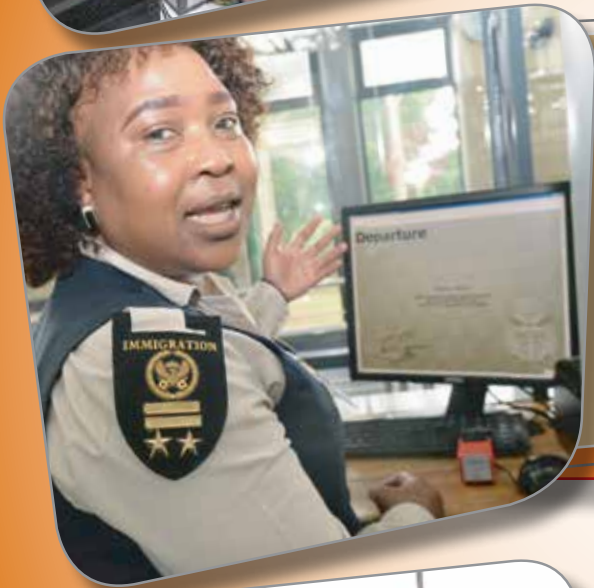




ADDENDUM to



STRATEGIC PLAN FOR 2020/25



ANNUAL PERFORMANCE PLAN FOR 2020/21

DATE OF TABLING: 08 JULY 2020



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



We Care!

OFFICIAL SIGN OFF

It is hereby certified that this Addendum to the Strategic Plan 2020/25 and Annual Performance Plan 2020/21:

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 Strategic Plan Outcomes and 5-Year Targets (2020/25), Outputs, Output Indicators and Targets which the Department of Home Affairs will endeavour to achieve over the period 2020/21.

Mr Thulani Mavuso

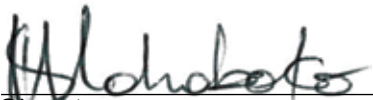
Chief Information Officer



Signature

Ms Nkidi Mohoboko

Human Resource Management and Development



Signature

Mr Modiri Matthews

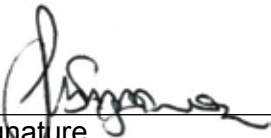
Immigration Services



Signature

Mr Thomas Sigama

Civic Services



Signature

Mr Vukani Nxasana

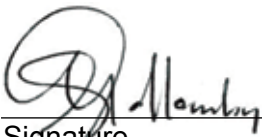
Counter Corruption and Security Services



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Chief Financial Officer



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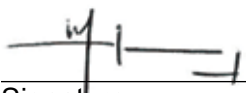
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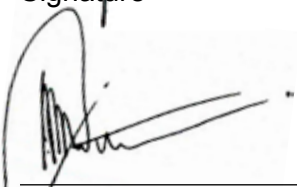


Signature

Approved by:

Dr P A Motsoaledi

Executive Authority



Signature

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VISION

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

MISSION

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

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

VALUE STATEMENT

The Department of Home Affairs is committed to being:

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

DHA MANDATE

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

- Mandate 1: Management of citizenship and civil registration
- Mandate 2: Management of international migration
- Mandate 3: Management of refugee protection

DHA OUTCOMES

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

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

PART A: OUR MANDATE

1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

In the DHA planning instruments, the mandate of the DHA is divided into two broad categories, namely civic services and immigration services. The mandate of the DHA was broken down into:

- 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

Subsequent to the approval of the White Paper on Home Affairs by Cabinet in December 2019, the DHA began with a process of drafting a new DHA Framework Act. The Framework Act will provide a legal instrument for a modern and secure department that is located within the security system of the state. During the legal drafting process, the DHA decided to review the mandate statements. It became clear that the fourth mandate that deals with responsibility for the population register, is not a legislative mandate but a critical enabler for the DHA to deliver on its mandate. It is against this background that the exclusive mandate of the DHA will be limited to three mandate statements:

- Mandate 1: Management of citizenship and civil registration
- Mandate 2: Management of international migration
- Mandate 3: Management of refugee protection

New policy framework for managing the exclusive mandate of the Department of Home Affairs

Pursuant to the Cabinet approval of the Home Affairs White Paper in 2018, a need has been identified for new mandate policy papers that will inform the drafting of new legislation. For this reason, the Minister has directed the DHA to develop a new policy on Nationality (Citizenship), International Migration and Refugee Protection. The directive also emanates from a legal opinion on Section 4(3) of the Citizenship Act, Refugees Act (amendments) and Refugees regulations. To this end, the DHA will be developing the following policies during the current Medium Term Strategic Framework (MTSF):

- White Papers on International Migration and Refugee Protection. This will include the review of certain provisions of the 2017 White Paper on International Migration in line with the legal opinion and other developments; and
- White Papers on Citizenship and Civil Registration. This will incorporate the work that is currently underway on the development of the Marriage and Official Identity Management policies.

Rationale for a new policy framework on International Migration and Refugee Protection

South Africa adopted a new White Paper on International Migration in 2017. The White Paper positions South Africa to manage migration for development while ensuring national security. The current Immigration Act fails to recognise and appreciate the nexus between management of international migration, economic development and refugee protection. The following legislation is currently administered by the DHA in order to fulfil the international migration and refugee protection mandates:

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

Despite having adopted the White Paper on International Migration fairly recently, a need has been identified for overhauling the policy framework so that it makes provision for the drafting of a single legislation for managing international migration and refugee protection. Other developments that necessitate a new policy include the economic impact of the COVID-19 pandemic and the need to align with the Labour Migration Policy that is being developed by the Department of Employment and Labour. Therefore, during the 2020/21 financial year the DHA will begin with the process of developing a White Paper on International migration and Refugee Protection which will lay a policy foundation for drafting a single Immigration and Refugees Act. The following deliverables will pave a way towards a new policy and legislation in the management of international migration and refugee protection:

- Drafting of a Concept Paper on International Migration and Refugee Protection which will provide a rationale for a new policy framework;
- Drafting of a Policy Discussion Paper on International Migration and Refugee Protection which will introduce a new policy paradigm;
- Drafting of a Green Paper on International Migration and Refugee Protection which is a precursor to the White Paper on International Migration and Refugee Protection;
- Drafting of the White Paper on International Migration and Refugee Protection that will lay a policy foundation for drafting a single Immigration and Refugees Act;
- Drafting of the Immigration and Refugee Protection Bill; and
- Promulgation of the Immigration and Refugees Act.

Rationale for a new Policy Framework for the Management of Citizenship and Civil Registration

The legislation that is currently administered by the DHA is the product of multiple amendments of laws inherited from the apartheid era. The DHA has been addressing the issues of civil registration and citizenship through the amending of existing legislation. The following legislation is currently being administered by the DHA in order to fulfil the citizenship and civil registration mandate:

- Births and Deaths Registration Act, 1992 (Act No. 51 of 1992);
- Marriage Act, 1961 (Act No. 25 of 1961);
- Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);
- Civil Union Act, 2006 (Act No. 17 of 2006);
- South African Citizenship Act, 1995 (Act No. 88 of 1995);
- South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994); and
- Identification Act, 1997 (Act No. 68 of 1997).

A need has been identified for a new policy that will enable the consolidation of the above legislation into a single legislation that enable the fulfillment of constitutional and international obligations. The following deliverables will pave a way towards a new policy and legislation in the management of citizenship and civil registration:

- Drafting of a Concept Paper on Citizenship and Civil Registration which will provide a rationale for a new policy framework;
- Drafting of a Policy Discussion Paper on Citizenship and Civil Registration which will introduce a new policy paradigm;
- Drafting of a Green Paper on Citizenship and Civil Registration which is a precursor to the White Paper on Citizenship and Civil Registration;
- Drafting of the White Paper on Citizenship and Civil Registration that will lay a policy foundation for drafting the Citizenship and Civil Registration Act;
- Drafting of the Citizenship and Civil Registration Bill; and
- Promulgation of the Citizenship and Civil Registration Act.

Contribution to the National Strategic Plan on Gender-Based Violence and Femicide -2020 to 2030

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

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

Despite all the changes that have been made in the marriage legislation post 1994, serious gaps remain in the current legislation. The new Marriage Act will enable South Africans of different sexual orientation, religious and cultural persuasions to conclude legal marriages that will accord with the doctrine of equality, non-discrimination and human dignity as encapsulated in the Constitution of the RSA.

