



Department of Home Affairs

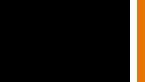
Annual Performance Plan
2012/13 to 2014/15

March 2012

We Care!



home affairs
Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



Department of Home Affairs Annual Performance Plan

2012/13 – 2014/15

7 March 2012



home affairs

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REPUBLIC OF SOUTH AFRICA

FOREWORD BY DR N C DLAMINI ZUMA, MP, MINISTER OF HOME AFFAIRS



In the year of the 100th Anniversary of our governing party, the African National Congress, it is important to remind ourselves of why we are in government and reflect on how best we can serve our people.

The process of nation building did not begin in 1994; but began with the visionary leadership which came together in 1912. From its inception, the leaders of the national liberation movement were committed to uniting our nation and its people without divisions of race, colour, gender or tribalism.

Opposing this vision, the forces of colonialism and apartheid amongst others, forced upon Black South Africans in general, and Africans in particular, an inferior identity devoid of all the rights and privileges associated with South African citizenship.

The fiercest struggles were therefore those waged in opposition of the pass laws

and restriction of movement of those racially classified as African, Coloured or Asian. We must never forget how the pass laws were used to humiliate Africans and control every aspect of their lives. We must also not forget that women in general, and particularly African women, faced a triple oppression on the basis of their gender, race and class. The Department of Home Affairs is mandated as the custodian of our common identity and citizenship and therefore the equal rights of every South African, won through a century of struggle.

The Department of Home Affairs crafted the Annual Performance Plan so as to support the achievement of the electoral manifesto of the ruling party and the twelve priority outcomes of government. Through its mandate the Department of Home Affairs directly contributes to building a South Africa where people can be safe and feel safe; to economic growth; and to efficient and effective service delivery to all South Africans.

As indicated in the budget speech for Home Affairs last year, civic services has turned the corner in terms of transforming their processes and services. Serious challenges do remain and are addressed in the Strategic and Annual Performance Plans in relation to early registration of birth, issuance of IDs to citizens of 16 years and above and dealing with cases of identity duplicates. However, the major area that must receive focused attention going forward is immigration with regard to policy, legislation, security and service delivery.

One of the challenges faced by the Department in 2012 is the full implementation of the Acts that were amended in 2010 and 2011 relating to the registration of birth and deaths; the acquisition of citizenship; asylum seekers and refugees; and immigration. Resources must be mobilised, including those of relevant departments and civil society partners. Training must be conducted on the new regulations and any system changes that must be effected.

Amendments to the Acts mentioned above were to address technical problems and fill the most serious gaps with regard to security and service delivery. However, more extensive changes to legislation require clear and coherent policies to be developed first. The most urgent and important policy challenge in 2012 is to complete the review and updating of policy on foreign migration, generally referred to as "immigration policy." Immigration policy proposals will be published for public discussion and inputs after the process of consultation and discussion within government is completed. Consultation with all relevant stakeholders will be essential as the effective management of immigration requires support from across the state and civil society.

In the 2010/11 and 2011/12 financial years the main strategic objective was to secure and protect the identity and status of every citizen. The primary aim was to establish and maintain an accurate, credible and comprehensive National Population Register (NPR), through the early registration of birth and the registration of every citizen on the NPR. International best practice indicates that the sooner a child is registered and issued with an identity number, the more secure the population register. Other critical processes that must be secured are the registration of deaths, marriages and the amending of names and other personal details.

The main vehicle for implementing the strategy was the National Population Registration Campaign, which was jointly launched with the President of the Republic in Libode in March 2010. The campaign, which is on-going, has three objectives: encouraging South Africans to register child births within 30 days of birth, as prescribed by law; drastically reducing the number of late registration of births, which represents a major threat to the integrity of the NPR; and ensuring that every South African of 16 years of age and above applies for an Identify Document (ID).

Parallel to the NPR Campaign, the Department rolled out a longer term Stakeholder Forum initiative to improve service delivery, fight corruption and secure the NPR. Forums for Stakeholders that rely on, or support, DHA services were established in 254 municipalities and metros, as well as at Provincial level in three provinces. Amongst others, the stakeholders involved are local government, community organisations and departments operating at local level such as the Police, Social Development, the DHA, Education and Health. The Forums are largely driven by local leaders and have oversight of local DHA offices; identifying needs, improving access, solving problems and combating corruption. The Stakeholder Forums are working with officials to ensure that DHA services reached the most marginalised and remote citizens and communities. The target is to have all Stakeholder Forums in place by March 2013. The Department must actively work to ensure that all Stakeholder Forums are maintained as fully functional bodies.

Supported by Stakeholder Forums and a creative communication campaign, the NPR Campaign is achieving its objectives. Approximately a million citizens who were not registered or who did not have IDs now have enabling documents that have improved their lives. The risks attendant on late registration of birth have been greatly reduced and the integrity of the NPR is more secure. Most significantly, more parents are registering the births of their children earlier.

The Department of Home Affairs is mandated to regulate and facilitate the movement of persons through our legally recognised ports of entry. A key priority is to strengthen current processes and ensure that immigration officers are patriotic, disciplined and humane. To this end, a pilot training programme was developed with the assistance of experts from the Republic of Cuba. A group of 350 Immigration Officers was recruited from the South African National Defence Force (SANDF) and trained and deployed to OR Tambo International Airport where they have significantly improved security. Some of the immigration officers that were at OR Tambo are being retrained and have been redeployed to address serious capacity gaps in various areas of the Department. The Learning Academy established by Home Affairs will be rolling this programme out to other key ports of entry, starting with Maseru Bridge, Cape Town and Durban harbours.

A second immigration priority is the processing of asylum seekers. South Africa attracts the highest number of individual asylum seekers in the world, over 90% of whom are economic migrants taking advantage of weak asylum policy, laws and systems to seek opportunities. Improvements have been made that have improved the quality and speed of adjudication. Amendments to the Refugees Act in 2011 will enable further improvements to be made. Another step towards effective and secure management of asylum seekers will be the implementation of the decision to move Refugee Reception Centres closer to the border area and a new Centre will be opened in 2012.

