DHA Access Model through the Footprint Optimisation Plan.</p>
Source of data	<p>The DHA Access Model will be generated by incorporating the spatial information into the accessibility modeling software using Flowmap software which has the widest range of accessibility models that can simultaneously take into consideration the greatest number of factors for optimising the location of service points.</p> <p>Spatial information will be collected from all service points, including IMS service points and road network data will be sourced from CSIR, however, the links to small roads and paths used by communities to access DHA service points will be created through connectivity analysis by creating Feedlinks and Delaunay networks.</p>
Method of calculation/ assessment	<ul style="list-style-type: none"> • DHA Footprint Development Strategy developed in line with the approved Access Model and approved by DG and Minister. • DHA Footprint Optimisation Plan developed, costed and approved by the DG and the Minister. • DHA Footprint Optimisation Project Plan (Infrastructure/UAMP) submitted to DPW for submission to National Treasury. • Revised Access Model implemented as per Footprint Optimisation Plan. • The qualitative performance will be assessed through the review of quarterly and annual targets.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	Refer to headings of “Definition” and “Source Data”.
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.

Technical Indicator Description (TID)

Desired performance	Revised UAMP in line with the Footprint Optimisation Plan submitted to DPW and National Treasury for funding of infrastructure. Access model implemented through Footprint Optimisation Plan.
Indicator responsibility	DDG: IPS (Directorate: Footprint Development and Hospitals)

COMMUNICATION STRATEGY AND ACTION PLAN

Technical Indicator Description (TID)

Indicator title	Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state.
Target title	Communication Strategy implemented as per communication plan.
Definition	<p>The purpose of the target is to support the programmes of the Ministry and Department.</p> <p>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. The detail of the communication strategy will be captured annually in the quarterly breakdown of targets for the medium term.</p>
Source of data	Media briefings/ statements, ministerial dialogues and interventions, such as Izimbizo, departmental events, etc.
Method of calculation/ assessment	<p>Number of initiatives performed vs planned as per communication plan.</p> <p>Assessment of the completeness of the interventions.</p>
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)	NA
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	Completeness of identified number of initiatives or more.
Indicator responsibility	DDG: IPS (Chief Director: Communication Services)

POPULATION REGISTER ACT

Technical Indicator Description (TID)

Indicator title	Legislation in operation to regulate the collection, storage, accessing and processing of personal information.
Target title	Population Register Act implemented to regulate the collection, storage, accessing and processing of personal information.
Definition	<p>The Identification Act is now 22 years old and yet it is not based on a policy that takes into consideration key local and global developments relating to the management of official personal information. This in part explains why the current legislation and systems are outdated, fragmented and do not fully align with constitutional obligations. The integrity of the Population Register depends on the integrity of all the primary data systems, which must meet high standards of security as specified in relevant Acts and produce data that is accurate and reliable.</p> <p>An identity management framework (policy and legislation) is needed to address how the DHA will regulate the manner in which personal information will be processed by establishing conditions which meet the minimum threshold requirements for the lawful processing of personal information. It will also be necessary for the DHA to articulate how the digital administrative datasets under its control will be used to enable inclusivity, economic development and national security.</p> <p>The emerging macro policy framework on the management of personal information enjoins organs of state that handle personal information to establish a specific identity management framework (policy and legislation) to ensure compliance with POPI Act. It also requires that where an organ of the 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.</p> <p>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.</p> <p>The envisaged Population Register Act will enable the state to manage the population register securely and efficiently to empower citizens and enable inclusivity, economic development and national security. The new Act will, amongst other things, enable a single view of a DHA client (civil registration and immigration identity and status of citizens and migrants). It will also provide for a legal framework for sharing of personal information with 3rd parties to enable good governance, economic development and national security purposes.</p> <p>The new Population Register, supported by a national identity system (NIS), is an instrument that the state will use to keep and process legally specified records and data on every citizen and every person in South Africa. It will be central in a digital society and globalised economy and will be the backbone of e-government and e-commerce.</p>
Source of data	The White Paper on Home Affairs, research studies and the Official Identity Management Policy will be used as basis for drafting the Population Register Act.