The DHA has included as a strategic priority the implementation of a new Marriage Act to regulate all marriages as a 5-year target in its Strategic Plan 2020/25. The annual performance plans leading up to 2025 will inform the 5-year target. This target will address the priority outlined in the National Strategic Plan on Gender-Based Violence and Femicide - 2020- 2030:

- Key intervention: Amend key legislation to GBVF areas, build onto legislative reforms initiated under the Emergency Response Plan.
- Key activity: Amendment of Customary Marriages Act – registration of marriages, recognition of cross-national marriages, same sex marriages.
- Indicator: Amendment of Customary Marriages Act by 2024.

As outlined in the DHA strategic documents for 2020 to 2025, the execution of the DHA mandate is aimed at every citizen. The Strategic Plan 2020/25 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. This is in support of section 28(1) of the Constitution which states that every child has a right to a name and a nationality from birth. Visits to schools by departmental officials are 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 ensures that all other policy and strategic planning documents are in support of these target groups and the priorities set out in various government instruments.

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

With regards to employment equity, the DHA will strive to achieve the targets set out for representivity in respect of women, people with disabilities, etc. The same will apply with regard to BBBEE compliance.

PART B: STRATEGIC FOCUS

2. UPDATED SITUATIONAL ANALYSIS

The DHA Strategic Plan (2020 to 2025) and Annual Performance Plan (2020/21) were tabled in Parliament on 12 March 2020 as per directive of the Leader of Government Business. The DHA strategic planning process for 2020/21 was therefore finalised prior to the declaration of a national state of disaster on 15 March 2020 and subsequent lockdown with effect from 26 March 2020. On the 23rd of April 2020 the President announced that a risk adjusted strategy would be implemented through which government would take a deliberate and cautious approach to the easing of the lockdown restrictions and reiterated that the action to be taken must be measured and incremental.

The Department of Planning, Monitoring and Evaluation (DPME) issued a communique on 6 May 2020 indicating that the impact of the COVID-19 national state of disaster and the nation-wide lockdown has necessitated the alignment of government planning and non-financial performance reporting processes. In alignment with the 2020/21 adjustment budget process, national institutions would be expected to revise and re-table the 2020/21 Annual Performance Plan and 2020-25 Strategic Plans (where required).

According to the DPME Circular No 2 of 2020 dated 20 May 2020, the purpose of the re-tabling of the Strategic Plan 2020/25 and Annual Performance Plan 2020/21 is to incorporate the interventions and adjusted 2020/21 budget allocation in response to the COVID-19 pandemic and to prioritise government programmes and projects for continued service delivery. The circular further stipulates that the following factors must be considered to inform the revision of the 202/25 Strategic Plan (SP) and 2020/21 Annual Performance Plan (APP):

What informs revisions to Strategic Plans -

- a. Changes to the outcomes, outcome indicators and five year targets.
- b. Addition of new outcomes, outcome indicators and five year targets.
- c. Changes in a) and b) above must be in response to the COVID-19 pandemic and the budget adjustment.

What informs revisions to Annual Performance Plans -

- a. Changes to the outcomes based on changes to the Strategic Plan.
- b. Changes to the outputs, output indicators and targets.
- c. Changes in a) and b) above must be in response to the COVID-19 pandemic.
- d. Changes to the outputs, output indicators and targets due to budget adjustments as tabled by National and Provincial Treasuries.

Review of Strategic and Annual Performance Plans post the Special Adjustment Budget: Departments should take the following factors into consideration:

- a. Indicate the manner in which the revised plans contribute towards women's empowerment, youth development and disability rights in the context of COVID-19.
- b. Show specific targets relating to women, youth and disability rights.
- c. Include the disaggregation of data by sex, age and disability in their Technical Indicator Descriptors.

This addendum must be read in conjunction with the approved Strategic Plan 2020/25 and Annual Performance Plan 2020/21 as the overall strategic direction and priorities for the DHA remain the same. This document will reflect changes in the following areas:

- Relevant legislative and policy mandates.
- Situational analysis.
- The 5-year strategic plan targets (2020 to 2025).
- Annual Performance Plan (APP) targets for the 2020/21 financial year.

Impact of COVID-19 on the DHA Strategy and Plans

The DHA was severely impacted on by the introduction of the risk adjusted strategy. The various lockdown levels are characterised by the provision of limited DHA services at each of the levels, a reduced staff compliment and uncertainty regarding the duration (commencement and ending) of the various lockdown levels. The introduction of lockdown level 5 for example meant that the quarterly targets for quarter 1 of the 2020/21 financial year for civic services were deemed irrelevant as the DHA was not able to register new births, issue smart ID cards or green barcoded identity documents. Immigration services were also negatively impacted on by the risk adjusted strategy in respect of the lack of receipt of applications for visas and permits and the reduced processing capacity for the adjudication of various categories of visas / permits. Annual targets, and especially quarterly targets, for the 2020/21 financial year and some of the 5 year targets in the Strategic Plan were affected. The review of targets during the pandemic brings about its own level of complexity and risks.

In addition to the DPME communications, the following was considered in the review process:

- a. The reduction of the DHA baseline for 2020/21 by R562 million.
- b. Manpower and resource considerations (reduction) as well as limited services to be rendered during the various lockdown levels, e.g. the staff compliment available for each of the lockdown levels per office / business unit, number of staff with comorbidities, number of staff older than 60 years, etc).
- c. COVID-19 implications in respect of client and staff management to set meaningful and realistic targets, e.g. social distancing measures inside and outside of offices, the potential reduction in number of clients visiting DHA offices, processing capacity of each office, potential closure of offices due to COVID-19 infections, etc.
- d. The impact of the lockdown in respect of the delay in reopening of the economy, schools, stakeholders and partners in DHA service delivery (e.g. Visa Facilitation Offices (VFS) offices in South Africa and abroad)).
- e. The emerging of new priorities, e.g. developing a new policy on Nationality (Citizenship), International Migration and Refugee Protection and the impact of the establishment of the Border Management Authority (BMA) on the DHA and other affected departments.
- f. Long term impact of the “new normal” on the DHA Repositioning Programme in respect of service delivery, operating and organisational models as well as work practices in general.
- g. The implementation of post COVID-19 cluster recovery plans to support economic growth, ensure the integrity of the state and the protection of the poor and vulnerable.
- h. The drafting and implementation of this Addendum will be subjected to auditing prescripts by the Auditor-General of South Africa (AGSA) and public oversight structures.
- i. Possible risks relating to the interruption of service delivery, for example the closure of DHA offices due to COVID-19, reverting back to previous lockdown levels, and therefore on the setting of targets.

The focus of the annual performance plan review is on the 2020/21 financial year, commencing with quarter 2 targets, as communicated by the DPME. The performance for quarter 1 of 2020/21 was used as a baseline in reviewing the targets. The review of outer year targets will be dealt with through the strategic planning cycle for the 2021/22 financial year and the annual performance plan to be tabled in Parliament in March 2021. The assumption is that the DHA may be able to render its full suite of services with effect from 1 April 2021.

The DHA management is of the view that the best approach to deal with the review of plans in an uncertain and fluid environment is to adopt a scenario approach for the remainder of the 2020/21 financial year. The section dealing with the revised targets for 2020/21 will demonstrate the various services and targets to be performed at each of the lockdown levels for civic and immigration services. The revision of the civic and immigration service targets is accompanied by a high level of risk such as the possibility of the country or sections of the country returning to previous lockdown levels, a second or even further spikes in the infection rate and the possible closure of a significant number of offices due to the prevalence of COVID-19. The reviewed targets for support branches will be implemented irrespective of the lockdown level.

The breakout of the global Coronavirus pandemic has put pressure on health systems, disrupted global supply chains and depressed a South African economy which was already under pressure due to weak economic growth, a deteriorating fiscal position and downgrades by rating agencies. The economy is currently besieged by negative growth, declining incomes and rising unemployment. These factors and an extended lockdown will have profound negative socio-economic impacts on the South African society given our high levels of poverty and lack of food security of the most vulnerable. This is however an opportunity for the country to deal with long standing structural issues which have hampered growth and seen persistent high levels of unemployment, poverty and inequality.

From a planning and monitoring perspective, the DPME will revisit current plans including the Medium Term Strategic Framework for 2019 to 2024 and the National Development Plan (NDP) 2030 and their supporting interventions. A three-pronged approach will be followed to deal with short-term, medium-term and long-term planning. The short-term must prioritise interventions that meet immediate needs. The medium-term must focus on economic recovery and reconstruction and the long-term should focus on the eradication of unemployment, poverty and inequality. The DHA will align its planning instruments once the required review of the NDP and MTSF has been finalised.