A third critical area of immigration that is receiving focused attention is the management of visas and permits. A visa entitles a foreigner to report to a designated port of entry and a permit sets the conditions under which they may stay in South Africa provided they are granted leave to enter by an immigration officer. The objective is to ensure national security and public safety while facilitating immigration efficiently in the interest of development and service delivery. Amendments to the Immigration Act made in 2011 will help to enable a radical overhaul of the visa and permitting regime. Concrete steps towards achieving this objective are the redesign of processes, modernising systems and developing a strategy to facilitate the attraction and retention of foreign migrants with critical skills.

The most important outcome of the Annual Performance Plan is the transformation of Home Affairs. Only a transformed Department can deliver on the civic and immigration objectives and targets outlined above. Transformation is essentially about people and our vision is of a home affairs official who is willing and able to protect and serve the people. Such an official is patriotic, vigilant, caring, professional and willing to go many extra kilometres to respond to the needs of any person who needs our services. Targets in the Annual Performance Plan that speak to the transformation of our officials have to do with training, leadership and changing the culture of the organisation.

The obtaining of the first unqualified audit of the Department of Home Affairs in 16 years is the single best indicator that the Department is indeed transforming as an organisation. The Annual Performance Plan commits the Department to obtaining a clean audit in the 2013/14 financial year. As the Director-General, Mkuseli Apleni, points out in his forward, it is a question of every manager managing processes; and staff that consistently are willing and able to do what has to be done.

The challenges facing Home Affairs officials require them to solve complex problems and respond creatively to change. The Learning Academy has been charged with creating the conditions for the Department to become a learning organisation where knowledge is acquired, enriched and shared. We are on the way to becoming an employer of choice for South Africans who are fully committed and empowered to serve their people.

A critical element in the transformation of Home Affairs is the modernisation of its systems. Modernised systems are essential to ensuring security, delivering services to all citizens and supporting development goals. As indicated in the Annual Performance Plan, the main strategy to achieve this objective is to build an integrated platform for a National Identity System and an Immigration System. Components of the system are, amongst others, the live capture of fingerprints, photographs and signatures; the pilot and roll out of a new ID smart card; a visa and permitting solution; recording biometrics at borders; a trusted traveller system using biometrics; online application for services; and the digitisation of records. Identity and immigration systems form the backbone of security in any state and are key enablers of service delivery and development. The two systems are closely related, and if a country does not know who its citizens are; then it cannot manage immigration securely or plan effectively.

The security and prosperity of South Africa depends on the development of Southern Africa and Africa; and one precondition is to establish secure population registers and effective immigration systems in all the countries. For this reason South Africa is proud to be hosting, in 2012, the 2nd Civil Registration and Vital Statistics African Ministerial Conference, which will boost the development of secure and efficient population registers and services.

In concluding, I must express my appreciation to the Deputy Minister, Ms Fatima Chohan, MP, who is providing effective guidance and leadership in the areas referred to in her foreword. Both of us depend on the many officials who are dedicated and achieving progress in circumstances that are often very challenging. The Department also values highly the active support it receives from the Portfolio Committee for Home Affairs and the Select Committee of the Council of Provinces for Social Services.

At the start of the financial year I will present the Annual Performance Plan to the broad management of the Department. I am confident that the officials of the Home Affairs will collectively and individually take ownership of the Plan and achieve its objectives.

**DR NC DLAMINI ZUMA, MP
MINISTER OF HOME AFFAIRS**

FOREWORD BY MS F CHOCHAN, MP, DEPUTY MINISTER OF HOME AFFAIRS



All citizens depend on the Department Home of Affairs, especially at critical points in their lives such as birth, marriage and death. Only Home Affairs is tasked with securing the citizenship and identity of every South African, which as the Minister explains in her foreword, has been dearly won through more than a century of struggle.

Any modern society functions with sophisticated systems based primarily on differentiating individual identities, implying the need for a secure and accurate population register. Whether you have just graduated or are taking up new employment or transacting through a bank or travelling abroad, every system in the modern age is based on verifying your identity against the database. Protecting our identity and citizenship is the responsibility of Home Affairs and of all of us. The same principle applies to the management of immigration. We must all deal with immigration in a way that is patriotic, progressive and humane. Immigration that is badly or corruptly managed puts all citizens at risk and allows criminal-

ity to take root. Properly managed immigration is of benefit to the country and all of its citizens.

My specific areas of responsibility with regard to Home Affairs are asylum seekers and refugee affairs; the Film and Publication Board; and the Legal Services unit.

Asylum seekers and refugees are among the most vulnerable migrants and South Africa is signatory to international protocols that afford them protection if securely and effectively implemented. This is a complex area that presents Home Affairs with many policy, legal, security, capacity and systems challenges. A number of strategies have enabled the Department to improve processes and adjudicate asylum seeker applications more quickly and rigorously.

Further improvements to structures and processes will be rolled out in the coming months as the Department begins to implement the Refugees Act (1998) as amended in 2011. As indicated in the Annual Performance Plan, sub-committees of the Status Determination Committee will be established in every Refugee Reception Centre. Policy proposals regarding asylum seekers and refugees will be an integral part of the immigration policy document that will be released for discussion in 2012/13. One area of focus will be the role that should be played by government, society and inter-

national organisations in supporting persons who have been afforded refugee status. The integration of refugees into communities and their eventual return to their countries of origin will be among the issues to be discussed.

The Film and Publication Board (FPB) is an independent body established through the Films and Publications Act (1996) and funded through the Department of Home Affairs. The mandate of the FPB is widely misunderstood as being that of a censor of media content. Instead it categorises content, giving expression to the right to choice by advising adults on their reading, viewing and gaming choices. The FPB also gives expression to the right to protection enjoyed by children under the Constitution by protecting children from harmful content. Over the past year the FPB has been active and creative in making the public aware of the need to protect children from violation and sexual exploitation and the potential dangers of new technology such as social networks and mobile phones.

