

# **Presentation to Portfolio Committee of Home Affairs**

## **Annual Performance Report of the Department of Home Affairs for 2014/ 2015**

13 October 2015

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# 1. VISION, MISSION AND VALUES:

## a) *Vision*

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

## b) *Mission*

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

# 1. VISION, MISSION AND VALUES: (Continue...)

## c) ***Value Statement***

The Department of Home Affairs is committed to being:

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

## 2.

## **SUPPORTING GOVERNMENT PRIORITIES:**

**The DHA contributes directly to four of the 14 Outcomes of Government:**

1. Quality basic education.
2. A long and healthy life for all.
3. **All people in South Africa are and feel safe.**
4. **Decent employment through inclusive economic growth.**
5. Skilled and capable workforce to support an inclusive growth path.
6. An efficient competitive and responsive economic infrastructure network.
7. Vibrant equitable sustainable rural communities contributing to food security for all.

## 2.

# **SUPPORTING GOVERNMENT PRIORITIES: (Continue...)**

8. Sustainable human settlements and improved quality of household life.
9. Responsive accountable effective and efficient local government system.
10. Protect and enhance our environmental assets and natural resources.
11. Create a better South Africa a better Africa and a better world.
12. **An efficient effective and development oriented public service.**

*Additional Outcomes for 2014/ 2015 going forward:*

13. Social protection.
14. **Nation building and social cohesion.**

3.

## **DHA OUTCOMES AND STRATEGIC OBJECTIVES:**

➤ **Outcome 1:**

Secured South African citizenship and identity.

➤ **Strategic Objectives:**

- ❖ All eligible citizens are issued with enabling documents relating to identity and status.
- ❖ An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system.

3.

### **DHA OUTCOMES AND STRATEGIC OBJECTIVES: (Continue...)**

➤ **Outcome 2:**

Secured and responsive immigration system.

➤ **Strategic Objectives:**

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

3.

## **DHA OUTCOMES AND STRATEGIC OBJECTIVES: (Continue...)**

➤ **Outcome 3:**

Services to citizens and other clients that are accessible and efficient.

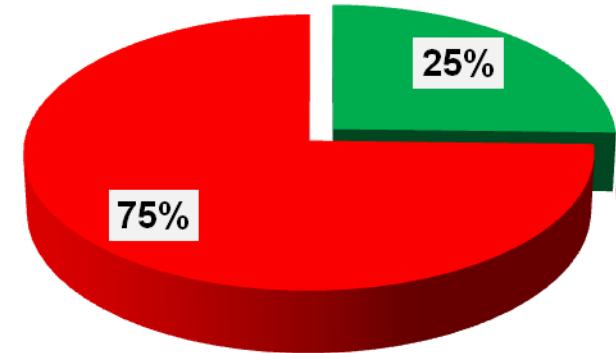
➤ **Strategic Objectives:**

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

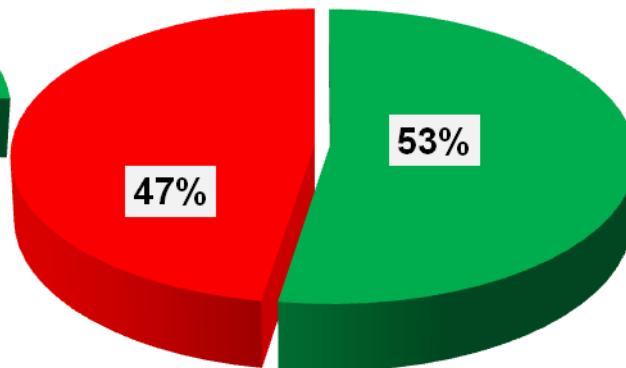
## 4. OVERVIEW OF ORGANISATIONAL PERFORMANCE (2014–15)

The Department had a total of 37 targets planned for 2014/15 financial year. A total of 26 targets were achieved representing 70% achievement rate, 11 (30%) targets were not achieved .

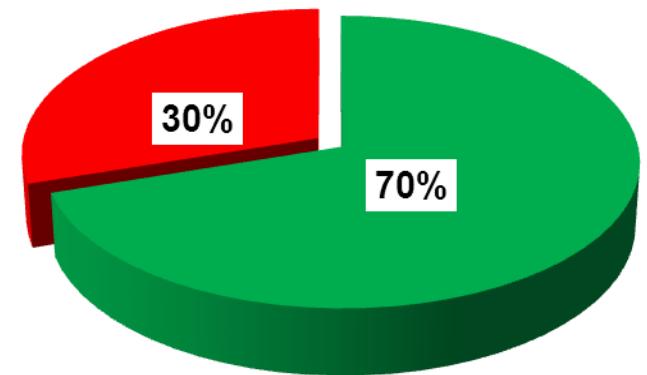
2012/13 Annual Performance



2013/14 Annual Performance



2014/15 Annual Performance



- Achieved
- Not Achieved

- Achieved
- Not Achieved

- Achieved
- Not Achieved

# **OVERALL PERFORMANCE AND ACHIEVEMENT OF TARGETS PER PROGRAMME**

<b>Programme</b>	<b>No of Targets</b>	<b>Achieved</b>	<b>Not Achieved</b>
<b>Administration (1)</b>	21	17 (81%)	4(19%)
<b>Civic Services (2)</b>	7	3 (43%)	4 (57%)
<b>Immigration Services (3)</b>	9	6 (67%)	3(33%)
<b>TOTAL</b>	37	26 (70%)	11 (30%)

## 5. HIGHLIGHTS: 2014 – 2015

### Civic Services

- 704 527 births were registered within 30 days of birth against the target of 694 000. This helps with the replacement of the current late registration of birth process in December 2015.
- A total of 1 638 387 smart ID cards issued against the target of 1.6 million.

### Moetepelé (Leadership) Programme

- The Moetepelé (leadership) Initiative was launched at the Edenvale Office with preparations completed in 2014/ 2015. The main aim is to challenge the leadership of the DHA to ensure all clients have an excellent experience. This entails developing professional and operational management skills in order to address civic and immigration problems and standardise front and back office processes.
  - A Front office toolkit was implemented in local offices to improve front office operations; including change in operation hours.
  - The DHA's Service Charter was approved and launched at the Top 1000 management meeting of the Department.

## 5. HIGHLIGHTS: 2014 – 2015 (Continued...)

### **Immigration Services**

- New Immigration Regulations were introduced in support of a risk based approach to immigration.
- 6,811 IDs dispatched to Refugee Reception Offices (RROs) which translates to a 61% performance against target of 50%.
- On-line system for the verification of asylum seeker and refugee permits were implemented with key financial institutions.
- Institutional Options Analysis Report on the BMA and the vision for the BMA approved by Cabinet in December 2014, which resulted in the submission of the BMA Bill to Parliament by October 2015.
- Improvements were carried out at 10 ports of entry (PoEs) during the 2014/15 financial year against the set target of 8.