PART C: MEASURING PERFORMANCE

3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The rendering of core business (civic and immigration) services was severely impacted on by COVID-19 and the risk adjusted strategy. During lockdown level 5 the DHA was allowed to deliver limited civic services as published in the Government Gazette together with directions on temporary measures in respect of entry into or exit from of the Republic to prevent and combat the spread of COVID -19. Normal visa or permitting services were not rendered. Civic services rendered were:

- Registration of deaths at local Home Affairs' offices.
- Issuing of Temporary Identity Certificates (TICs) at local Home Affairs' offices. Those who had lost or misplaced their identity documents / smart ID cards had to apply for the TICs in this period as applications for identity documents / smart ID cards were not accepted.
- Reissuing of birth and death certificates for those who had misplaced or lost their documents.

The civic services rendered during lockdown level 5 do not form part of the normal annual performance plan targets as these services are delivered on the same day / same day issuance.

During lockdown level 4 the DHA was allowed to deliver limited civic services as published in the Government Gazette. It also included temporary measures in respect of entry into or exit from of the Republic for emergency medical attention for life threatening conditions, for the return of South African citizens and the repatriation of foreign nationals to their countries of nationality or residence in order to prevent and combat the spread of COVID -19. Normal visa or permitting services were not rendered under level 4. Civic services rendered were:

- Registration of births, excluding late registration of birth. Children not registered due to the level 5 national lockdown were to be registered at local Home Affairs offices. No late registration of birth was done during level 4 of the national state of disaster. However, children who were born between 26 February 2020 and 3 May 2020 were deemed not to fall in the category of late registration of birth. Children born from 4 May 2020 had to be registered within the mandatory 30 days of birth.
- Registration of deaths at local Home Affairs' offices as was the case during level 5 of the national state of disaster.
- Issuing of Temporary Identity Certificates (TICs) at local Home Affairs' offices. Those who had lost or misplaced their identity documents / smart ID cards had to apply for the TICs in this period as applications for identity documents / smart ID cards were not accepted.
- Collection of smart ID cards and green barcoded ID books. New applications were not accepted.
- Reissuing of birth and death certificates for those who had misplaced or lost their documents.
- Passport services only to persons who were engaged in the delivery of essential goods across South African borders and for those who travelled outside of the Republic for medical services.

During level 4 the registration of births was allowed with effect from 1 May 2020. The registration of births within 30 calendar days is an APP target. The closure of any of the health facilities or DHA front offices due to COVID-19 infections would impact severely on the birth registration performance.

During lockdown level 3, the DHA provided all the above civic services with the inclusion of marriage services and received requests for late registration of birth, by appointment. This is in addition to the services rendered in level 4, namely:

- Issuance of uncollected identity documents.
- Issuance of temporary identity certificates.
- Registration of births and deaths.
- Reissue of birth and death certificates.
- Issuance of passports to those in export and cargo transport.

The relevant Government Notice also outlined temporary measures in respect of the entry into or exit from the Republic for emergency medical attention for a life-threatening condition, the evacuation of South African nationals to the Republic, the repatriation of foreign nationals to their countries of nationality or residence or the return of South African nationals to their place of employment or study outside of the Republic, as well as the extension of the validity period of an asylum seeker permit issued, and refugee status granted, in terms of the Refugees Act, 1998 (Act No. 130 of 1998), in order to prevent and combat the spread of COVID-19. Normal visa or permitting services were not rendered during level 3.

Planning for level 2 and level 1 was based on the assumptions that Civic Services might be allowed to start capturing smart ID card and normal passport applications. It was challenging to proceed with planning in terms of front office and back office capacity since capacity is limited to one third of the appointed staff compliment during level 3 and fifty percent during level 2. The full staff compliment will only be available during level 1. Further considerations include staff with comorbidities and those 60 years of age and older.

Planning for level 2 and level 1 for the Immigration Services was based on the assumptions that the branch might be allowed to start with the collection and processing of visa / permit applications. The same challenge prevailed due to the limitations on front office and back office capacity. Front office services are rendered via a business partnership with VFS Global. Back office capacity is the responsibility of the DHA and processing capacity is limited to one third of the appointed staff compliment during level 3 and fifty percent during level 2. The full staff compliment will only be available during level 1.

During the review process, the two core branches considered the current environment and how the lockdown regulations have impacted the business of civic and immigration services. The measures and regulations introduced by government are continuously being reviewed with the aim of responding as effectively as possible to the fast-evolving pandemic. The country moved in a quarter from level 5 to level 4 and then to level 3 and each level presented different conditions with different rules and regulations which directly impacted on DHA products and services. Social distancing measures (limitation on the number of clients to be present in an office at a given time) impact greatly on the current business of civic and immigration services as well as how services will be delivered going forward.

Civic Services' planning models are structured in terms of the quantity of clients able to visit a Home Affairs office and equipment to process services. The implementation of the lockdown regulations posed significant challenges in how the civics branch manages the processing of services. For those front offices which have been modernised, business processes can only be completed if biometrics are captured. This feature is core to the security of the National Population Register as well as the attainment of APP targets. The regulations impact on certain DHA business processes during the pandemic wherein the DHA must manage restricted movement of people, and practice social distancing.

With regards to the Immigration Services' environment and target setting, the permitting section was most affected by the lockdown regulations. The DHA has established a business partnership with VFS Global, a visa facilitation company that provides a client-facing service on behalf of the department. The partnership is strategically positioned to reduce the burden placed on the department to establish centres where a client is able to apply for a visa or permit and also take receipt of the outcome once adjudicated and the department has taken a decision. VFS provides a global operation on the mandate of the department. VFS Global was also affected by the lockdown regulations which in turn impacted negatively on the intake of applications for visas and permits. The closure of VFS offices also impacted on the methodology used to determine the finalisation of a visa and permitting product.

The Civics branch included three targets in the approved APP for 2020/21, namely smart ID cards, early birth registration and adult passport issuance. These targets are significantly dependent on the input process in order to achieve the set targets which are output based. To issue smart ID cards and passports and register births in an optimal manner, front offices must be able to function with full establishments, stable systems and automated features such as capturing online biometrics. The closure of health facilities and DHA offices due to COVID-19 will impact negatively on performance.

The immigration targets most affected by the COVID-19 pandemic are the adjudication of permanent residence permits, business and general work visas and critical skill visas. The collection and processing of these visas / permits were not allowed under lockdown levels 5, 4 and 3. The targets deal with the efficient processing of applications received. The closure of VFS offices and other economic activity had a significant impact on the number of applications received. The DHA back office processing capacity was also impacted on during the lockdown.

The approach followed by the IMS branch in respect of the revision of the permitting APP targets for 2020/21 was to use the quarter 1 performance as a baseline for the review of the remainder of the financial year. This was possible due to the calculation methodology used by the branch (some applications were collected / received and processed prior to the commencement of the lockdown for some enabling documents depending on the turnaround time for those products). Projections for the remaining 3 quarters of 2020/21 were then made to determine revised annual and quarterly targets for the three products in the APP, based on certain assumptions.

The review process for especially civic and immigration services was conducted with due consideration of the following:

- Lockdown regulations stating imperative rules to support social distancing.
- Specific services to be rendered during each of the lockdown levels.
- Capacity levels during various stages of the lockdowns (front office and back office).
- Compliance to performance information standards and for audit purposes.
- Stakeholder dependencies and how the services they render will impact on DHA services during COVID-19 (e.g. Government Printing Works for the printing of passports, SKYNET for the transportation of enabling documents, the banking sector for the intake of passport and smart ID card applications and VFS Global).
- Reduction in the DHA budgetary baseline.
- Possible risks and the negative impact thereof on service delivery.

The technical indicator description sheets or key performance indicator sheets outline the rationale for the change to targets and measurement thereof. These sheets will be posted on the DHA website.