Legal services in the Department are provided by the Chief Directorate residing in the office of the Director-General. The unit's role is essential as it ensures that the Department receives sound legal advice and takes appropriate action with regard to litigation and contractual obligations. The unit also ensures that legislation is drafted so that it is in line with the Constitution and other laws and can be effectively implemented. The appointment last year of a Director: Contracts has reduced risks and helped the Department as a whole in various functional areas.

The good work of Legal Services is evidenced by the fact that it was able to successfully mitigate various claims against the Department to the potential value of approximately R5 billion. Strategic handling of litigation of an opportunistic nature has also had the effect of reducing the impact of such litigation. Legal Services also played an important part in drafting international agreements and in amending two acts: the Refugees Act, as amended in 2011 and the Immigration Act, as amended in 2011.

**MS F CHOCHAN, MP
DEPUTY MINISTER OF HOME AFFAIRS**

FOREWORD BY MR MKUSELI APLENI, DIRECTOR-GENERAL, DEPARTMENT OF HOME AFFAIRS



The Annual Performance Plan of the Department of Home Affairs is signed off by the Minister as the executive authority and custodian of policy. It is then tabled in Parliament with the budget, so that the people's elected representatives can be satisfied that the budget and the Annual Performance Plan are aligned with national priorities and the mandate of the Department. The job of the Director-General, as accounting officer and implementing authority, is to implement strategies and deliver against planned and funded outcomes, objectives and targets.

A transforming department faced with large challenges requires every official to understand its Strategic and Annual Performance Plans; requires them to take full ownership; and requires them to deliver in an effective and efficient manner. The broad aim of these Plans is to achieve the transformation of officials, processes and systems within three years and deliver far higher levels of security and services. We have shown that this can be done. The National

Population Registration Campaign is a success because thousands of highly motivated officials worked with Stakeholder Forums across the country to ensure that every citizen knows about the importance of early birth registration, identity and citizenship. Together with the achievement of our first unqualified audit, and delivery against FIFA World Cup commitments, this has given both officials and the public a new level of confidence and pride in Home Affairs. Delivery against the targets of the 2012 - 2015 Annual Performance Plan will need us to build on this momentum and deepen the transformation process.

It is important for us to be clear what is meant by transformation in our context in relation to each of the three outcomes we are committed to achieving.

Outcome One is: Secured South African citizenship and identity. To achieve this outcome means transforming all the key processes and systems that protect the 64 million individual records on the National Population Register (NPR). A bold strategy has been adopted of moving to a single integrated National Identity System. This system will incorporate all the records on the NPR and associated fingerprints on the Home Affairs National Identification System (HANSIS) after cleaning up duplicates and other wrong data on these systems.

For this strategic objective to be achieved entails completing the first phase of a comprehensive modernisation of the systems of Home Affairs. A first step will be to complete the reengineering of key business processes that began in the Turnaround Programme. Also required is the upgrading of our information technology (IT) infrastructure. All offices must be equipped for live digital capture of biometrics and documents must be scanned into a new document management system. The new ID smart card must be piloted and the roll out to all South Africans of 16 must be underway.

The effort that is required to achieve the above targets is huge, but the outcome will be a world class identity system that transforms not only Home Affairs but also aspects of South African society. As mentioned in the Deputy Minister's foreword, all transactions in a modern society are based on accurate identification of each unique individual. A secure, accurate and comprehensive identity system will make services to citizens across government and the economy more secure, cheaper and faster. Among other developments, innovative ways will be found by the rural poor to gain access to the mainstream economy. In India for example, the roll out of their smart card has led to the provision of insurance for the very poor for the first time. It will also be a powerful instrument in combatting fraud and crime. That is our vision.

Outcome Two is: Immigration managed effectively and securely in the national interest, including economic, social and cultural development.

As the Minister of Home Affairs has indicated on many platforms, the number one priority for Home Affairs is the transformation of immigration. This must in the first instance be grounded on the transformation of people. This includes the immigration officers who facilitate and secure migration at ports of entry and missions abroad, who enforce the immigration act, who process permits and who manage asylum seeker and refugee affairs. All, without exception, must be the patriotic, disciplined and humane face, heart and mind of South Africa when foreigners and citizens engage with them. International experience shows that transforming a culture requires appropriate recruitment, ongoing training and strong supportive management and monitoring. These principals are being successfully implemented in the pilot training and deployment to Oliver Reginald Tambo International Airport of 350 new immigration officers that were recruited from the South African National Defence Force. The Department is highly appreciative of the efforts of the very experienced Cuban specialists who assisted with this critical project. The challenge going forward is to implement the principles comprehensively and sustain them. Various areas have been identified in land, sea and air ports of entry for improvement in terms of the secure and efficient facilitation of migration. Funding of R110 million in the 2012/13 financial year has been made available in the budget for improving infrastructure and coordination on various initiatives between departments will be achieved through the Inter-Agency Clearing Forum, a body chaired by the Director-General of Home Affairs.

Outcome Three is: A service that is efficient, accessible and corruption free. This requires the transformation of Home Affairs into an organisation that enables it to deliver on its security and service delivery mandates. What must be clearly understood is that the transformation of immigration officials outlined above must equally apply to civics officials. Home Affairs must be transformed as one united department because its strength lies in the close relationship that exists between its civics and immigration systems and services.