## **5. HIGHLIGHTS: 2014 – 2015 (Continued...)**

### **Immigration Services**

- A partnership with the Visa Facilitation Services (VFS) was formed to improve the processing of applications and reduction in queues at front offices.
  - Eleven (11) centres were opened nation-wide as well as 11 additional centres in India, China and Nigeria.
  - VFS also assisted with the Zimbabwe Special Dispensation (ZSP) project.
- A total of 62% of business, critical skills and general work visas were finalised within the 8 weeks turnaround time.
- The holistic review of immigration policy commenced with the hosting of 4 roundtable discussions on critical aspects of migration policy. The DHA intends to gazette a Green Paper on International Migration by March 2016 to initiate a broader national discussion.

## 5. HIGHLIGHTS: 2014 – 2015 (Continued...)

### Support Services

- Live capture was rolled out to 70 additional offices (total of 140 offices); enabling the issuance of smart ID cards and passports
- A disaster recovery system for live capture was established and implemented.
- Pre-modification functionality of unabridged certificates on the NPR was successfully developed and implemented resulting in reducing the turnaround time for the issuance of unabridged birth certificates of children.
- A business case for a sustainable model for Home Affairs was developed and submitted to Treasury. This resulted in the allocation of additional funding of R118 million over the medium term for the appointment of additional immigration officers and startup funding towards a new document management system (R30 million).

## **6. CHALLENGES AND TRANSFORMATION STRATEGY:**

- A major challenge is that service delivery continues to be disrupted by unreliable networks and power supply. This compromises the delivery of services, particularly to automated offices and undermines the reputation of the DHA and the good will of clients.
- Long queues at the Live capture offices is partly a result of network failures; partly because of funding limitations in terms of equipping offices to meet high demand in some areas; and partly because of the limitations of rented offices.
- As new systems are developed, there are inevitable problems of transition from legacy systems (NPR, HANIS); some of which must continue to operate for a period. The biggest challenge is to move as fast as possible to replace the green ID book.
- HANIS (biometric system) infrastructure has reached its end of life and environmental factors (air conditioners, power supply) at the hosting site also cause downtimes.

## **6. CHALLENGES AND TRANSFORMATION STRATEGY: (Continue...)**

- Capacity shortage at SCRA and RAB resulting in reviews and appeals for asylum claims not finalized in time.
  - This leads to asylum seekers staying in the country for longer periods; with many using means such as marriages of convenience to regularise their stay.
  - It also leads to an increased number of judicial reviews.
- The need for DIRCO and the DHA to agree on, and to develop, adequate accounting systems for accounting and reporting on transactions at missions.
  - Time delays in receiving the documentation from the missions
  - Supporting documentation does not always agree with the information in the accounting records
  - Balances dating back to April 2004 - supporting documentation not available

## **7. Road Map into addressing some of the challenges: Ministerial Priorities (2014 to 2019)**

PRIORITY	MAIN 2019 DELIVERABLES
1. Complete the Modernisation Programme	<ul style="list-style-type: none"><li>• Integrated digital systems and re-engineered processes (NIS, immigration and related) managed and protected by the required compliment of effective professionals.</li></ul>
2. Establish an effective BMA	<ul style="list-style-type: none"><li>• Founding legislation, model and basic structures, people, processes and systems in place.</li></ul>
3. Upgrade key ports of entry (6)	<ul style="list-style-type: none"><li>• New model piloted and implemented in 6 POEs with significant improvements in respect of infrastructure, processes and leadership.</li></ul>
4. Comprehensive review of Immigration Policy	<ul style="list-style-type: none"><li>• Green Paper and White Paper approved and new comprehensive legislation drafted.</li></ul>
5. Improved client experience through leadership (Moetapele)	<ul style="list-style-type: none"><li>• Officials at all levels responding to client needs by demonstrating leadership through improving front and back office culture, processes and systems.</li></ul>

## **7. Strategic priorities linked to Medium Term Strategic Framework (MTSF 2014 - 2019)**

- 1.** Establishing an integrated Border Management Agency (BMA);
- 2.** Developing an over-arching strategy and sub-strategies to defend, protect, secure and ensure well-managed borders;
- 3.** Ensuring that registration at birth is the only entry point for SA to the new national identity system (NIS);
- 4.** National Identity System (NIS) designed and operational;
- 5.** Ensuring that systems are in place to enable the capturing of biometric data of all travellers who enter or exit SA legally;
- 6.** Immigration Policy developed and approved by Cabinet;
- 7.** Reducing the time required for importing critical skills needed for the economy; and
- 8.** Improving feedback opportunities for citizens and other service users through the establishing of a DHA contact centre.

## 8. TABULAR PRESENTATION OF KEY PERFORMANCE AREAS

# PROGRAMME 1: ADMINISTRATION

<b>STRATEGIC OBJECTIVES SUPPORTED BY TARGETS</b>	<p>1.1: All eligible citizens are issued with enabling documents relating to identity and status.</p> <p>1.2: An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system.</p> <p>3.1: To ensure secure, effective, efficient and accessible service delivery to citizens and immigrants</p> <p>3.2: Good governance and administration.</p> <p>3.3: To ensure ethical conduct and zero tolerance approach to crime, fraud and corruption.</p> <p>3.4: Collaboration with stakeholders in support of enhanced service delivery and core business objectives.</p>
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# PROGRAMME 1: ADMINISTRATION

## **Strategic Objective 1.1:**

**All eligible citizens are issued with enabling documents relating to identity and status**

### **PERFORMANCE INDICATOR**

### **ANNUAL TARGET (2014/15)**

### **ACTUAL (2014/15)**

Number of offices with live capture functionality for passports and Identity documents and passports (installed and functional)

70 offices with live capture functionality for passports and Identity documents and passports (installed and functional)

**Achieved**

Live capture functionality for identity documents and passports rolled out to 70 offices.

# PROGRAMME 1: ADMINISTRATION

**Strategic Objective 1.2:** An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Development of National Identity System according to specifications	National Identity System (NIS) developed (designed)	<b>Not Achieved</b> The contract between DHA and the prospective service provider not signed and as a result the project could not commence.
Completion of technical testing for National Identity System (System tested against approved functional specifications)	Technical testing for NIS completed	<b>Not Achieved</b> The contract between DHA and the prospective service provider not signed and as a result the project could not commence.

# PROGRAMME 1: ADMINISTRATION

**Strategic Objective 1.2:** An integrated and digitised National Identity System (NIS) that is secure and contains biometric details of every person recorded on the system

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Completion of technical testing of Trusted Traveller programme (System tested against approved functional specifications)	Technical testing of Trusted Traveller Programme completed by Information Services branch	<b>Not Achieved</b> The contract between DHA and the prospective service provider not signed and as a result the project could not commence.
Completion of development of e-Permit system (System tested against approved Functional specifications)	Development of e-Permit system completed by Information Services branch and handed over to IMS for user acceptance testing	<b>Achieved</b> The front end system to capture permits electronically was implemented through the VFS Global. The back end adjudication modules were completed by DHA. The ZSP sub-module for Adjudication was also developed and implemented.