4. REVISED STRATEGIC PLAN TARGETS FOR 2020 TO 2025

Outcome	Outcome Indicator / Measure	Baseline	Five year target (Approved)	Five year target (Reviewed)	Target Status / Rationale for Change
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 	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 	Target to remain unchanged
		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	Construction and redevelopment of six (6) priority land ports of entry as one-stop border posts completed by 2025	Target to remain unchanged
		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 	Risk-based and strategic approach to immigration implemented in respect of: <ul style="list-style-type: none"> • Legislation implemented to support the White Papers on International Migration and Refugee Protection; and • Secure entry, documented stay and departure of persons through the rollout of biometric functionality and law enforcement operations 	Target to remain unchanged

Outcome	Outcome Indicator / Measure	Baseline	Five year target (Approved)	Five year target (Reviewed)	Target Status / Rationale for Change
MTSF Priority: Economic Transformation and Job Creation, A better Africa and World					
Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	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. 	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. 	Target to remain unchanged
	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	E-Visa rolled out to all selected countries (106) by 2025	Target to remain unchanged
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	Asylum Seeker and Refugee System implemented	Target to remain unchanged

Outcome	Outcome Indicator / Measure	Baseline	Five year target (Approved)	Five year target (Reviewed)	Target Status / Rationale for Change
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)	Enabling documents issued to 100% of citizens and holders of permanent residence permits (A minimum of 14 930 000 enabling documents issued (Smart ID cards – 11 million, Births registered within 30 days – 3 930 000)	Smart ID cards were not captured and issued during level 3 - 5. Births registration within 30 days was not conducted during level 5. Birth registration occurred during level 4 but only from May 2020. Offices were functioning with only a third of the staff establishment. Regarding the setting of informed targets for Smart ID cards for 2020/21 and beyond, clarity is required as to when smart ID card services will be rendered and the front office capacity available at all times. Birth registration to continue as long as there is not a return to level 5. There is also a risk of the closure of offices due to COVID-19.
	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	New Marriage Act implemented to regulate all marriages	Target to remain unchanged
	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%	100%	Target to remain unchanged

Outcome	Outcome Indicator / Measure	Baseline	Five year target (Approved)	Five year target (Reviewed)	Target Status / Rationale for Change
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	NIS operational by 2025	Target to remain unchanged
	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	Civil Registration and Citizenship Act implemented	Population Register Act to be incorporated into Civil Registration and Citizenship Act

Outcome	Outcome Indicator / Measure	Baseline	Five year target (Approved)	Five year target (Reviewed)	Target Status / Rationale for Change
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	DHA Act implemented to effect repositioning of the department as a secure and modern department	Target to remain unchanged
		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	Service Delivery Model revised and implemented in line with repositioned DHA	Target to remain unchanged
		DHA Access model approved by MMM	DHA Access Model implemented in support of repositioning of the DHA	DHA Access Model implemented in support of repositioning of the DHA	Target to remain unchanged
		Communication Strategy implemented as per the communication plan	Communication Strategy implemented as per the communication plan	Communication Strategy implemented as per the communication plan	Target to remain unchanged
		Counter corruption strategy implemented as per set targets	Counter Corruption Strategy for DHA implemented in terms of initiatives outlined in Annual Performance Plans	Counter Corruption Strategy for DHA implemented in terms of initiatives outlined in Annual Performance Plans	Target to remain unchanged

5. REVISED ANNUAL PERFORMANCE PLAN TARGETS FOR 2020/21

5.1 REVISED ANNUAL AND QUARTERLY TARGET FOR PROGRAMME 1: ADMINISTRATION

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Service Delivery Model	Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Revised Service Delivery Model implemented in line with repositioned DHA	Service Delivery Model approved by Minister	Bid Adjudication Committee (BAC) approval for open tender to appoint service provider and appointment of Bid Specification Committee members	DG approval of Concept document, including the development of an Implementation Project Plan, on the Revised Service Delivery Model	Concept document, including the development of an Implementation Project Plan, on the Revised Service Delivery Model approved by DG
	Revised Quarter 2	Tender issued for appointment of service provider					
	Revised Quarter 3	Service provider appointed					
	Revised Quarter 4	Concept document, including the development of an implementation project plan, approved by DG					
	Rationale for Change	Due to COVID-19 lockdown regulations and restrictions, the appointment of the service provider has been delayed by six months. The appointment of the service provider will be finalised during the 3rd quarter of the financial year.					

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
DHA Access Model	Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	DHA Access Model implemented through Footprint Optimisation Plan	DHA Access Model implemented (relevant phase) through Footprint Optimisation Plan: Project plan submitted to DPW for submission to National Treasury	Draft report for geographic accessibility study submitted by CSIR	Ministerial approval of Revised DHA Access Model	Revised DHA Access Model approved by Minister
	Revised Quarter 2	Results of accessibility models submitted to DDG: IPS					
	Revised Quarter 3	Revised Access Model approved by DG					
	Revised Quarter 4	Revised Access Model approved by Minister					
	Rationale for Change	The Council for Scientific and Industrial Research (CSIR) submitted the final report on the geographic accessibility study on 24 May 2020. During the verification of the findings of the study, it was established that CSIR had not applied all accessibility models. The DHA Access Model could therefore not be finalised. The CSIR will conduct the remaining accessibility models and provide the final results by end of quarter 2.					

DHA Communication Strategy and Plan		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Strategic communications interventions implemented through the DHA Communication Strategy and Action Plan	DHA Communication Strategy and Plan implemented through: 28 Media engagements; 6 Izimbizo; 3 Campaigns	<ul style="list-style-type: none"> • 8 media engagements • 2 Izimbizo • 1 campaign 	Compliance with set number of interventions implemented in support of Communication Strategy and Action Plan
Revised Quarter 2	<ul style="list-style-type: none"> • 4 Media engagements • 2 izimbizo • 1 Campaign (BMA) 						
Revised Quarter 3	<ul style="list-style-type: none"> • 4 Media engagements • 1 Campaign (Smart ID Card) 						
Revised Quarter 4	<ul style="list-style-type: none"> • 4 Media engagements • 2 Izimbizo 						
Rationale for Change	Media engagements are reduced from 28 to 20.						

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	Secure population register to empower citizens, enable inclusivity, economic development and national security	Policy and legislation developed in support of the population register	Official Identity Management Policy submitted to Cabinet for approval	Draft Official Identity Management Policy updated in line with advice from Cabinet	Submission of the Official Identity Management Policy to Minister for submission to Cabinet
Revised Quarter 2	Draft Official Identity Management Policy resubmitted to Cabinet for approval for public consultation Draft Official Identity Management Policy gazetted for public comments NEDLAC consultations on the Draft Official Identity Management Policy initiated						
Revised Quarter 3	NEDLAC consultations on the Draft Official Identity Management Policy concluded Virtual provincial stakeholder consultation workshops convened with 4 provinces (government and non-government stakeholders) Virtual national stakeholder workshop convened with government and non-governmental stakeholders						
Revised Quarter 4	Draft Official Identity Management Policy, incorporating public and NEDLAC comments, submitted to Minister for approval for submission to Cabinet						
Rationale for Change	The Official Identity Management Policy will be incorporated into the Green Paper on Citizenship and Civil Registration which will be gazetted for public comments in 2021/22. COVID-19 necessitated the review of quarterly targets.						

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
DHA Bill	Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Policy and legislation developed in support of a repositioned DHA	DHA Bill submitted to Cabinet for approval	DHA Bill updated in line with the Minister's inputs	Gazetting of DHA Bill for public consultation	DHA Bill gazetted for public consultation
	Revised Quarter 2	Revised DHA Bill submitted to Minister for approval					
	Revised Quarter 3	DHA Bill submitted to Cabinet to request approval for public consultation					
	Revised Quarter 4	DHA Bill gazetted for public consultation					
	Rationale for Change	COVID-19 necessitated a review of the annual and quarterly targets.					

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Biometric Movement Control System (BMCS)	Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Biometric functionality implemented at ports of entry equipped with the Enhanced Movement Control System (EMCS)	Biometric Movement Control System (BMCS) fully rolled out to 4 airports	Procurement order raised for the development of the BMCS	Number of selected ports of entry with BMCS implemented (partial implementation)	BMCS partially rolled out to 4 airports (70% of counters at each airport)
	Revised Quarter 2	Upgrade of datalines for identified sites completed Procurement of IT equipment finalised					
	Revised Quarter 3	BMCS rolled out to 2 sites (70% of counters at each airport)					
	Revised Quarter 4	BMCS rolled out to 2 sites (70% of counters at each airport)					
	Rationale for Change	The finalisation of changes and enhancements as requested by business were delayed due to the lockdown as developers could not continue with work. Business was only allowed to test the new changes in lockdown level 3 in quality assurance (QA) environment. Time constraints on the rollout will not allow 100% installation of BMCS in ports. EMCS to also remain functional as a fallback/contingency plan to ensure service continuity until the final decommissioning.					

		Outcome	Output	Approved Annual Target for 2020//21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21	
e-Visa	Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	e-Visa system designed and implemented	e-Visa phase 1 (TRV tourist) integrated with <ul style="list-style-type: none"> • Advance Passenger Processing (APP) system • Payment gateway and • Central List Orchestrator (CLO) 	Payment gateway and Central List Orchestrator (CLO) tested in quality assurance (QA) environment	e-Visa phase 1 integration with Advance Passenger Processing (APP) Payment Gateway and Central List Orchestration (CLO) completed	e-Visa phase 1 (TRV tourist) integrated with <ul style="list-style-type: none"> • APP • Payment gateway and • Central List Orchestrator (CLO) 	
	Revised Quarter 2	e-Visa phase 1 (TRV tourist) integrated with payment gateway and CLO						
	Revised Quarter 3	APP integration completed (signed off user acceptance testing)						
	Revised Quarter 4	NA						
	Rationale for Change	Annual target remains the same.						