Currently, South Africa is targeted by human smugglers and traffickers from around the world because of weak and out-dated policies, laws and systems that are not integrated and create opportunities for fraud and corruption. A smuggled economic migrant typically claims asylum, and while waiting to be adjudicated, often enters into a false marriage to help secure his or her stay under an Immigration Act permit once their claim is rejected. Fraudulent documents are typically acquired from corrupt officials, facilitated by crime syndicates, from various departments such as Health, Education and Trade and Industry. The documents may be used to produce evidence of children of the marriage or a business that does not exist. False identities may be created by acquiring an identity number from a corrupt Home Affairs official. The smuggled migrant often progresses from permanent residence, using a relative or business permit, to apply for naturalisation and to become a citizen. Many South Africans also exploit weaknesses in the systems and laws to commit identity fraud in order to evade arrest, creditors or tax; or to commit other crimes such as commercial fraud or social grant fraud. None of the criminal activities described above will be possible if the targets in the Annual Performance Plan are achieved. The National Identity System will include all citizens and documented foreigners in South Africa with photographs, fingerprints and signatures captured securely onto the system. The movement control and permitting systems will be integrated into the same platform as the National Identity System. Immigration and civics policies and laws will be aligned and loopholes closed so that a fraudulent marriage can never be used to acquire residence and then citizenship. The South African Revenue Service, Social Development, banks, other departments and institutions will interface with the National Identity System. Citizens or foreigners who try to commit fraud using Home Affairs systems will be apprehended by a vigilant and patriotic civic or immigration official of Home Affairs.

The benefits of a transformed Home Affairs will extend far beyond a reduction in crime and corruption and a more secure South Africa. Civic and Immigration Officials who are security conscious will also be passionate about service delivery and will use the same modernised systems to deliver excellent services to all citizens and foreigners in South Africa. The National Identity System and immigration systems will be powerful tools to support national and regional planning and development. In conclusion, the Department of Home Affairs can only achieve the transformation described above on two conditions. The first condition is that the Department must have leaders who are effective managers and are willing and able to drive transformation. It is therefore essential that management at all levels must be empowered and supported and a number of initiatives are indicated in the Annual Performance Plan that aims to achieve this. On the development side there are coaching clinics for senior managers; the programmes that will be rolled out by the Learning Academy; and Leaders Forums where broad management meets to collectively address issues.

The organisational model adopted by the Department is designed to enable managers to take full responsibility and accountability for their operational areas. Financial and human resource (HR) functions are being decentralised to a significant extent to further empower managers to manage people, resources and processes. The performance management, internal audit and monitoring and evaluation functions in the Department are being strengthened to ensure accountability. Robust steps have also been taken to ensure lively and responsive internal communications.

A second critical success factor is that the transformation of Home Affairs must be actively supported by the rest of government, key stakeholders and the public at large. Stakeholder Forums have a critically important role to play in this regard, including monitoring and working with local Home Affairs offices and officials. A key responsibility of the Stakeholder Forums is to help ensure that all parents register their children within 30 days of birth and ensure that their 16 year-olds apply for and receive IDs. This is particularly important given the penalties for late registration of birth that will be introduced.

The Department has already begun repositioning itself within the state by integrating more closely into the security cluster of departments and working with the social and economic cluster departments on relevant issues. Certain departments in all three clusters have established interfaces with the existing identity systems of Home Affairs and this will be expanded going forward. The Department has also been engaging around relevant immigration and civic matters internationally, at the bilateral level and with the South African Development Community (SADC), the African Union and various international bodies.

MR MKUSELI APLENI
DIRECTOR-GENERAL OF HOME AFFAIRS



OFFICIAL SIGN OFF

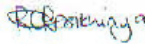
It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Department of Home Affairs under the guidance of Minister NC Dlamini Zuma.


Was prepared in line with the current Strategic Plan of the Department of Home Affairs.

Accurately reflects the performance targets which the Department of Home Affairs will endeavour to achieve given the resources made available in the budget for 2012/13.

Ms Rudzani Rasikhinya
Chief Financial Officer


Signature _____

Dr John Carneson
Chief Director: Policy and Strategic Management


Signature _____

Mr Mkuseli Apleni
Accounting Officer


Signature _____

Approved by:
Minister N Dlamini Zuma
Executive Authority

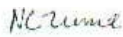

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home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Part A

Strategic Overview

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Vision

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

Mission

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

Value Statement

The DHA is committed to being:

People-centred and caring

Patriotic

Professional and having integrity

Corruption free and ethical

Efficient and innovative

Disciplined and security conscious

UPDATED SITUATIONAL ANALYSIS

Strategic Analysis of the Development of the Department of Home Affairs

The planning for the 2012 - 2015 Medium Term Expenditure Framework (MTEF) period included a strategic assessment of the development of the Department of Home Affairs since its inception. The main features of each phase of development are outlined below.

- **1994 – 2004: A New Department of Home Affairs (DHA) was formed to replace fragmented and racially based departments.** This included the incorporation of all citizens into one National Population Register (NPR), using new identity numbers linked to fingerprints. New Acts rooted in the Constitution were introduced to replace apartheid legislation and an organisational model was implemented.
- **2004 - 2007: Consolidation and growth of the organisation as a national department that is essential for service delivery and security.** New structures, processes and legislation were put in place and the capacity and the footprint of the Department was expanded. The Immigration Services (IMS) branch was established in recognition of the strategic importance of this mandate.
- **2007 - 2009: A Turnaround programme launched, following two audit disclaimers and public dissatisfaction with poor service delivery and corruption.** The main focus was on improving and securing key service delivery processes and on improving management and controls. Improvements in the delivery of IDs in particular resulted in growing public confidence in the Department. There was better understanding and management of processes and use of technology, such as track and trace systems. Improvements were made in a number of front line offices in terms of the environment and service delivery.
- **2009 - 2011: Mobilisation of the Department and its partners to secure the identity and citizenship of every South African.** A clear strategy was adopted of building a reliable and protected National Population Register (NPR) based on the early registration of birth and working closely with communities and other departments. A massive NPR campaign was launched in 2010 to ensure that the births of all citizens are registered on the NPR and all those of 16 years of age and over have IDs. Stakeholder Forums were launched in over 90% of municipalities to help identify and meet needs and to strengthen oversight. Links with the Security Cluster and other departments were strengthened and legislation made more secure. A new operational model was introduced that enabled managers to take charge and to coordinate better with all levels of government. A sound financial environment has been established through improved governance and controls.