Technical Indicator Description (TID)

Method of calculation/ assessment	<p>The new legislation will provide a constitutionally sound legal framework for regulating the following critical elements of the identity management framework (policy and legislation):</p> <ul style="list-style-type: none"> • 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. <p>Qualitative assessment - Assessment of the completeness of the Population Register Act against the above critical elements.</p>
Assumptions	<p>Continued civil registration and issuing of visas and permits to foreign nationals.</p>
Disaggregation of beneficiaries (where applicable)	<p>The following groups will benefit from the Population Register Act:</p> <ul style="list-style-type: none"> • 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.
Spatial transformation (where applicable)	<p>N/A</p>
Reporting cycle	<p>The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.</p>
Desired performance	<p>The Population Register Act will enable the state to manage population register securely and efficiently to empower citizens and enable inclusivity, economic development and national security. The Act should have been taken through the parliamentary process and be implemented.</p>
Indicator responsibility	<p>DDG: IPS – through the Repositioning Steering Committee.</p>

NEW MARRIAGE ACT

Technical Indicator Description (TID)

Indicator title	Legislation in operation in respect of a new Marriage Act.
Target title	New Marriage Act implemented to regulate all marriages.
Definition	<p>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:</p> <ol style="list-style-type: none"> The Marriage Act No. 25 of 1961 as amended, and its associated regulations (monogamous marriage for opposite sex couples); The Recognition of Customary Marriages Act No. 120 of 1998 (polygamous marriages for opposite sex couples - polygyny); and The Civil Union Act No. 17 of 2006 (monogamous partnerships for both same and opposite sex couples). <p>Despite all the changes that have been made in the marriage legislation post 1994, there are still serious gaps in the current legislation. For instance, the current legislation does not regulate some religious marriages such as the Hindu, Muslim and other customary marriages that are practiced in some African or royal families.</p> <p>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 on the process of developing a marriage policy that will lay a policy foundation for drafting a new single or omnibus legislation.</p> <p>The envisaged new marriage statute 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.</p> <p>A new marriage statute can take two different forms – either a unified set of requirements (and possible consequences) applying to all marriages, (a single or unified marriage act) or alternatively a single act which contains different chapters which reflect the current diverse set of legal requirements for and consequences of civil marriages, civil unions, customary marriages, Muslim and possibly other religious marriages. The latter could be thought of as an omnibus or umbrella marriage statute.</p>
Source of data	The South African Law Reform Commission Paper on the new Marriage Statute, research papers, reports of the ministerial dialogues on marriage and marriage policy will be used as basis for drafting the new Marriage Act.
Method of calculation/ assessment	<ul style="list-style-type: none"> The new legislation will provide a constitutionally sound legal 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 solemnization 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.

Technical Indicator Description (TID)

	<ul style="list-style-type: none"> • 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. • 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. <p>Qualitative assessment - Assessment of the completeness of the Marriage Act against the above critical elements.</p>
Assumptions	Continued solemnisation, registration and dissolution of marriages.
Disaggregation of beneficiaries (where applicable)	<p>The following groups will benefit from the Single Marriage Act:</p> <ul style="list-style-type: none"> • Couples whose religious and customary marriages are not recognised by the current legislation. • Women and children. • Couples who are discriminated on the basis of their gender and sexual orientation. • Marriage officers. • Communities along the border. • Government (broadly).
Spatial transformation (where applicable)	N/A
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	New Marriage Act implemented.
Indicator responsibility	DDG: Civic Services and Branch: IPS through the Repositioning Steering Committee.