# PROGRAMME 1: ADMINISTRATION

## **Strategic Objective 3.1:** Secure, effective, efficient and accessible service delivery to citizens and immigrants

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Percentage (%) of newly appointed officials trained on DHA Induction Programme before commencement of service	90% of newly appointed officials trained on DHA Induction Programme before commencement of service	<b>Not Achieved</b> The average attendance of the four quarters is 74% (Q1=43%, Q2=53%, Q3=100% and Q4=100%) and therefore the annual target of 90% was not achieved by 16%
Identified number of officials enrolled and trained in skills programmes Emanating from the National Certificate: Home Affairs Services to improve performance	300 officials enrolled and trained in skill programmes Emanating from the National Certificate: Home Affairs Services to improve performance	<b>Achieved</b> The number of officials enrolled and trained in skills programmes emanating from the National Certificate: Home Affairs Services to improve performance was achieved as 355 officials were trained

# **PROGRAMME 1: ADMINISTRATION**

**Strategic Objective 3.1:** Secure, effective, efficient and accessible service delivery to citizens and immigrants

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Number of managers (junior, middle and senior) enrolled and trained in leadership and management development programmes to improve performance	100 (40 junior, 40 middle and 20 senior managers)	<b>Achieved</b> A total of 161 managers were trained in leadership and management development programmes: <ul style="list-style-type: none"><li>• Junior managers: 55.</li><li>• Middle managers: 83.</li><li>• Senior managers 23.</li></ul>

# **PROGRAMME 1: ADMINISTRATION**

## ***Strategic Objective 3.2: Good governance and administration***

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Compliance with set deadline for submission of accurate and complete annual financial statements to the Auditor-General by 31 May annually	Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually	<b>Achieved</b> Accurate and complete annual financial statements submitted to the Auditor-General by 31 May annually
Compliance with set deadline for submission of In-year monitoring reports to National Treasury in respect of required format and accurate information	In-year monitoring reports submitted to National Treasury on a monthly basis	<b>Achieved</b> In-year monitoring reports were submitted to National Treasury by the 15th of each month.

# **PROGRAMME 1: ADMINISTRATION**

## ***Strategic Objective 3.2: Good governance and administration***

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Compliance with set deadline for tabling of Annual Report in Parliament as per PFMA	Annual Report tabled in Parliament by 30 September annually	<b>Achieved</b> Annual Report tabled in Parliament by 30 September annually
Quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter	3 DHA 2014/15 and 1 DHA 2013/14 quarterly performance reports verified and approve by EXCO and signed by the DG within 60 days after each quarter	<b>Achieved</b> 3 DHA 2014/15 and 1 DHA 2013/14 quarterly performance reports verified and approved by EXCO and signed by the DG within 60 days after each quarter

# **PROGRAMME 1: ADMINISTRATION**

## **Strategic Objective 3.2: Good governance and administration**

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Approval of business case for a sustainable model for civic and immigration services by Minister	Business case for a sustainable model for civic and immigration services approved by Minister	<b>Achieved</b> Business case for a sustainable model for civic and immigration services was approved by the Minister
Vacancy rate maintained at a set percentage or lower	Vacancy rate maintained at 10% or below by 31 March 2015	<b>Achieved</b>

# PROGRAMME 1: ADMINISTRATION

## Strategic Objective 3.2: Good governance and administration

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Submission for approval by Minister of reviewed functional organisational structure and post establishment of the DHA (2014/15)	Functional organisational structure and post establishment reviewed and submitted to Minister for approval in line with mandate and functions of the DHA	<b>Target was discontinued</b>

# **PROGRAMME 1: ADMINISTRATION**

**Strategic Objective 3.3:** Ethical conduct and zero tolerance approach to crime, fraud and corruption

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Approval of Ethics Management Programme by EXCO	Ethics Management programme developed and approved by EXCO	<b>Achieved</b> <ul style="list-style-type: none"><li>• The Ethics Risks and Opportunity Assessment has been conducted and a report approved by ADDG:CCSS</li><li>• Ethics Risk Profile compiled.</li><li>• The draft DHA Code of Ethics was developed and submitted to CD: Employee Engagement for consultation with labour unions.</li><li>• Ethics Management Programme.</li></ul>

# **PROGRAMME 1: ADMINISTRATION**

## **Strategic Objective 3.3:** Ethical conduct and zero tolerance approach to crime, fraud and corruption

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Implementation of Ethics Management Programme as per roll out plan	Ethics Management Programme implemented	<b>Achieved</b> Training was conducted for: <ul style="list-style-type: none"><li>• DMC.</li><li>• Ethics Committee (10).</li><li>• Train-the-Trainer (33).</li><li>• Cadet Programme (112).</li><li>• Cadre Training (96).</li><li>• National Certificate (20).</li><li>• Service Delivery Programme (38).</li><li>• Induction Head Office (133).</li><li>• Induction Provinces.</li></ul>

# PROGRAMME 1: ADMINISTRATION

**Strategic Objective 3.3:** Ethical conduct and zero tolerance approach to crime, fraud and corruption

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Percentage of reported cases investigated and finalised within 90 working days	60% of reported cases investigated and finalised within 90 working days	<b>Achieved</b> Cases under review: <ul style="list-style-type: none"><li>• Received cases: 362</li><li>• Finalised cases: 231</li><li>• Percentage performance = 63%</li></ul>
Number of reviews on processes conducted and reports signed off by DG	4 reviews on processes conducted and reports signed off by DG	<b>Achieved</b> 4 reviews on processes conducted: <ul style="list-style-type: none"><li>• Permanent Residence Permit.</li><li>• Fraudulent Birth Registration.</li><li>• Fraudulent Death Registration.</li><li>• Management of Conflict of Interest.</li></ul>

# **PROGRAMME 1: ADMINISTRATION**

**Strategic Objective 3.3:** Ethical conduct and zero tolerance approach to crime, fraud and corruption

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Number of Threats and Risk Assessments (TRAs) conducted in accordance with the requirements of Minimum Information (MISS) and / or Physical Security Standards (MPSS)	80 (60 MPSS, 20 MISS)	<b>Achieved</b> 86 Threat and Risk Assessments [TRA] written reports with accompanying recommendations were generated for implementation by respective office managers
Number of vetting fieldwork Investigations finalised and referred to State Security Agency (SSA)	468 vetting fieldwork Investigations finalised and referred to State Security Agency (SSA)	<b>Achieved</b> 532 Vetting fieldwork investigations finalised and submitted to State Security Agency (SSA) for Evaluation

# PROGRAMME 1: ADMINISTRATION

<b><u>Strategic Objective 3.4:</u></b> Collaboration with stakeholders in support of enhanced service delivery and core business objectives		
<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Implementation of communication strategy and action plan with a focus on internal and external communications (actual progress against planned activities)	Internal Communication: 7 Exhibitions participated in to support government and departmental events	<b>Achieved</b> 10 exhibitions were participated in to support government and departmental events
	4 Publications of e-Khaya electronic newsletter produced	<b>Achieved</b> 5 publications of e-Khaya electronic newsletter were produced
	6 Publications of Ikhaya internal magazine produced	<b>Achieved</b> 6 publications of Ikhaya internal magazine were produced