In the process of planning several important conclusions were reached with regard to the transformation of the Department in relation to its role and mandate.

- The first conclusion is that the Department of Home Affairs plays a central role in national security through its mandate to secure identity and immigration. Home Affairs, in common with similar departments world-wide, is essentially a security department.
- The second conclusion is that the same systems that are put in place to secure identity and immigration can and must be used by caring and vigilant officials to deliver efficient services to all citizens.
- The third conclusion is that there is still a large gap between this vision of Home Affairs and what is currently in place in terms of all the critical elements: people, culture, systems and infrastructure.
- The fourth conclusion is that the next phase of the transformation of the Department is decisive and must substantially realise this vision.

Civic services received focused attention in the previous Medium Term Expenditure Framework (MTEF) cycle and it is now on a firm development path. Substantial improvements to security and to service delivery will depend on the modernisation of systems. Immigration, however, needs to receive strategic attention over the medium and longer term to address a number of serious challenges as outlined in the Forwards of the Minister, Deputy Minister and Director-General.

The priorities and strategies of the Department as expressed in this Strategic Plan are in support of its core mandate, which is to secure the identity and status of each and every citizen and ensure the secure and efficient facilitation of all aspects of immigration.

REVISION TO LEGISLATIVE AND OTHER MANDATES

The Refugees Amendment Bill, 2010 and Immigration Amendment Bill, 2010 have been assented to and signed by the President on 21 August 2011 into the Refugees Amendment Act, 2011 (Act No 12 of 2011) and the Immigration Amendment Act, 2011 (Act No 13 of 2011).

The Department is in the process of drafting the Regulations for the Refugees and Immigration Acts. The Regulations for the Births and Deaths Registration Act and South African Citizenship Act, amended in 2010, are being finalised.

OVERVIEW OF 2012/13 BUDGET AND MTEF ESTIMATES

In order to deliver on the strategic priorities of the Department, the resource requirements for the medium term, in accordance with the Medium Term Expenditure Framework (MTEF), are:

R thousand	AUDIT OUTCOMES			2012 ENE		MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	Appropriation '2011/12	Revised Estimates	2012/13	2013/14	2014/15
1. Administration	1,352,774	1,498,687	1,692,261	1,782,879	1,897,864	1,674,107	1,766,765	1,933,619
2. Citizen Affairs	2,774,770	3,182,623	3,869,151	3,093,652	3,374,179	3,067,809	3,894,581	3,975,124
3. Immigration Affairs	539,016	514,099	960,282	587,603	578,771	554,353	596,481	627,875
Total	4,666,560	5,195,409	6,521,694	5,464,134	5,850,814	5,296,269	6,257,827	6,536,618
ECONOMIC CLASSIFICATION OF PAYMENTS								
CURRENT PAYMENTS	3,139,275	3,598,548	4,487,061	4,437,386	4,798,777	4,279,349	4,579,458	4,911,476
Compensation of employees	1,296,049	1,637,058	2,051,901	2,206,560	2,225,642	2,363,891	2,495,159	2,646,574
Salaries and wages	1,118,466	1,430,661	1,808,674	1,928,313	1,886,760	2,008,146	2,121,715	2,253,811
Social contributions	177,583	206,397	243,227	278,247	338,882	355,745	373,444	392,763
Goods and services	1,843,226	1,886,154	2,330,899	2,230,826	2,573,135	1,915,458	2,084,299	2,264,902
Administrative fees	15,579	16,005	27,061	11,933	14,523	12,096	13,255	14,037
Advertising	24,352	7,553	13,970	23,326	12,564	11,864	13,110	13,898
Assets less than the capitalisation threshold	18,168	17,248	12,638	58,749	27,310	24,020	26,258	27,922
Audit cost: External	15,373	22,097	21,748	10,346	14,030	13,347	14,754	15,639
Bursaries: Employees	1,871	2,280	2,444	2,745	1,771	1,684	1,862	1,974
Catering: Departmental activities	11,975	5,849	5,837	7,826	7,299	7,055	7,612	8,075
Communication (G&S)	55,469	63,654	85,280	58,019	65,317	62,510	68,747	72,839
Computer services	247,521	346,391	408,683	421,671	307,875	282,600	310,877	327,947
Consultants and professional services: Business and advisory services	366,828	305,076	116,825	48,016	34,066	24,721	27,772	29,925
Consultants and professional services: Infrastructure and planning	22	42	5	83	-	-	-	-
Consultants and professional services: Laboratory services	-	-	-	-	-	-	-	-
Consultants and professional services: Legal costs	10,563	23,714	21,396	7,197	22,817	21,713	24,004	25,447
Contractors	96,010	60,839	107,735	162,602	154,383	121,778	135,749	145,148
Agency and support / outsourced services	157,405	183,730	139,242	179,149	144,040	123,575	137,350	146,442
Entertainment	417	403	982	1,261	1,805	1,774	1,906	1,987
Fleet services (including government motor transport)	-	-	166	-	9,658	-	-	-
Housing	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-