DHA ACT IMPLEMENTED

Technical Indicator Description (TID)

Indicator title	Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state.
Target title	DHA Act implemented to effect repositioning of the department as a secure and modern department.
Definition	<p>Much of the legislation currently administered by the DHA is the product of multiple amendments of laws inherited from the apartheid era. One consequence is that such legislation and regulations may not be grounded in coherent policies that are fully aligned with the Constitution, new legislation and current developments.</p> <p>Anchor legislation is needed in the form of a Home Affairs Act to provide a coherent legal framework for a repositioned DHA to deliver a mandate appropriate for a sovereign state that has a Constitution founded on democracy, inclusion, social justice, development, peace and security.</p> <p>The DHA Act will, inter alia, define the DHA's mandatory obligations and frame the mandate and principles by which subsidiary legislation must be drafted. The Act is a necessary legal instrument that will enable the department to be repositioned as a secure, modern department that is located within the security system.</p> <p>A secure and modern department is a department that delivers its services through digital platforms and is able to protect its services from cyber-crimes such as phishing, identity theft/fraud, hacking of the system, etc. DHA services enable national sovereignty, safety, peace and stability of the country. If the DHA is not secure, the security of all other institutions and every person in South Africa is at risk. For this reason, in March 2017 Cabinet approved the Business Case for repositioning the DHA as a modern, secure department located within the security system of the state. Cabinet also announced that the DHA would be fully integrated into the JCPS cluster. In the majority, departments that operate in this area are established by an Act of Parliament which regulates, amongst others, recruitment of employees, access to their systems and buildings (National Key Points), etc.</p> <p>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 new Home Affairs model 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.</p>
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	<ul style="list-style-type: none"> • 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.

Technical Indicator Description (TID)

	<ul style="list-style-type: none"> 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 on the system, staff, citizens and non-citizens. <p>Qualitative assessment - Assessment of the completeness of the DHA Act against the above critical elements.</p>
Assumptions	Continued civil registration and issuing of visas and permits to foreign nationals.
Disaggregation of beneficiaries (where applicable)	<p>The following groups will benefit from the DHA Act:</p> <ul style="list-style-type: none"> 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. Businesses when verifying 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
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	The DHA Act provides a coherent legal framework for a repositioned DHA to deliver its mandate appropriate for a sovereign state that has a Constitution founded on democracy, inclusion, social justice, development, peace and security. The Act should have been taken through the parliamentary process and be implemented.
Indicator responsibility	DDG: IPS – through the Repositioning Steering Committee.

NATIONAL IDENTITY SYSTEM (NIS)

Technical Indicator Description (TID)

Indicator title	National Identity System (NIS) operational as per requirements.
Target title	NIS operational by 2025.
Definition	The aim is to design and implement a new national identity system which will include details of South Africans and foreign nationals. The system will include business process reengineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification, live capture and smart ID card) to enable the DHA to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country. The NIS will provide a single view of the traveller and enable the integration of civic and immigration systems.
Source of data	<ul style="list-style-type: none"> • Functional and technical specifications. • User acceptance testing. • Reports generated.
Method of calculation/ assessment	<p>Quantitative calculation:</p> <ul style="list-style-type: none"> • The NIS is operational according to specifications. <p>Qualitative assessment:</p> <ul style="list-style-type: none"> • Assessment of the completeness of the interventions identified.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The NIS will deal with all citizens and foreigners.
Spatial transformation (where applicable)	NA
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	NIS designed and operational as per specifications; providing a single view of citizens and travellers.
Indicator responsibility	DDG: IS

ASYLUM SEEKER AND REFUGEE SYSTEM IMPLEMENTED

Technical Indicator Description (TID)

Indicator title	Effective and efficient recording and monitoring of asylum seekers and refugees.
Target title	Asylum Seeker and Refugee System implemented.
Definition	<p>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.</p> <p>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.</p> <p>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.</p>
Source of data	<ul style="list-style-type: none"> • Functional and technical specifications. • User acceptance testing. • Reports generated.
Method of calculation/ assessment	<p>Quantitative calculation:</p> <ul style="list-style-type: none"> • Asylum Seeker and Refugee System operational according to specifications. <p>Qualitative assessment:</p> <ul style="list-style-type: none"> • Assessment of the completeness of the interventions identified.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	The system will deal with all asylum seekers and refugees.
Spatial transformation (where applicable)	NA
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	System operational as per specifications.
Indicator responsibility	DDG: IS