The annual target dealing with the e-Visa rollout for 2020/21: “10 selected countries with functional e-Visa system activated” was relegated to the DHA Annual Operational Plan for 2020/21 due to the fact that the activities to ensure the rollout are not attainable due to COVID-19. The DHA is expected to travel to the identified countries for the installation of the system (backend activities), change management and ensuring that the system is functional in missions.

Asylum Seeker and Refugee System		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	Efficient asylum seeker and refugee system in compliance with domestic and international obligations	National Identity System (NIS) designed and operational (including immigration services component)	Service provider contracted to develop Asylum Seeker and Refugee System	Members for Bid Specification Committee approved by BAC	Appointment of service provider to develop Asylum Seeker and Refugee System
Revised Quarter 2	Bid advertised						
Revised Quarter 3	Tender evaluation finalised						
Revised Quarter 4	Service provider appointed						
Rationale for Change	Annual target remains the same						
DHA Business Processes Evaluation		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	2 DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches	NA	Number of DHA business processes evaluated to identify possible vulnerabilities to fraud, corruption and security breaches
Revised Quarter 2	Analysis report submitted to DDG: CCSS on birth and death processes						
Revised Quarter 3	One business process evaluated (Report submitted to DG for consideration) – births, including late registration of birth (LRB)						
Revised Quarter 4	One business process evaluated (Report submitted to DG for consideration) - deaths						
Rationale for Change	Annual target remains the same. The processes to be evaluated were revised to focus on key services rendered during COVID-19.						

Reported Cases on Fraud and Corruption		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
	Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	66% reported cases on fraud and corruption finalised within 90 working days	64% reported cases on fraud and corruption finalised within 90 working days (projected)	Percentage of reported cases on fraud and corruption finalised within 90 working days	50% of reported cases on fraud and corruption finalised within 90 working days
	Revised Quarter 2	50%					
	Revised Quarter 3	50%					
	Revised Quarter 4	50%					
Rationale for Change	Changes to the annual target due to the fact that offices are not fully operational, the unavailability of records and budget cuts.						

Threat and Risk Assessments (TRAs)		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
	Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	60	NA	Number of Threat and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information Security Standards (MISS) and / or Minimum Physical Security Standards (MPSS)	27
	Revised Quarter 2	9					
	Revised Quarter 3	9					
	Revised Quarter 4	9					
Rationale for Change	Travelling and the conducting of physical interviews were not possible due to COVID-19.						

Vetting		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
	Level 1 - 5	DHA positioned to contribute positively to a capable and developmental state	Counter Corruption Strategy for the DHA implemented	416	NA	Number of vetting files referred to State Security Agency (SSA) for evaluation	400
	Revised Quarter 2	100					
	Revised Quarter 3	150					
	Revised Quarter 4	150					
	Rationale for Change	Travelling and conducting of interviews were not possible due to COVID-19. The number of vetting files to be referred to SSA and the levels have been amended. Only Confidential applications for security clearances will be dealt with. These applications offer an opportunity for documentary enquiries and telephonic contact with the subjects and their respective references.					

5.2 REVISED ANNUAL AND QUARTERLY TARGET FOR PROGRAMME 2: CITIZEN AFFAIRS

Birth registration		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
	Level 1 - 5	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Births registered within prescribed period of 30 calendar days	810 000 births registered within 30 calendar days	144 681 births registered within 30 calendar days	Number of births registered within 30 calendar days	750 000
	Revised Quarter 2	207 928					
	Revised Quarter 3	194 891					
	Revised Quarter 4	202 500					
Rationale for Change	Civic Services were not allowed to register births during level 5 of the lockdown. Birth registration commenced with effect from 1 May 2020 during level 4. Should provinces revert back to levels where birth registration is not possible, the target will be reduced with the target of the respective office(s) in the affected provinces.						

Smart ID Cards		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Level 5	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Eligible citizens (including naturalised citizens and holders of permanent residence permits) issued with smart ID cards	3 000 000	22 903 smart ID cards issued (these were not cards collected by clients but received from Skynet and scanned by offices as per calculation methodology)	NA	During level 5 the service was not allowed	
Level 4					NA	During level 4 the service was not allowed	
Level 3					NA	During level 3 the service was not allowed	
Level 2					Number of smart ID cards issued to citizens (including naturalised citizens and holders of permanent residence permits) 16 years of age and above	With: <ul style="list-style-type: none"> • One third capacity: 249 480 (per quarter) • 50% capacity: 388 080 (per quarter) • Full capacity: 7761 60 (per quarter) 	
Level 1					Number of smart ID cards issued to citizens (including naturalised citizens and holders of permanent residence permits) 16 years of age and above	With: <ul style="list-style-type: none"> • One third capacity: 249 480 (per quarter) • 50% capacity: 388 080 (per quarter) • Full capacity: 7761 60 (per quarter) 	

Smart ID Cards	Revised Quarter 2	<p>Dependent on the stipulations in the Regulations and lockdown level during Quarter 2</p> <p>Level 2 and 1:</p> <p>(+/- 60 working days from 1 July 2020 – 30 September 2020) with third of capacity and allowing that applications are captured, then methodology will be 9 applications per day per front line official (FLO) $(462) (9 \times 462 \times 60) = 249\,480$</p> <p>(+/- 60 working days from 1 July 2020 – 30 September 2020) with half of capacity and allowing that applications are captured, then methodology will be 14 applications per day per FLO $(462) (14 \times 462 \times 60) = 388\,080$</p> <p>(+/- 60 working days from 1 July 2020 – 30 September 2020) with 100% of capacity and allowing that applications are captured, then methodology will be 28 applications per day per FLO $(462) (28 \times 462 \times 60) = 776\,160$</p>
	Revised Quarter 3	<p>Dependent on the stipulations in the Regulations and lockdown level during Quarter 3</p> <p>Level 2 and 1:</p> <p>(+/- 60 working days from 1 October 2020 – 31 December 2020) with third of capacity and allowing that applications are captured, then methodology will be 9 applications per day per FLO $(462) (9 \times 462 \times 60) = 249\,480$</p> <p>(+/- 60 working days from 1 October 2020 – 31 December 2020) with half of capacity and allowing that applications are captured, then methodology will be 14 applications per day per FLO $(462) (14 \times 462 \times 60) = 388\,080$</p> <p>(+/- 60 working days from 1 October 2020 – 31 December 2020) with 100% of capacity and allowing that applications are captured, then methodology will be 28 applications per day per FLO $(462) (28 \times 462 \times 60) = 776\,160$</p>

Smart ID Cards	Revised Quarter 4	<p>Dependent on the stipulations in the Regulations and lockdown level during Quarter 4</p> <p>Level 2 and 1:</p> <p>(+/- 60 working days from 1 January 2021 – 31 March 2021) with third of capacity and allowing that applications are captured, then methodology will be 9 applications per day per FLO (462) $(9 \times 462 \times 60) = 249\,480$</p> <p>(+/- 60 working days from 1 January 2021 – 31 March 2021) with half of capacity and allowing that applications are captured, then methodology will be 14 applications per day per FLO (462) $(14 \times 462 \times 60) = 388\,080$</p> <p>(+/- 60 working days from 1 January 2021 – 31 March 2021) with 100% of capacity and allowing that applications are captured, then methodology will be 28 applications per day per FLO (462) $(28 \times 462 \times 60) = 776\,160$</p>
	Rationale for Change	<p>During level 2 the target will be calculated based on resources available in offices and whether applications can be captured, social distancing rules and infection rates. Current methodology with full capacity is 28 applications per day per FLO. If the establishment is only a third, the target will be set against one third of the establishment which will be (33% of 28 applications to be captured), i.e. 9 applications per day per FLO.</p> <p>During level 1 the target will be calculated based on resources available in offices and whether applications can be captured, social distancing rules and infection rates. Current methodology with full capacity is 28 applications per day per FLO. If the establishment is only a half, the target will be set against one half of the establishment which will be (50% of 28 applications to be captured) i.e. 14 applications per day per FLO. However if the offices are fully functional the target will be set at 28 applications per day per FLO.</p> <p>Should provinces revert back to levels where smart ID card issuance is not possible, the target will be reduced with the target of the respective office(s) in the affected provinces.</p>