R thousand	AUDIT OUTCOMES			2012 ENE		MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	Appropriation '2011/12	Revised Estimates	2012/13	2013/14	2014/15
Inventory: Fuel, oil and gas	358	58	913	2,024	2,029	2,020	2,143	2,281
Inventory: Learner and teacher support material	–	21	1	1,001	245	234	258	272
Inventory: Materials and supplies	465	1,023	3,885	3,696	1,343	1,194	1,268	1,335
Inventory: Medical supplies	154	349	54	241	65	66	71	74
Inventory: Medicine	–	–	361	597	264	252	278	295
Medsas inventory interface	–	–	–	–	–	–	–	–
Inventory: Military stores	–	–	–	–	–	–	–	–
Inventory: Other consumables	5,894	7,373	4,262	11,501	16,376	15,961	17,212	18,117
Inventory: Stationery and printing	115,081	212,317	386,846	102,730	434,741	98,731	108,383	115,117
Lease payments	165,514	151,163	223,822	655,665	821,847	602,139	653,653	746,649
Property payments	129,834	84,457	167,512	159,734	195,296	198,243	213,775	226,707
Transport provided: Departmental activity	80,863	59,811	62,683	71,337	42,000	39,954	44,164	46,815
Travel and subsistence	235,242	263,303	478,426	175,461	185,228	187,294	203,431	216,062
Training and development	13,432	23,655	6,689	22,825	17,332	16,254	17,976	19,075
Operating expenditure	53,899	18,176	23,180	15,638	23,939	21,745	24,017	25,514
Venues and facilities	20,937	9,567	8,253	15,453	14,972	22,634	14,414	15,309
Rental and hiring	–	–	–	–	–	–	–	–
Interest and rent on land	–	75,336	104,261	–	–	–	–	–
TRANSFERS AND SUBSIDIES	1,221,808	1,320,472	1,601,465	1,000,072	1,036,966	963,552	1,667,874	1,614,499
Provinces and municipalities	634	857	634	1,245	1,245	1,265	1,362	1,443
Departmental agencies and accounts	1,210,337	1,311,852	1,591,355	993,650	1,034,248	960,819	1,664,963	1,611,413
Households	10,837	7,763	9,476	5,177	1,473	1,468	1,549	1,643
PAYMENTS FOR CAPITAL ASSETS	304,960	274,418	404,622	26,676	15,071	365	10,495	10,643
Other fixed structures	–	–	–	–	–	–	–	–
Machinery and equipment	164,242	140,869	189,701	26,676	11,934	365	10,495	10,643
Transport equipment	21,513	4,080	11,656	24,678	–	–	10,000	10,000
Other machinery and equipment	142,729	136,789	178,045	1,998	11,934	365	495	643
Software and other intangible assets	140,718	133,549	214,921	–	3,137	–	–	–
PAYMENTS FOR FINANCIAL ASSETS	517	1,971	28,546	–	–	53,003	–	–
TOTAL PAYMENTS	4,666,560	5,195,409	6,521,694	5,464,134	5,850,814	5,296,269	6,257,827	6,536,618



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Part B Programme and Subprogramme Plans

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FINANCIAL PROGRAMMES

Programme 1: Administration

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

Programme 2: Citizen Affairs

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

Programme 3: Immigration Affairs

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

Subprogramme Descriptions:

Programme 2: Citizen Affairs

- **Citizen Affairs Management** provides for the overall managing of the branch for both head office and frontline offices and provides policy direction, sets standards and manages back office processes.
- **Status Services** regulates all matters relating to the national population register. These include: maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship.
- **Identification Services** oversees issues relating to identity such as fingerprints, photographs and identity documents by establishing and maintaining national identity systems.
- **Access to Services** provides for the development and facilitation of a strategic channel, which ensures optimal placement and utilisation of the Department's services. This is done by: developing, managing and coordinating the departmental footprint strategy in relation to opening new Home Affairs offices in line with recommendations from the Human Science Research Council (HSRC), deploying registration facilities at health facilities with maternity wards, scheduling mobile office deployment in rural areas where Home Affairs does not have permanent offices and managing the Department's customer telephonic enquiries.
- **Service Delivery to Provinces** provides for all Civic, Immigration and Refugee Affairs functions in the provinces. This entails client interface for the collection and processing of applications, issuing enabling documents that are available on demand (for example, temporary identity certificates or temporary passports) and conducting quality assurance of permanent and temporary residence and citizenship applications.
- **Film and Publication Board** transfers funds to the Film and Publication Board; which regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications, in terms of the Film and Publication Act (1996).
- **Government Printing Works** transfers funds to Government Printing Works, which provides security printing services to the South African government and some states in the Southern African Development Community (SADC).

- **Electoral Commission** transfers funds to the Electoral Commission; which manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period.

Programme 3: Immigration Affairs

- **Immigration Affairs Management** provides for the overall managing of the branch and provides policy direction, sets standards and manages back office processes.
- **Admissions Services** controls visas; the admission of travellers at ports of entry; the processing of applications for permanent and temporary residence permits; including work, study and other temporary permits.
- **Immigration Services** deals with immigration matters in foreign countries; detects, detains and departs illegal immigrants in terms of the Immigration Act (2002); and provides policy directives on immigration matters.
- **Asylum Seekers** considers and processes refugee asylum cases in line with the Refugees Act (1998) by processing and issuing section 22 and 24 asylum permits, refugee identity documents and refugee passports, referring appeals to the Refugee Appeal Board, referring cases rejected as manifestly unfounded, abusive or fraudulent to the Standing Committee for Refugee Affairs for automatic review, and handing over unsuccessful applicants to immigration control for deportation.



STRATEGIC ANNUAL PERFORMANCE PLAN TARGETS FOR 2012/13 TO 2014/15

The following key definitions are used:

- **Strategic Outcome Oriented Goals (Outcomes)**

Strategic Outcome Oriented Goals (Outcomes) identify areas of institutional performance that are critical to the achievement of the departmental mission. These outcomes should relate to the national priorities and the focus is on impact. These outcomes must be future orientated and indicate where a Department ultimately wants to be with its service delivery / performance. Strategic Outcome Oriented Goals normally span a period of five years and should ideally be written as a statement of intent that is specific, measurable, achievable, relevant and time-bound (SMART).

- **Strategic Objectives**

Strategic Objectives must clearly state what the institution intends doing (or producing) to achieve its outcomes. It must describe things that the institution is directly responsible for doing / delivering under its respective programmes and sub-programmes. Strategic objectives should generally be stated in the form of an output statement, although in exceptional circumstances institutions might specify them in relation to inputs and activities or outcomes.

Strategic objectives should be written as a performance statement that is SMART and must set a performance target the institution can achieve by the end of the period of the Strategic Plan. Strategic objectives normally span a period of 5 years and the performance targets set in relation to those strategic objectives should cover the present budget year and the MTEF period.