# PROGRAMME 1: ADMINISTRATION

**Strategic Objective 3.4:** Collaboration with stakeholders in support of enhanced service delivery and core business objectives

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Implementation of communication strategy and action plan with a focus on internal and external communications (actual progress against planned activities)	10 Publications of Home Affairs Today produced	<b>Achieved</b> 10 publications of Home Affairs Today were produced
	8 Publications of Notes from the DG's Desk produced	<b>Achieved</b> 14 publications of Notes from the DG's Desk were produced
	10 Ministerial Izimbizo activities supported (public engagement, distributing IDs, birth certificates, etc)	<b>Achieved</b> 13 Ministerial Izimbizo/ outreaches were coordinated/participated in
	48 web uploads	<b>Achieved</b> 94 web uploads were achieved

# **PROGRAMME 1: ADMINISTRATION**

<b><u>Strategic Objective 3.4:</u></b> Collaboration with stakeholders in support of enhanced service delivery and core business objectives		
<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Implementation of communication strategy and action plan with a focus on internal and external communications (actual progress against planned activities)	External Communication: 24 Media briefings	<b>Achieved</b> 24 media briefings were conducted
	10 Feature / opinion pieces placed in print media	<b>Achieved</b> 12 feature/opinion pieces were placed in print media
	100% Speeches/ speaking notes/media statements produced on behalf of Minister, Deputy Minister and DG	<b>Achieved</b> 100% speeches/speaking notes /media statements were produced on behalf of Minister and Deputy Minister
	24 Radio productions sent to radio stations	<b>Achieved</b> 36 Radio productions were sent to radio stations

# **PROGRAMME 1: ADMINISTRATION**

**Strategic Objective 3.4:** **Collaboration with stakeholders in support of enhanced service delivery and core business objectives**

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Implementation of communication strategy and action plan with a focus on internal and external communications (actual progress against planned activities)	4 Video productions completed	<b>Achieved</b> 10 video productions were produced
	100% Departmental events photographed as per events calendar and programme of action	<b>Achieved</b> 100% departmental events were photographed
	24 Radio/television interviews conducted for Minister/Deputy Minister/DG/DDGs	<b>Achieved</b> 32 radio/television interviews were produced
	10 Environmental scans conducted for the Ministerial Izimbizo	<b>Achieved</b> 14 environmental scans were conducted

## **PROGRAMME 2: CITIZEN AFFAIRS**

<b>STRATEGIC OBJECTIVES SUPPORTED BY TARGETS</b>	1.1: All eligible citizens are issued with enabling documents relating to identity and status  3.2: Good governance and administration
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## PROGRAMME 2: CITIZEN AFFAIRS



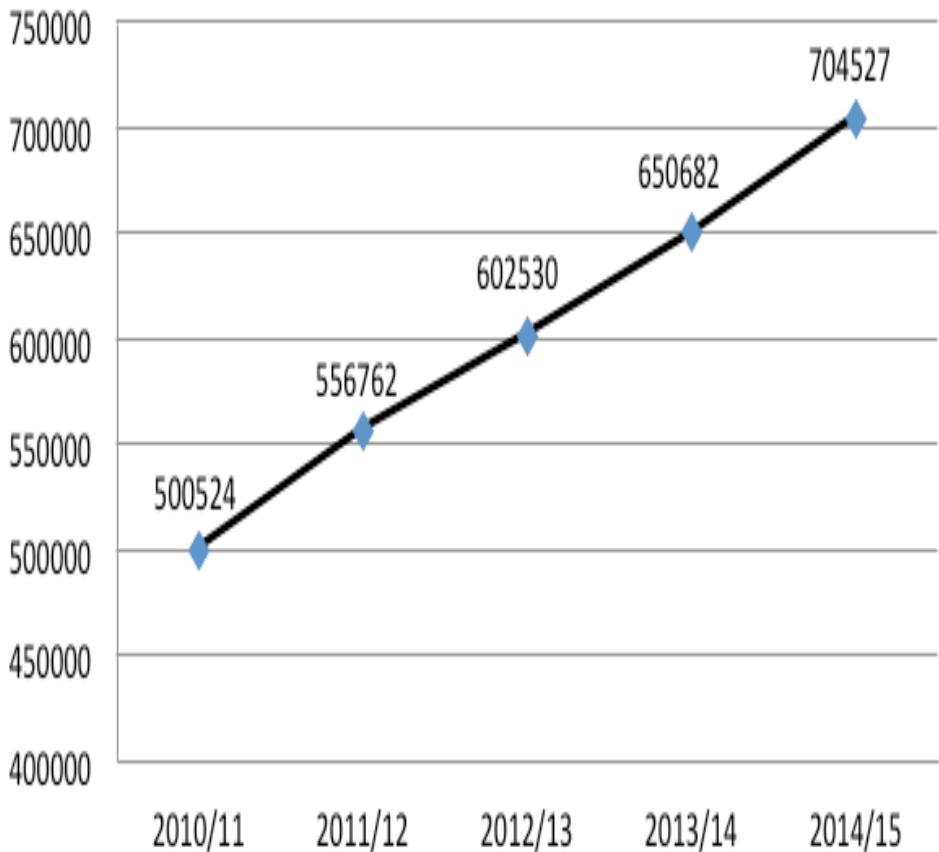
## PROGRAMME 2: CITIZEN AFFAIRS

**Strategic Objective 1.1:** All eligible citizens are issued with enabling documents relating to identity and status

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Number of births registered within 30 calendar days of birth	694 000 births registered within 30 calendar days of birth	<b>Achieved</b> 704 527 births were registered within 30 days of birth during the review period