Adult Passports		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21						
Level 5	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Adult passports issued as per set standards	90% of machine readable adult passports issued within 13 working days (from date of receipt of application until passport is scanned at office of application)	90% of machine readable adult passports issued within 42 working days (these were not passports collected by clients but received from Skynet and scanned by offices as per calculation methodology)	NA for level 5 (Service not rendered)	NA for level 5 (Service not rendered)							
Level 4							90% of machine readable adult passports issued within 42 working days (these were not passports collected by clients but received from Skynet and scanned by offices as per calculation methodology)	NA for level 4 (Service not rendered)	NA for level 4 (Service not rendered)				
Level 3										Percentage (%) of machine readable adult passports (new live capture system) issued within 42 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	90% of machine readable adult passports issued within 42 working days		
Level 2												Percentage (%) of machine readable adult passports (new live capture system) issued within 32 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	90% of machine readable adult passports issued within 32 working days
Level 1													

Adult Passports	Revised Quarter 2	<p>During level 3 the passport target will be 90% of adult passports issued within 42 working days.</p> <p>During level 2 the passport target will be 90% of adult passports issued within 32 working days.</p> <p>During level 1 the passport target will 90% of adult passports issued within 13 working days.</p>
	Revised Quarter 3	<p>During level 3 the passport target will be 90% of adult passports issued within 42 working days.</p> <p>During level 2 the passport target will be 90% of adult passports issued within 32 working days.</p> <p>During level 1 the passport target will 90% of adult passports issued within 13 working days.</p>
	Revised Quarter 4	<p>During level 3 the passport target will be 90% of adult passports issued within 42 working days.</p> <p>During level 2 the passport target will be 90% of adult passports issued within 32 working days.</p> <p>During level 1 the passport target will 90% of adult passports issued within 13 working days.</p>
	Rationale for Change	<p>During level 3 the passport target will be 90% of adult passports issued within 42 working days. Passports are being captured but only for special conditions. GPW is only printing documents once a week and is not fully functional during level 3.</p> <p>During level 2 the target will be calculated based on resources in offices and whether applications can be captured. Provided that applications are captured and GPW prints at least twice a week target could be set as follows: 90% of adult passports issued within 32 working days.</p> <p>During level 1 the target will be calculated based on resources in offices and whether applications can be captured. Provided that applications are captured and GPW and SKYNET are fully functional target will be set as follows: 90% of adult passports issued within 13 working days.</p>

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Policy and legislation developed in support of citizenship and civil registration	Draft Marriage Policy submitted to Cabinet for approval	Draft Marriage Policy updated and presented to Civic Services Branch Management meeting	Gazetting of Marriage Policy for public comments
Revised Quarter 2	Draft Marriage policy, including EXCO input, submitted to Minister for approval for submission to the JCPS, GSCID and Social Clusters						
Revised Quarter 3	Initial SEIAS report submitted to DPME for approval Draft Marriage Policy submitted to JCPS, GSCID and Social Clusters for recommendation to Cabinet Draft Marriage Policy submitted to Cabinet to request approval for public consultation						
Revised Quarter 4	Draft Marriage Policy gazetted for public comments						
Rationale for Change	COVID-19 necessitated a review of the annual and quarterly targets.						

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Citizenship Discussion Paper	Level 1 - 5	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Policy and legislation developed in support of citizenship and civil registration	NA	Proposal for drafting the White Paper on Citizenship presented to EXCO and Minister's Management Meeting	Submission of the Citizenship Discussion Paper to Minister for approval	Citizenship Discussion Paper submitted to Minister for approval
	Revised Quarter 2	Concept paper for the White Paper on Citizenship submitted to DG for approval					
	Revised Quarter 3	Diagnostic assessment report submitted to the Steering Committee for approval					
		Law review report submitted to the Steering Committee for approval					
	Revised Quarter 4	Research report on international benchmarking submitted to the Steering Committee for approval					
Rationale for Change	Draft Citizenship Policy Discussion Paper submitted to Minister for approval						
	A need has been identified for new mandate policy papers that will inform the drafting of new legislation. For this reason, the Minister has directed the DHA to develop a new policy on Nationality (Citizenship), International Migration and Refugee Protection. The directive also emanates from a legal opinion on section 4(3) of the Citizenship Act, Refugees Act (amendments) and Refugees regulations.						

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Civil Registration Discussion Paper	Level 1 - 5	Secure and efficient management of citizenship and civil registration to fulfil constitutional and international obligations	Policy and legislation developed in support of citizenship and civil registration	NA	Proposal for drafting the White Paper on Civil Registration presented to EXCO and Minister's Management Meeting	Submission of the Civil Registration Discussion Paper to Minister for approval	Civil Registration Discussion Paper submitted to Minister for approval
	Revised Quarter 2	Concept paper for the White Paper on Civil Registration submitted to DG for approval					
	Revised Quarter 3	Diagnostic assessment report submitted to the Steering Committee for approval					
		Law review report submitted to the Steering Committee for approval					
	Revised Quarter 4	Research report on international benchmarking submitted to the Steering Committee for approval					
Rationale for Change	Draft Civil Registration Policy Discussion paper submitted to Minister for approval						
	A need has been identified for new mandate policy papers that will inform the drafting of new legislation. For this reason, the Minister has directed the DHA to develop a new policy on Nationality (Citizenship), International Migration and Refugee Protection. The directive also emanates from a legal opinion on section 4(3) of the Citizenship Act, Refugees Act (amendments) and Refugees regulations.						

5.3 REVISED ANNUAL AND QUARTERLY TARGET FOR PROGRAMME 3: IMMIGRATION AFFAIRS AND BORDER MANAGEMENT AUTHORITY

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Law Enforcement Operations / Inspections	Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Enforcement of compliance of departmental legislation through law enforcement operations/ inspections	200 law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation	20	Number of law enforcement operations/ inspections conducted to ensure compliance with immigration and departmental legislation	200
	Revised Quarter 2	60					
	Revised Quarter 3	60					
	Revised Quarter 4	60					
	Rationale for Change	Annual target remains the same, the quarterly targets were reviewed. The annual target comprises of the baseline for quarter 1 and the revised quarter 2 to quarter 4 targets.					

Permanent Residence Permits		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Level 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Permanent residence permits delivered according to set standards	85% of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application) (Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	23%	NA for level 5 (Service not rendered)	During level 5 no new applications were captured. Processing of applications received prior to the lockdown took place	
Level 4						NA for level 4 (Service not rendered)	During level 4 no new applications were captured. Processing of applications received prior to the lockdown took place
Level 3						Percentage (%) of permanent residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)	60% of permanent residence applications adjudicated within 8 months
Level 2						(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	63% of permanent residence applications adjudicated within 8 months
Level 1						(Above applications refer to: critical skills (s27b), general work (s26a) and business (s27c) only)	65% of permanent residence applications adjudicated within 8 months

Permanent Residence Permits Permanent Residence Permits	Revised Quarter 2	<p>40% of permanent residence permits adjudicated within 8 months for level 3</p> <p>40% of permanent residence permits adjudicated within 8 months for level 2</p> <p>40% of permanent residence permits adjudicated within 8 months for level 1</p>
	Revised Quarter 3	<p>89% of permanent residence permits adjudicated within 8 months for level 3</p> <p>95% of permanent residence permits adjudicated within 8 months for level 2</p> <p>98% of permanent residence permits adjudicated within 8 months for level 1</p>
	Revised Quarter 4	<p>89% of permanent residence permits adjudicated within 8 months for level 3</p> <p>95% of permanent residence permits adjudicated within 8 months for level 2</p> <p>99% of permanent residence permits adjudicated within 8 months for level 1</p>
	Rationale for Change	<p>Q1: applications received from 15 August until 07 November 2019, review date: April until end of June 2020. Q1 performance at 23% finalised.</p> <p>Q2: applications received from 8 November 2019 until 12 February 2020, review date: July until end of September 2020. Only 1.99% of applications finalised. Applications not processed within the prescribed timeframe due to Covid-19 lockdown = 59.82%. Applications to be processed within 8 months = 40.17%</p> <p>Q3: applications received from 13 February until 15 May 2020, review date: October until end of December 2020. Only 670 applications received by 25 March 2020 and no further Q3 applications received thereafter due to lockdown.</p> <p>Q4: applications received 18 May until 13 August 2020, review date: January until end of March 2021. No Q4 applications received due to lockdown. Applications will be finalised as they are received.</p> <p>Applications are regarded as adjudicated when outcomes are in-scanned at office of application (Front Offices - VFS). The front offices were closed during lockdown levels 5, 4 and 3. However, during the enhanced lockdown level 3, front offices opened for collection of outcomes on 01 July 2020. This will help clear outcomes and ensure that outcomes are in-scanned for applications finalised during Q2 and onwards. Front offices to receive applications from 03 August 2020 provided the prevailing lockdown level at that time allows. The number of officials allocated for the APP target are adequate to adjudicate all applications received during the quarter under review. Due to lockdown, only APP staff members are in full operation. Other staff members not working on APP targets are not in full operation.</p>