E-VISA IMPLEMENTED

Technical Indicator Description (TID)

Indicator title	Risk-based and strategic visa system implemented.
Target title	E-Visa rolled out to all selected countries (106) by 2025.
Definition	<p>The Electronic Visa (e-Visa) is an innovative way of visa application that is made at 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 and departure, and any other related services in South Africa. The application and supporting documents are submitted online, the payment is made online and the decision on the application is communicated online.</p> <p>It contributes to the facilitation of travellers, freedom of movement and people-to-people contact. 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. There are no costs related to purchasing visa stickers as well.</p> <p>It is a secure way of facilitating travel and helps build partnerships with airlines as travellers in possession of an e-Visa are checked by airlines before traveling to our country. The e-Visa will bring progress with regards to efforts of the Republic in supporting and facilitating the movement of tourists, business persons, academics and prospective investors to South Africa.</p> <p>The new system will allow applicants to apply online instead of visiting VFS offices. Adjudicators 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. The new e-Visa system will be rolled out to all selected countries by 2025.</p>
Source of data	<ul style="list-style-type: none"> • Functional and technical specifications. • User acceptance testing. • Reports generated.
Method of calculation/ assessment	<p>Quantitative calculation:</p> <ul style="list-style-type: none"> • Selected number of countries equipped with e-Visa functionality. <p>Qualitative assessment:</p> <ul style="list-style-type: none"> • Assessment of the completeness of the interventions identified.
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA

Technical Indicator Description (TID)

Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	E-Visa rolled out to all selected missions by 2025.
Indicator responsibility	DDG: IS

COUNTER CORRUPTION STRATEGY

Technical Indicator Description (TID)

Indicator title	Measures implemented to reflect a repositioned DHA that contributes positively to a capable and developmental state.
Target title	Counter Corruption Strategy for DHA implemented in terms of initiatives outlined in Annual Performance Plans.
Definition	<p>The implementation of an anti-corruption strategy within the Department of Home Affairs focuses on the following objectives:</p> <ul style="list-style-type: none"> • Prevention of corruption and fraud within the Department; • Combating of fraud and corruption that could not be prevented through detection, investigations and sanctioning; • Ensuring a strengthened security environment; and • Creation of an ethical organisational culture. <p>The focus is on the 4 pillars of the strategy, namely “Prevention, Detection, Investigations and Resolution” and the activities in support of these 4 pillars.</p>
Source of data	<p>The Prevention and Combating of Corrupt Activities Act, The Protected Disclosures Act, Public Service Anti-Corruption Strategy, The Integrity Management Framework, MACC, JCPS Strategy, DHA Fraud and Corruption Prevention Strategy, Code of Conduct, Departmental Policies and SOP’s.</p> <p>Progress reports on deliverables.</p>
Method of calculation/ assessment	The extent to which the Counter Corruption Strategy has been implemented through the achievement of set targets under the 4 pillars by 2024/25 (100% of identified initiatives implemented as outlined in the Annual Performance Plan).
Assumptions	NA
Disaggregation of beneficiaries (where applicable)	NA
Spatial transformation (where applicable)	NA
Reporting cycle	The APP target in support of the outcome target is reported on annually in the DHA Annual Report and as part of the DHA quarterly performance review system. Progress against the outcome target will be measured as part of the review of the Strategic Plan on an annual basis.
Desired performance	Full implementation of the Counter Corruption Strategy as per targets reflected in Annual Performance Plans (100% of identified initiatives implemented as outlined in the Annual Performance Plan).
Indicator responsibility	DDG: CCSS

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

NOTES

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