- **Measurable Outputs**

Measurable outputs are the products, goods and services that result from planned interventions and initiatives indicating the achievement of measurable objectives.

- **Performance Indicators**

Performance indicators are specific quantitative and qualitative variables that define the units of measurement that will be used to track, record and report achievement of performance and targets.

Performance indicators must be reliable, well defined, verifiable, cost effective, appropriate and relevant. Performance indicators must be SMART and management processes must be in place to collect information to track performance.

- **Targets**

Targets are quantifiable and qualifiable levels of the performance indicator and a specification of measurable outputs.

- **Baseline**

Baseline refers to the level of performance recorded in the year prior to the planning period.

The tables that follow represent the Department's plans for implementing initiatives to achieve its key priorities. Specific outcomes, strategic objectives, measurable outputs, performance indicators / measures and targets have been defined and linked to key priorities identified, so as to measure progress towards achieving the desired outcomes within a 3 -5 year period.



STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
Outcome 1: Secured South African citizenship and identity								
Programme 2: Citizen Affairs								
Strategic Objective 1.1: To ensure that registration at birth is the only entry point for South Africans to the National Population Register (NPR)								
1.1.1	An increase of 14% of births registered within 30 days of the birth event against an estimated 1.1 million births per annum	Percentage (%) / Number increase in estimated total number of new born children registered within 30 days of the birth event	1.1.1.1	Projected 528 000 births registered within 30 days of the birth event as a percentage of total births (48% of total births)	Projected increase of 6% of births registered within 30 days of the birth event against the estimated 1.1 million births per annum (54% of total births or 594 000 births registered)	Projected additional increase of 4% of births registered within 30 days of the birth event against the estimated 1.1 million births per annum (58% of total births or 638 000 births registered)	Projected additional increase of 4% of births registered within 30 days of the birth event against the estimated 1.1 million births per annum (62% of total births or 682 000 births registered)	DDG: CIVIC SERVICES (CS)
		Number of health institutions with maternity facilities operational for online birth registration	1.1.1.2	43 health institutions with maternity facilities operational for online birth registration making a total of 235	80 additional health institutions with maternity facilities operational for online birth registration	90 additional health institutions with maternity facilities operational for online birth registration	90 additional health institutions with maternity facilities operational for online birth registration	DDG: CS
		Number of stakeholder forums launched and functional	1.1.1.3	254 stakeholder forums launched	15 additional stakeholder forums launched and functional - comprising of 7 provincial, 3 metro and 5 district forums	Not Applicable	Not Applicable	DDG: CS
1.1.2	All late registration of births (LRB) processed and finalised for the age group 31 days and above within 6 months	Percentage (%) of late registration of births processed for the age group 31 days and above within 6 months	1.1.2.1	Not Applicable (New process to be implemented in 2012/13)	95% of LRB applications for the age group 31 days and above finalized within 6 months	95% of LRB applications for the age group 31 days and above finalized within 6 months	95% of LRB applications for the age group 31 days and above finalized within 6 months	DDG: CS
1.1.3	Successful hosting of the 2nd Civil Registration and Vital Statistics African Ministerial Conference	Status of hosting of 2nd Civil Registration and Vital Statistics African Ministerial Conference	1.1.3.1	Not Applicable	2nd Civil Registration and Vital Statistics African Ministerial Conference hosted	Not Applicable	Not Applicable	DDG: CS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
Strategic Objective 1.2: To issue Identity Documents (IDs) to citizens turning 16 years of age and above								
1.2.1	South African learners writing matric issued with Identity Documents (IDs) as required by examination regulations	Percentage (%) of South African learners writing matric issued with IDs as required by examination regulations	1.2.1.1	100% of South African learners writing matric issued with IDs as required by examination regulations	100% of South African learners writing matric issued with IDs as required by examination regulations	100% of South African learners writing matric issued with IDs as required by examination regulations	100% of South African learners writing matric issued with IDs as required by examination regulations	DDG: CS
1.2.2	An increase in the issuance of Identity Documents (first issue) to citizens 16 years of age and above	Number / percentage of increase in issuance of IDs (first issue) to citizens 16 years of age and above	1.2.2.1	A projected number of 1 164 000 IDs (first issue) issued to citizens 16 years of age and above	An increase of 5% in the issuance of Identity Documents (first issue) to citizens 16 years of age and above in relation to the baseline (1 222 200)	An additional increase of 5% in the issuance of Identity Documents (first issue) to citizens 16 years of age and above in relation to the baseline (1 283 310)	An additional increase of 5% in the issuance of Identity Documents (first issue) to citizens 16 years of age and above in relation to the baseline (1 347 475)	DDG: CS
Strategic Objective 1.3: To ensure the registration and identification of all South African citizens, foreign residents, refugees and asylum seekers to enhance the integrity and security of identity								
Programme 1: Administration								
1.3.1	National Identity System, with inherent biometric features, developed and implemented, including business process reengineering	Status of design of new National Identity System, with inherent biometric features, which include South African citizens and foreign nationals Status of data clean up and migration of data from old to new National Identity System	1.3.1.1	National Population Register and existing Immigration Systems (e.g. Movement Control System, National Immigration Information System)	New National Identity System designed, which includes details of South African citizens and foreign nationals	Data clean up and migration of data from old to new National Identity System completed	Not Applicable	DDG: INFORMATION SERVICES (IS)