Critical Skills Visas		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Level 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Temporary residence visas delivered according to set standards	85% of critical skills visas adjudicated within 4 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	74%	NA for level 5 (Service not rendered)	During level 5 no new applications were captured. Processing of applications received prior to the lockdown took place.	
Level 4						NA for level 4 (Service not rendered)	During level 4 no new applications were captured. Processing of applications received prior to the lockdown took place.
Level 3						Percentage (%) of critical skills visas adjudicated within 4 weeks for applications collected within the RSA (from date of receipt of application until outcome is in scan at VFS Centre – office of application)	82% of critical skills visas adjudicated within 4 weeks
Level 2						82% of critical skills visas adjudicated within 4 weeks	
Level 1						82% of critical skills visas adjudicated within 4 weeks	

<p>Revised Quarter 2</p>	<p>85% of critical skills visas adjudicated within 4 weeks for level 3 85% of critical skills visas adjudicated within 4 weeks for level 2 85% of critical skills visas adjudicated within 4 weeks for level 1</p>
<p>Revised Quarter 3</p>	<p>85% of critical skills visas adjudicated within 4 weeks for level 3 85% of critical skills visas adjudicated within 4 weeks for level 2 85% of critical skills visas adjudicated within 4 weeks for level 1</p>
<p>Revised Quarter 4</p>	<p>85% of critical skills visas adjudicated within 4 weeks for level 3 85% of critical skills visas adjudicated within 4 weeks for level 2 85% of critical skills visas adjudicated within 4 weeks for level 1</p>
<p>Rationale for Change</p>	<p>Q1: Critical skills visas: applications received 02 March until 02 June 2020, review date: April until end of June 2020. Q1 performance at 74% finalised.</p> <p>Q2: Population dates: 03 June 2020 until 02 September 2020. No applications received for Q2, Q3 and Q4 so far since the office was closed on 26 March 2020 due to lockdown. Applications will be finalised as they are received, with a projected date of receipt to be from 03 August 2020 until end of financial year. Applications are regarded as adjudicated when outcomes are in-scanned at office of application (Front offices - VFS). The front offices were closed during lockdown levels 5, 4 and 3. During the enhanced lockdown level 3, front offices will open for collection of outcomes on 01 July 2020. This will help clear outcomes and ensure that outcomes are in-scanned for applications finalised during Q2 and onwards.</p> <p>Front Offices are planned to receive applications from 03 August 2020 provided the prevailing lockdown level at that time allows. If so, with Q2 applications having a population date of 03/06/2020 to 02/09/2020, this means that applications for Q2 will be received for adjudication.</p> <p>The number of officials allocated to the APP target are adequate to adjudicate all applications received during each quarter under review. Capacity to adjudicate APP applications is adequate throughout the lockdown levels.</p> <p>With the baseline of 74%, the Permitting business unit could not increase the target per level per quarter due to IS challenges relating to online transfer of applications from IS to IMS for adjudication. With the timeframe of only 4 weeks, the annual target is lowered to 82%.</p>

Business and General Work Visas		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
Level 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Temporary residence visas delivered according to set standards	90% of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	91%	During level 5	During level 5 no new applications were captured. Processing of applications received prior to the lockdown took place.	
Level 4						During level 4 no new applications were captured. Processing of applications received prior to the lockdown took place.	
Level 3						Percentage (%) of business and general work visas adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is in scan at VFS Centre - office of application)	90% of business and general work visas adjudicated within 8 weeks
Level 2							90% of business and general work visas adjudicated within 8 weeks
Level 1							90% of business and general work visas adjudicated within 8 weeks

Revised Quarter 2	90% of business and general work visas adjudicated within 8 weeks (for level 3 to 1)
Revised Quarter 3	90% of business and general work visas adjudicated within 8 weeks (for level 3 to 1)
Revised Quarter 4	90% of business and general work visas adjudicated within 8 weeks (for level 3 to 1)
Rationale for Change	<p>Q1: applications received 06 February until 05 May 2020, review date: April until end of June 2020. Q1 performance at a projected 91% finalised.</p> <p>Q2: Population dates: 06 May 2020 until 05 August 2020. No applications received for Q2, Q3 and Q4 so far since the office was closed on 26 March 2020 due to lockdown. Applications will be finalised as they are received, with a projected date of receipt to be from 03 August 2020 until end of financial year.</p> <p>Applications are regarded as adjudicated when outcomes are in-scanned at office of application (front offices - VFS). The front offices were closed during lockdown levels 5, 4 and 3. During the enhanced lockdown level 3, front offices will open for collection of outcomes on 01 July 2020. This will help clear outcomes and ensure that outcomes are in-scanned for applications finalised during Q2 and onwards.</p> <p>Front Offices are planned to receive applications from 03 August 2020 provided the prevailing lockdown level at that time allows. If so, with Q2 applications having a population date of 06/05/2020 to 04/08/2020, this means that applications for Q2 will still be received for adjudication, although very limited.</p> <p>The number of officials allocated for the APP target are adequate to adjudicate all applications received during each quarter under review. Capacity to adjudicate APP applications is adequate throughout the lockdown levels. With the baseline at 91%, the annual target remains unrevised at 90%.</p>

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Policy and legislation developed in support of a risk-based and developmental approach to immigration	New target – replaces the target: “Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation”	Proposal for drafting the White Paper on Refugees Protection presented to EXCO and Minister's Management Meeting	Submission of Refugee Protection Policy Discussion Paper to Minister for approval
Revised Quarter 2	Concept paper for the White Paper on Refugees Protection submitted to DG for approval						
Revised Quarter 3	Diagnostic assessment report submitted to the Steering Committee for approval Law review report submitted to the Steering Committee for approval Research report on international benchmarking submitted to the Steering Committee for approval						
Revised Quarter 4	Draft Refugee Protection Policy Discussion Paper submitted to Minister for approval						
Rationale for Change	A need has been identified for new mandate policy papers that will inform the drafting of new legislation. For this reason, the Minister has directed the DHA to develop a new policy on Nationality (Citizenship), International Migration and Refugee Protection. The directive also emanates from a legal opinion on Section 4(3) of the Citizenship Act, Refugees Act (amendments) and Refugees regulations. The target replaces the target: “Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation” in the approved APP for 2020/21.						

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Policy and legislation developed in support of a risk-based and developmental approach to immigration	New target – replaces the target: “Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation”	Proposal for drafting the White Paper on International Migration presented to EXCO and Minister's Management Meeting	Submission of International Migration Policy Discussion Paper to Minister for approval
Revised Quarter 2	Concept paper for the White Paper on International Migration submitted to DG for approval						
Revised Quarter 3	Diagnostic assessment report submitted to the Steering Committee for approval Law review report submitted to the Steering Committee for approval Research report on international benchmarking submitted to the Steering Committee for approval						
Revised Quarter 4	Draft International Migration Policy Discussion Paper submitted to Minister for approval						
Rationale for Change	A need has been identified for new mandate policy papers that will inform the drafting of new legislation. For this reason, the Minister has directed the DHA to develop a new policy on Nationality (Citizenship), International Migration and Refugee Protection. The directive also emanates from a legal opinion on Section 4(3) of the Citizenship Act, Refugees Act (amendments) and Refugees regulations. The target replaces the target: “Immigration Bill (including amendments to the Refugees Act) submitted to Cabinet for approval for public consultation” in the approved APP for 2020/21.						

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5		Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	BMA incrementally rolled out at selected ports of entry and designated segments of the land borderline	BMA rolled out to: <ul style="list-style-type: none"> • 4 Ports of entry • 5 Segments of the borderline • 1 Community crossing point 	JCPS DG's Cluster briefed on the high-level BMA implementation priorities for 2020/21 Engagements initiated with SAPS, SARS and Defence to prepare required BMA legislative documents Draft Section 97 Presidential Proclamation prepared Engagements initiated with DPSA regarding macro organisational matters pertaining to the BMA Bid evaluation process commenced in respect of the appointment of a service provider to provide multi-disciplinary support towards the establishment of the BMA
Revised Quarter 2		Key management positions for the BMA approved by the Minister for advertisement					
Revised Quarter 3		BMA incrementally rolled-out at 2 ports of entry and 2 land borderline segments					
Revised Quarter 4		BMA incrementally rolled-out at 2 ports of entry; 3 land borderline segments; and 1 community crossing point					
Rationale for Change		The quarterly targets are amend for the following reasons: The BMA Bill, 2016 has not been assented to and signed by the President – this is the dependency for the establishment, launch and incremental roll-out of the BMA. The advertisement of BMA management positions is also dependent on the assent of the BMA legislation. This has been revised for Q2 to seek Minister's approval for key positions to be advertised. The incremental BMA roll-out is shifted to quarters 3 and 4 to allow sufficient time for the Bill to be assented to and for the relevant legislative pre-requisites to be in place. There is currently good progress on the Proclamations and Regulations. The roll-out to the 4 ports and 5 borderline segments is proposed to commence incrementally. The BMA launch has been removed as specific quarterly target.					