# PROGRAMME 2 :Citizen Affairs

## Births 0-30 days



home affairs

Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA

E 0000000

83/DHA - 5

PARTICULARS FROM THE POPULATION REGISTER I.R.O.:  
**UNABRIDGED**

**BIRTH CERTIFICATE**

CHILD SURNAME: SAM  
FORENAMES: SAM

GENDER: MALE DATE OF BIRTH: 2012-04-04  
PLACE OF BIRTH: PTA  
COUNTRY OF BIRTH: SOUTH AFRICA

MOTHER: IDENTITY NUMBER: -----

MAIDEN/SURNAME: -----  
FORENAMES: -----

DATE OF BIRTH: -----  
PLACE OF BIRTH: -----  
COUNTRY OF BIRTH: ---

FATHER: IDENTITY NUMBER: -----

SURNAME: -----  
FORENAMES: -----

DATE OF BIRTH: -----  
PLACE OF BIRTH: -----  
COUNTRY OF BIRTH: ---

ENDORSEMENTS:  
INFORMANT : 8112305177086 NONE

DIRECTOR-GENERAL: HOME AFFAIRS

OFFICIAL DATE STAMP

DATE PRINTED: 20130212 ISSUED BY: YAA961

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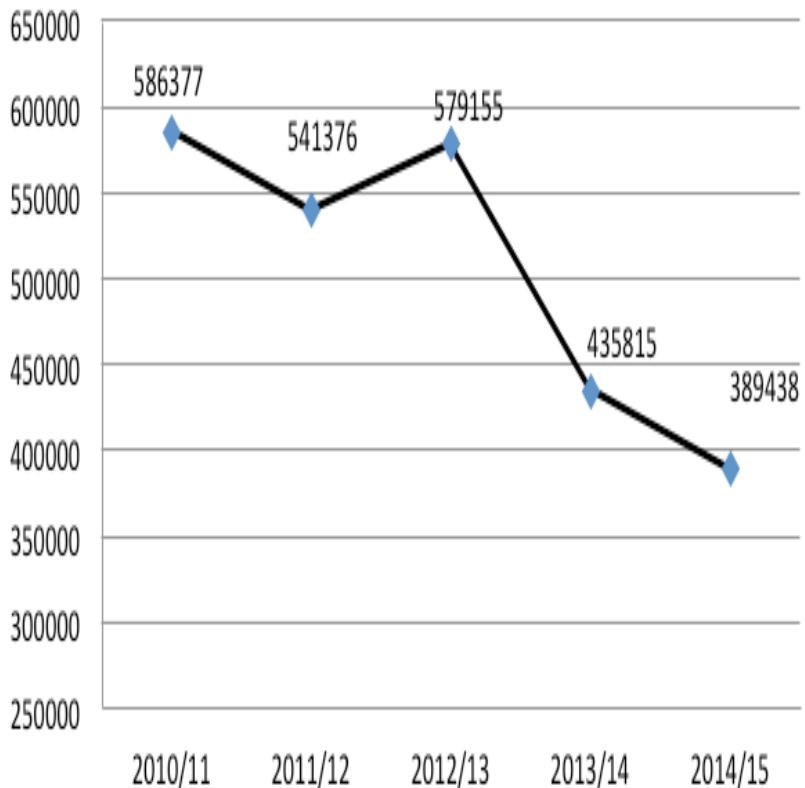


home affairs

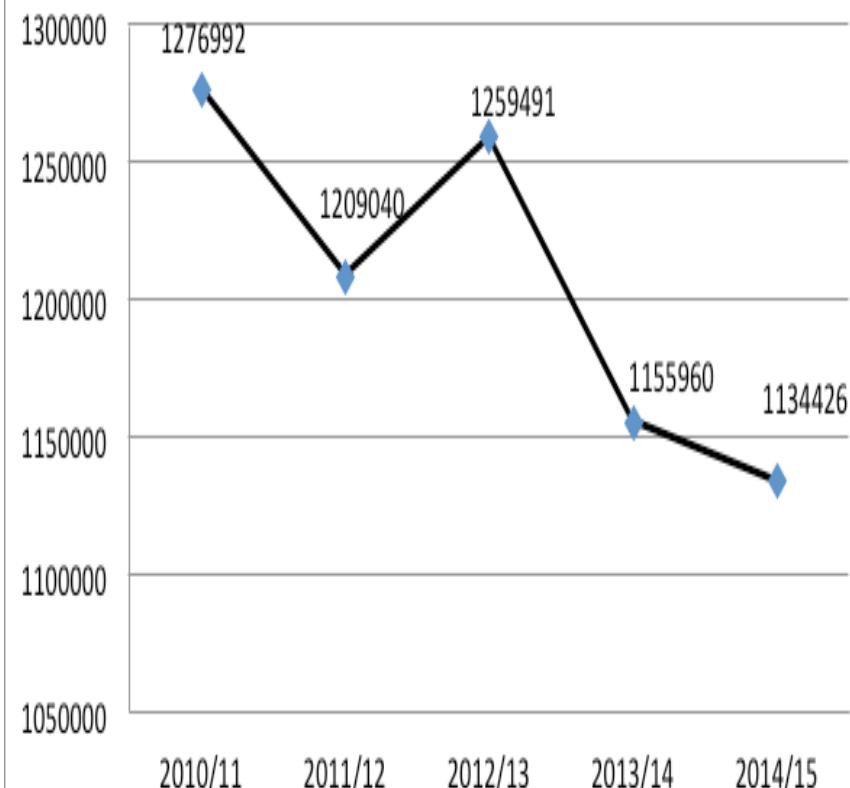
Department:  
Home Affairs  
REPUBLIC OF SOUTH AFRICA

## PROGRAMME 2: CITIZEN AFFAIRS

Births 31 days to 14 years



All Birth Registrations

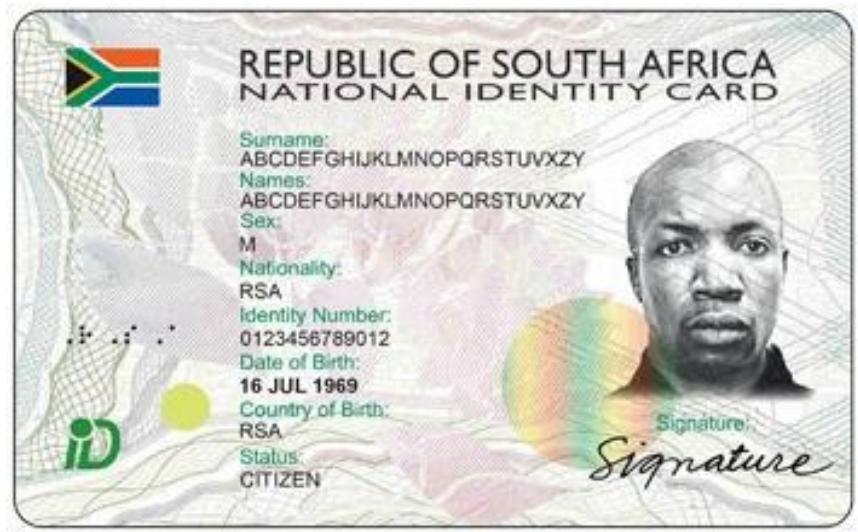
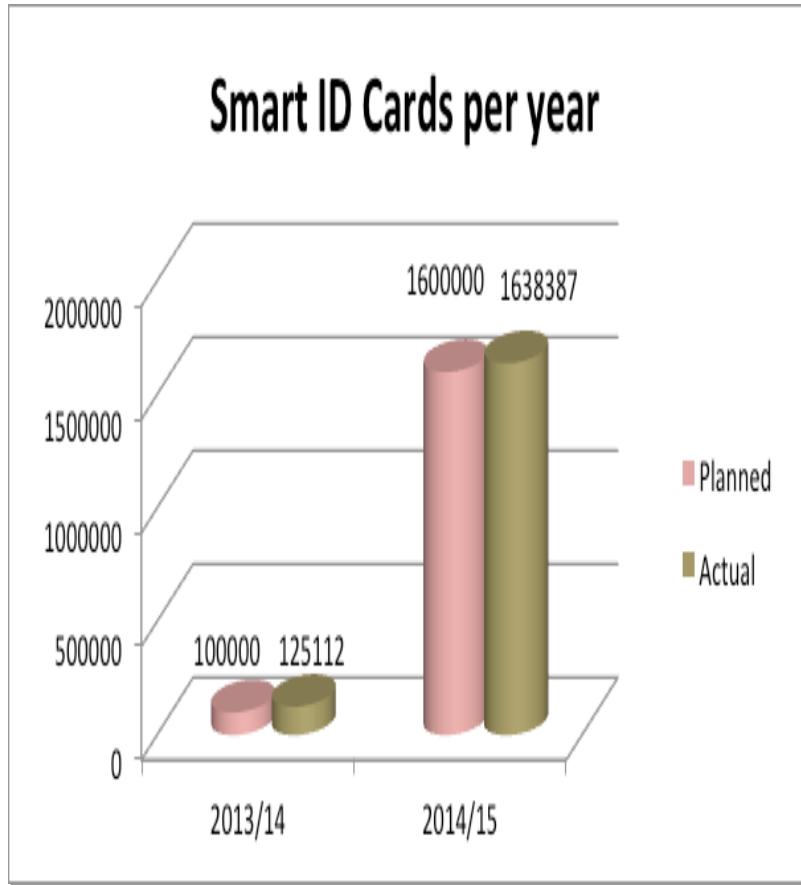