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21
		Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Measures introduced to drive intelligence- and risk-led border management	NTC established	Final editing undertaken on the NTC Business Case that was approved by the Minister of Home Affairs in March 2020	Incremental establishment of the NTC
Revised Quarter 2		Draft NTC establishment plan submitted to the DG for approval					
Revised Quarter 3		Request for nomination of appropriate senior officials to be part of NTC Steering Committee sent to relevant Accounting Officers (Letters signed by DHA DG)					
Revised Quarter 4		Implementation Protocols concluded between the NTC and relevant organs of state					
Rationale for Change		<p>The BMA PMO proposes to amend the quarterly targets for the following reasons:</p> <p>Considering the constriction of the financial year owing to the COVID-19 pandemic, the BMA PMO seeks to focus on the establishment of an oversight body (NTC Steering Committee) and concluding Implementation Protocols which will inform/ guide the establishment and operations of the Centre. The NTC Business Case already outlines the operating model and macro-organisational structure. Once the NTC Steering Committee is established, it will guide the incremental NTC establishment process.</p>					

National Targeting Centre (NTC)

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21	
		Redevelopment of 6 Land Ports of Entry		Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Public-Private Partnership concluded to redevelop six land ports of entry	Preferred bidder appointed for the redevelopment of six land ports of entry	Proposal for a revised approach to the advancement of the redevelopment of six ports of entry as One-Stop Border Posts (OSBPs) project submitted to the Acting Director-General for consideration and approval	Appointment of multiple preferred bidders for the redevelopment of six land ports of entry
Revised Quarter 4				Multiple preferred bidders appointed for the redevelopment of six land ports of entry				
Rationale for Change				<p>The BMA PMO proposes to amend the annual target for the following reasons:</p> <p>The appointment of multiple bidders will ensure the sufficient allocation and management of project risks viz-a-viz the appointment of one bidder. This procurement approach will ensure that challenges which may arise for any one party will not jeopardize the continuity of the project. The appointment of multiple bidders will ensure that the equity (the private party's own finance contribution) requirements of the project are spread especially in light of the current economic climate. One private party may not be able to raise enough equity for the project. Given the geographical spread of the project, it would be difficult for one bidder to execute and manage the project effectively.</p>				

		Outcome	Output	Approved Annual Target for 2020/21	Baseline for Q1 of 2020/21	Revised Performance Indicator for 2020/21	Revised Annual Target for 2020/21		
		One-Stop-Border-Post (OSBP) Policy		Level 1 - 5	Secure management of international migration resulting in South Africa's interests being served and fulfilling international commitments	Policy and legislation developed in support of a risk-based and developmental approach to immigration	OSBP Policy submitted to Cabinet for approval	Draft OSBP Policy presented to the OSBP Steering Committee meeting for comments	Gazetting of One-Stop-Border-Post (OSBP) Policy for public comments
Revised Quarter 2	OSBP Policy submitted to Minister for approval for submission to the JCPS, ICTS and ESIEID clusters								
Revised Quarter 3	Initial SEIAS report submitted to DPME for approval Draft OSBP Policy submitted to JCPS, ICTS and ESIEID Clusters for recommendation to Cabinet Draft OSBP Policy submitted to Cabinet to request approval for public consultation								
Revised Quarter 4	Draft OSBP Policy gazetted for public comments								
Rationale for Change	COVID-19 necessitated a review of the annual and quarterly targets.								

6. PROGRAMME RESOURCE CONSIDERATIONS FOR 2020/21

The DHA Revised Expenditure Estimates for 2020/21 are outlined below:

PROGRAMMES	VOTE AS PER ENE	BUDGET CUTS OF R562 MIL	ADJUSTED APPROPRIATION
	R'000	R'000	R'000
ADMINISTRATION	2 349 067	(183 040)	2 166 027
CITIZEN AFFAIRS	5 066 567	(122 111)	4 944 456
IMMIGRATION AFFAIRS	1 613 995	(256 849)	1 357 146
TOTAL	9 029 629	(562 000)	8 467 629

The Minister of Finance, Mr Tito Mboweni, tabled a revised budget in Parliament on 24 June 2020 which accommodated government's response to the COVID-19 Coronavirus pandemic. This is in response to the announcement made by President Cyril Ramaphosa in April 2020 on the R500 billion fiscal support in response to COVID-19 priorities, which included stimulus funds, allocations for salary cover and tax incentives for businesses affected by Covid-19 and the lockdown. Part of the funding sources is a R130 billion baseline reprioritisation in the 2020/21 financial year. The adjusted national budget necessitated budget reallocation and reprioritisation by departments to ensure that funds are redirected from non-essential state functions to the government's interventions for the Coronavirus.

The National Treasury requires of DHA to contribute R562 million in the 2020/21 financial year. The DHA management decided on a targeted approach rather than a cut across all departmental programmes to reduce the baseline by the required R562 million.

The majority of the funding was sourced from immigration services, e.g. from the passenger name record system (PNR) and port of entry infrastructure; Information Services, e.g. from the disaster recovery plan; compensation of employees budget and Property Management. Funding was also secured from accommodation, venues, facilities, catering and entertainment. The COVID-19 pandemic has also impacted on the ability of the DHA to collect revenue. The DHA management agreed to a 50% reduction in the self-financing budget allocation for 2020/21. This will impact negatively on the project dealing with the expansion of health facility connectivity and ultimately on the capacity of the DHA to improve the rate of early birth registration (within 30 calendar days). Commitments based on self-financing have therefore been delayed until the self-financing revenue collected matches self-financing expenditure.

The impact of the targeted approach means that a number of important projects such as the PNR, infrastructure improvements at ports of entry, and disaster recovery plan will be delayed to 2021/22. No new projects will be undertaken in respect of property management and there will be no procurement of uniforms in 2020/21. All posts vacated since 1 April 2020 will remain funded and eligible for filling. There is however no funding available to appoint additional staff in the outer years of the MTEF. The quality of certain operations will also be impacted on by the reduction in travelling in respect of the provision of oversight and monitoring.

The impact of the COVID-19 budgetary cuts on strategic priorities was softened through the application of a targeted approach in the reprioritisation of the budget, focusing rather on the delay of certain operational priorities.

7. ACRONYMS

ACRONYM	DEFINITION
ABIS	Automated Biometric Identity System
AFIS	Automated Fingerprint Identification System
AG	Auditor-General
APP	Advance Passenger Processing System (IMS) Annual Performance Plan (Planning)
BMA	Border Management Authority
BMCS	Biometric Movement Control System
CCSS	Counter Corruption and Security Services
COE	Compensation of Employees
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG:HRM&D	Deputy Director-General: Human Resource Management and Development
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IPS	Deputy Director-General: Institutional Planning and Support
DDG: IS	Deputy Director-General: Information Services
DG	Director-General
DHA	Department of Home Affairs
DPME	Department of Performance Monitoring and Evaluation
EMCS	Enhanced Movement Control System
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development Cluster
GBV	Gender-based Violence
GSCID	Governance, State Capacity and Institutional Development Cluster
HRM&D	Human Resource Management and Development
ICT	Information Communication Technology
ICTS	International Cooperation, Trade and Security Cluster
ID	Identity Document
IMS	Immigration Services
IS	Information Services
JCPS	Justice Crime Prevention and Security (Cluster)
MISS	Minimum Information Security Standards

ACRONYM	DEFINITION
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NIS	National Identity System
NPR	National Population Register
NTC	National Targeting Centre
OSBP	One-stop Border Post
PNR	Passenger Name Record
PPP	Public-Private Partnership
PR	Permanent Residence
RSA / SA	Republic of South Africa / South Africa
SDM	Service Delivery Model
SEIAS	Social Economic Impact Assessment System
SPCHD	Social Protection, Community and Human Development Cluster
SSA	State Security Agency
TIC	Temporary Identity Certificates
TRA	Threat and Risk Assessment
TRV	Temporary Residence Visa
UAMP	User Asset Management Plan
UAT	User Acceptance Testing
VFS	Visa Facilitation Centre
WPIM	White Paper on International Migration

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