## PROGRAMME 2: CITIZEN AFFAIRS

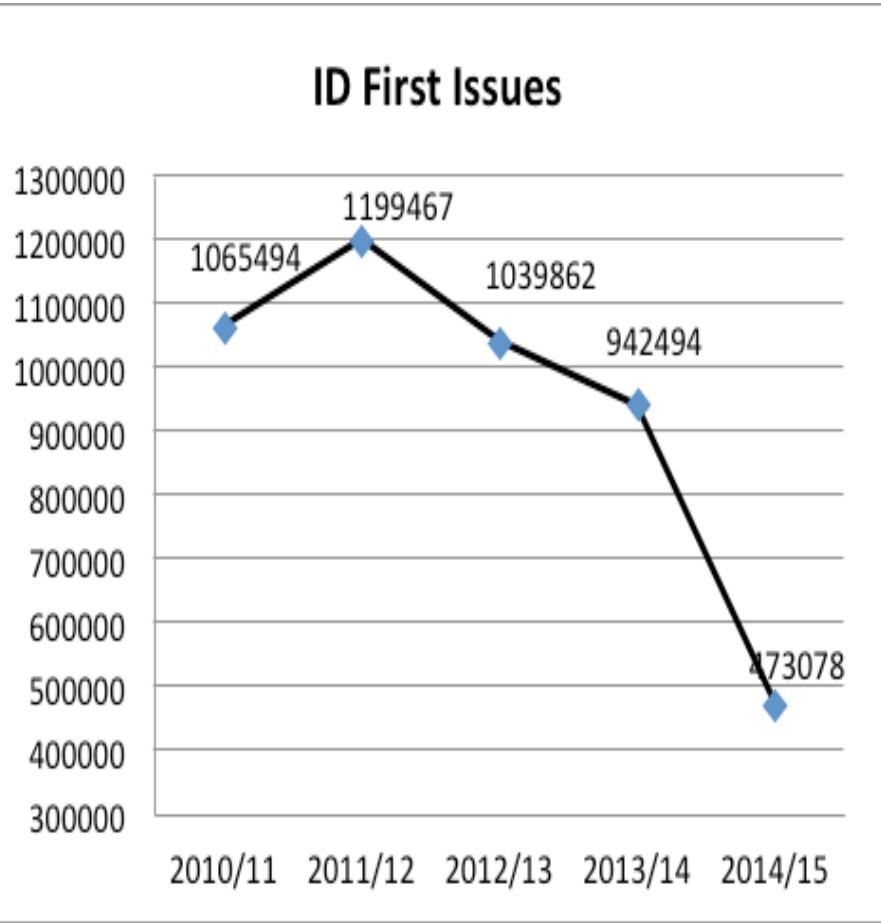
**Strategic Objective 1.1:** All eligible citizens are issued with enabling documents relating to identity and status

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Number of smart ID cards issued to citizens 16 years of age and above	1.6 million smart ID cards issued to citizens 16 years of age and above	<b>Achieved</b> During the review period, a total of 1 638 387 ID Smart cards were issued to citizens 16 years of age and above.
Percentage (%) of IDs (First issues) issued within 54 working days for applications collected and processed within the RSA (from date of receipt of application until ID is scanned at office of application).	95% of IDs (First issues) issued within 54 working days for applications collected and processed within the RSA (from date of receipt of application until ID is scanned at office of application)	<b>Not Achieved</b> 86,7% of IDs (First Issues) were issued within 54 working days (RSA applications only) 410042 IDs (First Issue) were issued in 54 working days and 63036 above. The total number of IDs (First Issues) issued during the review period was 473078.

# PROGRAMME 2: CITIZEN AFFAIRS



# PROGRAMME 2: CITIZEN AFFAIRS

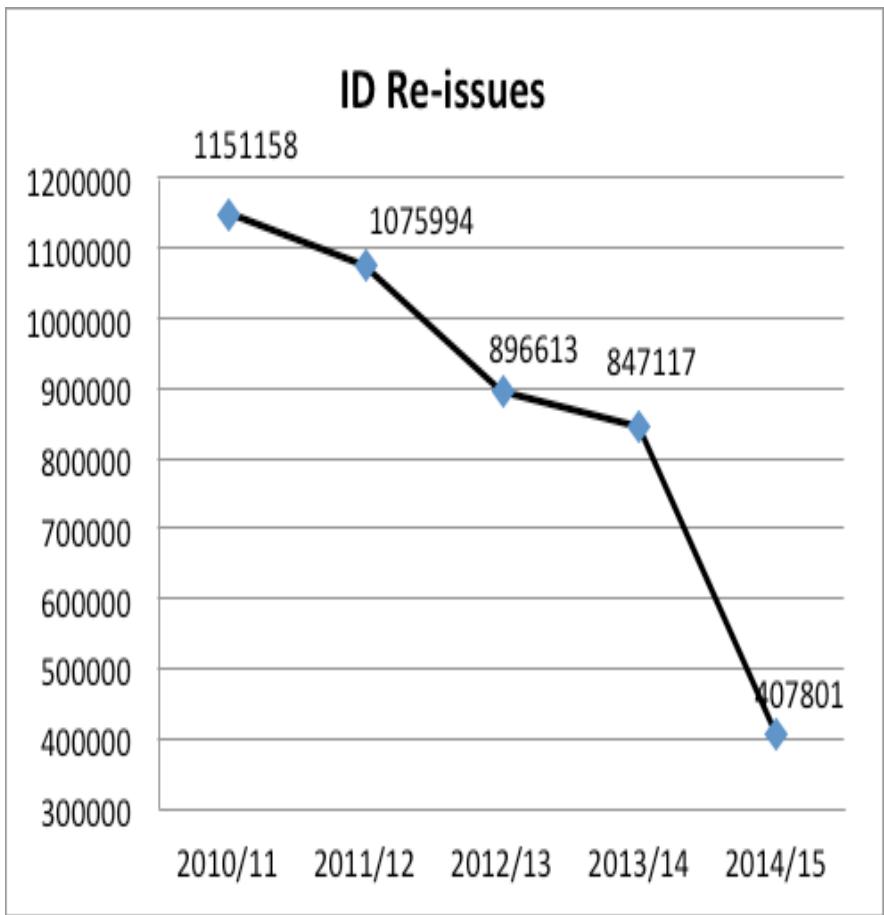


## PROGRAMME 2: CITIZEN AFFAIRS

**Strategic Objective 1.1:** All eligible citizens are issued with enabling documents relating to identity and status

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Percentage (%) of IDs (Re-issues) issued within 47 working days for applications collected and processed within the RSA (from date of receipt of application until ID is scanned at office of application).	95% of IDs (Re-issues) issued within 47 working days for applications collected and processed within the RSA (from date of receipt of application until ID is scanned at office of application)	<b>Not Achieved</b> 92.3% of IDs (Re-issues) were issued within 47 working days (RSA applications only).  376 340 IDs (Re-issues) were issued in 47 working days and 31 461 above.  The total number of IDs (Re-issues) issued during the review period was 407 801.

# PROGRAMME 2: CITIZEN AFFAIRS



## PROGRAMME 2: CITIZEN AFFAIRS

**Strategic Objective 1.1: All eligible citizens are issued with enabling documents relating to identity and status**

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Percentage (%) of machine readable passports (manual process) issued within 24 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application).	95% of machine readable passports (manual process) issued within 24 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	<b>Not Achieved</b> 94.1% of machine readable passports (MRP) (manual process) were issued within 24 working days (RSA applications only)  332 808 MRPs (manual process) were issued in 24 working days and 20962 above.  The total number of MRPs (manual process) issued during the review period was 353 770

## PROGRAMME 2: CITIZEN AFFAIRS

**Strategic Objective 1.1: All eligible citizens are issued with enabling documents relating to identity and status**

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Percentage (%) of machine readable passports (live capture process) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	97% of machine readable passports (live capture process) issued within 13 working days for applications collected and processed within the RSA (from date of receipt of application until passport is scanned at office of application)	<b>Not Achieved</b> 86,7% of machine readable passports (MRP) (live capture process1) were issued within 13 working days (RSA applications only).  7 868 MRPs (live capture process) were issued in 13 working days and 1 203 above.  The total number of MRPs (live capture process) issued during the review period was 9 071.

## PROGRAMME 2: CITIZEN AFFAIRS

**Strategic Objective 1.1:** All eligible citizens are issued with enabling documents relating to identity and status

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Approval by EXCO of reviewed front office toolkit to improve the daily management of operations in front offices	Reviewed front office toolkit (FOTK) to improve the daily management of operations approved, implemented and monitored	<b>Achieved</b> FOTK was reviewed and approved during the review period. Training was provided to officials of 172 offices (out of 407). A circular authorising implementation was distributed.
Pilot of front office toolkit in a small, medium and large office Implementation of front office toolkit at small, medium and large offices		
Monitoring of implementation of front office toolkit through quarterly reports to EXCO		

# **PROGRAMME 3: IMMIGRATION AFFAIRS**

<b>STRATEGIC OBJECTIVES SUPPORTED BY TARGETS</b>	2.1: Refugees and asylum seekers are managed and documented efficiently.  2.2: Movement of persons in and out of the country regulated according to a risk based approach.  2.3: Enabling documents issued to foreigners efficiently and securely.
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# **PROGRAMME 3: IMMIGRATION AFFAIRS**



# **PROGRAMME 3: IMMIGRATION AFFAIRS**

**Strategic Objective 2.1:** Refugees and asylum seekers are managed and documented efficiently

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Percentage (%) of refugee IDs issued within 90 calendar days (from the date of application at refugee reception offices until document is ready at office of application)	50% of refugee IDs issued within 90 calendar days (from the date of application at refugee reception offices until document is ready at office of application)	<b>Achieved</b> 6 811 applications were received and 4 156 applications were dispatched within 90 calendar days reflecting a 61% achievement for the year.
Percentage (%) of refugee travel documents issued within 90 calendar days (from the date of application at refugee reception offices until travel document is ready at office of application) to citizens 16 years of age and above	80% of refugee travel documents issued within 90 calendar days (from the date of application at refugee reception offices until travel document is ready at office of application) to citizens 16 years of age and above	<b>Not Achieved</b> 3 644 applications were received and 630 applications were dispatched reflecting a 17.2% achievement.

# **PROGRAMME 3: IMMIGRATION AFFAIRS**

## **Strategic Objective 2.2: Movement of persons in and out of the country regulated according to a risk based approach**

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Approval of BMA feasibility study by Minister)	BMA feasibility study approved by Minister	<p><b>Achieved</b></p> <p>In April 2014, the Government Technical Advisory Centre (GTAC) was appointed to undertake a feasibility study on the establishment of a Border Management Agency in South Africa.</p> <p>To this end, GTAC produced an Institutional Options Analysis Report which proposed various institutional forms the BMA could assume.</p> <p>The outcomes of the Report were noted by the Minister of Home Affairs and submitted to Cabinet. On the 10th of December 2014, Cabinet approved the vision and institutional form for a BMA in South Africa.</p>

# PROGRAMME 3: IMMIGRATION AFFAIRS

**Strategic Objective 2.2:** Movement of persons in and out of the country regulated according to a risk based approach

PERFORMANCE INDICATOR	ANNUAL TARGET (2014/15)	ACTUAL (2014/15)
Approval of BMA draft bill by the Minister	BMA Draft Bill approved by Minister	<p><b>Not Achieved</b></p> <p>The drafting of the BMA Bill was dependent on the institutional form of the envisaged BMA and as such, the department could not commence with the drafting process until the proposed vision for the BMA was endorsed by Cabinet.</p> <p>However, preparatory work on the draft Bill was conducted by the department. Following Cabinet's approval of a proposed vision for the BMA in December 2014, a Bill framework has been developed and an opinion on the constitutionality of the BMA has been provided.</p> <p>Furthermore, the Office of Chief State Law Adviser has been approached to assist and support the BMA Bill drafting process. Engagements have commenced in this regard.</p>

# **PROGRAMME 3: IMMIGRATION AFFAIRS**

**Strategic Objective 2.2:** Movement of persons in and out of the country regulated according to a risk based approach

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Number of priority ports of entry with either improved residential or improved office accommodation or both as per set standards	8 priority ports of entry with either improved residential or Improved office accommodation or both as per set standards	<b>Achieved</b> Improvements were carried out at 10 PoEs during the 2014/15 financial year.
Number of surveys of borderline communities Conducted	1 surveys of borderline communities Conducted	<b>Achieved</b> 1 Survey of borderline communities conducted
Approval of refined Immigration policy discussion paper by Minister	Refined immigration policy discussion paper, based on research and government engagement, approved by Minister	<b>Achieved</b> A refined immigration policy discussion paper was submitted to the Minister for approval and approved by Minister.

# PROGRAMME 3: IMMIGRATION AFFAIRS

## ***Strategic Objective 2.3: Enabling documents Issued to foreigners efficiently and securely***

<b>PERFORMANCE INDICATOR</b>	<b>ANNUAL TARGET (2014/15)</b>	<b>ACTUAL (2014/15)</b>
Percentage (%) of permanent Residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is known)	50% of permanent Residence applications adjudicated within 8 months for applications collected within the RSA (from date of receipt of application until outcome is known)	<b>Not Achieved</b>  36.8% of permanent residence applications were finalised within 8 months.
Percentage (%) of business, Critical skills, and general work permits adjudicated within 8 weeks for applications processed within the RSA (from date of receipt of application until outcome is known)	62% of business, critical skills and general work permits adjudicated within 8 weeks for applications processed within the RSA	<b>Achieved</b>

# 9. FINANCIAL PERFORMANCE

# CHANGED AUDIT OUTCOME BETWEEN 2013/14 FY & 2014/15 FY

2013/14 FY – Disclaimer	2014/15 FY - Qualification
Departmental Revenue	Departmental Revenue
Accruals and payables not recognised	Accruals and payables not recognised
Movable tangible capital assets	N/A
Intangible assets	Intangible assets
Immovable assets	N/A
Commitments	N/A

# **AUDITED EXPENDITURE REPORT: ACTUAL vs BUDGET**

PER PROGRAMME	BUDGET	EXPENDITURE	UNDER / (OVER) SPENDING	% SPENT
	R'000	R'000	R'000	
Administration	1 949 339	1 949 055	284	100%
Civic Services	4 553 187	4 553 147	40	100%
Immigration	721 176	721 126	50	100%
	<b>7 223 702</b>	<b>7 223 328</b>	<b>374</b>	<b>100%</b>

The Department spent 100% of its budget for the 2014/15 FY

# AUDITED EXPENDITURE REPORT: ACTUAL vs BUDGET

PER ECONOMIC CLASSIFICATION	BUDGET	EXPENDITURE	UNDER / (OVER) SPENDING	% SPENT
	R'000	R'000	R'000	
Compensation of Employees	2 661 871	2 661 870	1	100%
Goods and Services	2 514 650	2 514 366	284	100%
Provinces and Municipalities	923	917	6	99%
Departmental Agencies and Accounts	1 762 637	1 762 634	3	100%
Households	18 837	18 820	17	100%
Payment of Capital Assets	264 784	264 721	63	100%
	<b>7 223 702</b>	<b>7 223 328</b>	<b>374</b>	<b>100%</b>

The underspending under Goods and Services is due to the earmarked funds for the DHA Modernisation

## HIGH LEVEL AUDIT ACTION PLAN (FOREIGN)

### **Revenue - Process effective 1 April 2015**

- Approval granted by National Treasury to transfer function of collecting foreign revenue to DIRCO on the basis of agent-principal relationship with effect from 1 April 2015
- DIRCO to deposit foreign revenue directly into the NRF and to be audited by AGSA at source
- DHA not collecting foreign revenue and not accounting for revenue deposited by DIRCO into the NRF; DHA to disclose agent-principal relationship
- Clarity being sought from National Treasury on the interpretation of the agent-principal relationship as per the Modified Cash Standard
- MOU with DIRCO to be reviewed to accommodate agent-principal relationship
- DHA and DIRCO to improve provision of oversight to missions

## HIGH LEVEL AUDIT ACTION PLAN (FOREIGN)

### **Expenditure - Process effective 1 April 2015**

- Cost of living expenditure relating to DHA officials posted abroad – approval granted by National Treasury for a ‘baseline’ transfer to DIRCO
- DIRCO is responsible for accounting for such expenditure

### **Legacy issues (2004/05 FY to 2014/15 FY)**

- Engage DIRCO to write off revenue and expenditure amounts from 2004/05 FY to 2011/12 FY
- Re-computation of the remaining years (2012/13 FY to 2014/15 FY) with the documentation available to ensure accuracy and completeness of amount reported
- Clearing the payables balance

# **HIGH LEVEL AUDIT ACTION PLAN**

- **Intangible capital assets**
  - Register updated and supporting documentation obtained
  - Register to be audited during the interim audit

## **FURTHER INTERVENTIONS**

- Audit de-briefing meeting with all managers ASD level upwards 07<sup>th</sup> October 2015
- Interns still utilized across units in Finance
- Monthly checklist to be linked to audit findings
- Audit action plan to be finalized by end of October 2015
- Interim Financials of September 2015 to be quality checked by Internal Audit

## 10. WAY FORWARD

- Networks: The Department is engaging the Ministry of Telecommunications and Postal services to request an exemption from the SITA provided network to be hosted by an alternative service provider.
- AFIS (biometric system) upgrade:
  - The department has secured funding for the AFIS upgrade through the Integrated Justice System (IJS) projects.
  - Department has appointed CSIR through SITA to develop conceptual document and tender specifications for the development of multi modal biometrics system (New AFIS) in the context of National Identity System.
  - A stabilization plan for the current HANIS or AFIS has also been completed for implementation by the Department.
- Long queues: E-channel system is in the testing phase, soon to be rolled out to selected Bank branches for efficient service delivery and to accelerate the uptake of the smart ID card.

# WAY FORWARD (Continue...)

- Promulgation of the BMA Act and the establishment of BMA by 1 April 2017
- Finalising Green Paper on International Migration
- Strengthening of stakeholder forums by establishing a National Stakeholder Forum that can set out programmes and monitor progress
- Expenditure
  - Baseline amount transferred to DIRCO through the Adjustment budget (DHA will no longer account for expenditure incurred from 1 April 2015).
- Revenue
  - As from 1 April 2015, DIRCO deposits money directly into the NRF (no need for DHA to collect the vouchers).
  - Auditing of the supporting documentation takes place in the various Missions.
  - Any errors / omissions in respect of the process would impact on the DHA audit outcome.
  - The above processes has been communicated in writing to SCOPA.

# Repositioning the DHA as a secure, modern and professional department

## Key Building Blocks of a Future DHA

**State knows current & historic identity, civil & international migration status of all citizens & foreign nationals in the country**

**Immigration managed effectively as a key driver of social & economic development**

**Secure DHA people, processes, systems & infrastructure**

**Adequate policies, legislation, organization and funding to deliver on DHA mandate**

## Impacts for the Nation

Stronger national security and public safety by mitigating risks such as pandemics, terrorism & organised crime

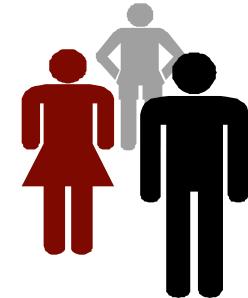
Increased social cohesion and democracy ; Improved planning and development based on accurate, and recent data

Growing the skills base through recruiting skilled international migrants and trainers

Lower service costs, less fraud and better access through e-commerce and e-government

Inclusive growth and attraction of more investment; and the enabling of faster regional development

**Citizens; Foreign Nationals; Government; Private Sector; Communities**



**Efficient, reliable, secure and accessible services and interfaces**

*We Care!*

**DHA would like to thank the Committee for their support and guidance.**