		Number of offices with live capture functionality for passports and IDs (first and re-issues)	1.3.1.2	40 offices with passport live capture functionality Zero offices with ID live capture	Live capture functionality for passports and IDs (first and re-issues) rolled out to 167 offices (40 offices already equipped with passport live capture)	Live capture functionality for passports and IDs (first and re-issues) rolled out to a further 130 offices	Live capture functionality for passports and IDs (first and re-issues) rolled out to a further 110 offices	DDG: IS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
Programme 2: Citizen Affairs								
1.3.1	National Identity System, with inherent biometric features, developed and implemented, including business process reengineering	Status of pilot of ID Smart Card with population of 2000 Status of ID Smart Card roll out in phased approach	1.3.1.3	Crew Member Certificate rolled out as part of ID Smart Card	ID Smart Card piloted with population of 2000	ID Smart Card rolled out in phased approach	ID Smart Card rolled out in phased approach	DDG:CS
		Status of Electronic Document Management System (EDMS) resuscitation Number of records scanned	1.3.1.4	First version of Electronic Document Management System (EDMS)	Electronic Document Management System (EDMS) resuscitated to enable retrieval of existing EDMS records	95 million records scanned (records at Waltloo and New Cooperation Building)	120 million records scanned (records at Rosslyn)	DDG: CS
Programme 3: Immigration Affairs								
1.3.1	National Identity System, with inherent biometric features, developed and implemented, including business process reengineering	Status of design of E Permitting and Visa System Status of implementation of E Permitting and Visa System	1.3.1.5	Visa System	E Permitting and Visa system designed	E Permitting and Visa system implemented	E Permitting and Visa system implemented	DDG: IMMIGRATION SERVICES (IMS)
		Status of pilot of Trusted Traveller Programme at a land port of entry Percentage of ports of entry equipped with Trusted Traveller Programme	1.3.1.6	Not Applicable	Trusted Traveller Programme piloted at a land port of entry	Trusted Traveller Programme rolled out to 25% of identified ports	Trusted Traveller programme rolled out to 50% of identified ports	DDG:IMS
		Number of ports of entry equipped with current Enhanced Movement Control System (EMCS)	1.3.1.7	47 out of 72 ports of entry equipped with current Enhanced Movement Control System	Remaining 25 ports of entry equipped with current Enhanced Movement Control system	Not Applicable	Not Applicable	DDG:IMS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
1.3.2	Technological solutions with biometric capability at all ports of entry developed and implemented	Status of Pilot programme for roll out of biometric technology (fingerprint and facial recognition solutions) at OR Tambo International Airport (ORTIA) Status of roll out of biometric technology to other identified ports of entry	1.3.2.1	Current Electronic Movement Control System	Pilot programme conducted for roll out of biometric technology (fingerprint and facial recognition solutions) at OR Tambo International Airport (ORTIA)	Fingerprint and facial recognition solutions rolled out to a further 9 priority ports of entry	Fingerprint and facial recognition solutions rolled out to identified ports of entry	DDG:IMS
Programme 2: Citizen Affairs								
1.3.3	Integrity and security of identity of citizens ensured	Percentage (%) of identified ID duplicate cases (before 1 April 2012) resolved (for the category multiple persons sharing the same identity number)	1.3.3.1	12 Percent of identified cases resolved for multiple persons sharing the same ID number (6 799 out of 54 416)	100% of identified ID duplicate cases resolved (multiple persons sharing same ID number) - 38 000	Not Applicable	Not Applicable	DDG: CS
		Percentage (%) of identified ID duplicate cases (before 1 April 2012) resolved (for the category one person with multiple identity numbers)	1.3.3.2	88 Percent of identified cases resolved for one person with multiple ID numbers (47 617 out of 54 416)	50% of ID duplicate cases resolved (one person with multiple ID numbers) – 41 500	50% of ID duplicate cases resolved (one person with multiple ID numbers) – 41 500	Not Applicable	DDG: CS
		Average number of weeks to resolve newly reported duplicate cases from capturing the reported case (applicant's details) until finalisation of case	1.3.3.3	Average of 12 weeks	Newly reported ID duplicate cases resolved within an average of 12 weeks from the capturing of the case (applicant's details) until finalisation thereof	Newly reported ID duplicate cases resolved within an average of 12 weeks from the capturing of the case (applicant's details) until finalisation thereof	Newly reported ID duplicate cases resolved within an average of 12 weeks from the capturing of the case (applicant's details) until finalisation thereof	DDG: CS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
Outcome 2: Immigration managed effectively and securely in the national interest including economic, social and cultural development								
Programme 3: Immigration Affairs								
Strategic Objective 2.1: To ensure a secure, responsive and flexible immigration regime in support of national security, priorities and interests								
2.1.1	Immigration policy and relevant legislation reviewed and implemented	Immigration policy finalised Status of tabling of new Immigration Bill and Regulations in Parliament Status of implementation of new Immigration Act and Regulations	2.1.1.1	Policy document drafted and considered at departmental retreat focusing on: Processing and management of Asylum seekers and refugees, Management of foreign migrants with critical skills, Management of foreign migrants with low level skills, Secure management of migration; and Management of residency & citizenship	Immigration policy document gazetted after public consultation process finalisation	New Immigration Bill and Regulations tabled in Parliament	New Immigration Act and Regulations implemented	DDG:IMS
2.1.2	Processing of visa applications streamlined at high volume foreign missions	Number of high volume foreign missions with Visa Facilitation Service	2.1.2.1	Visa Facilitation Service implemented at 6 foreign missions	Visa Facilitation Service introduced at 3 high volume foreign missions - Angola and DRC (2)	Visa Facilitation Service introduced at a further 2 high volume foreign missions - London and Botswana	Visa Facilitation Service introduced at a further 2 high volume foreign missions - Swaziland and Ghana	DDG:IMS
Strategic Objective 2.2: To implement effective and efficient asylum seeker and refugee management strategies and systems								
2.2.1	Amendments to Refugees Act, 1998, implemented with a specific focus on enhancing the system for adjudication and processing of asylum seekers and refugee management	Number of Status Determination Committees (SDC), with sub-committees, established in each of the existing refugee reception offices Status Determination Committee implementation completed	2.2.1.1	Organogram developed, costed and approach to establish SDCs developed	One (1) Status Determination Committee (SDC), with sub-committees, established in each of the existing refugee reception offices	Status Determination Committees implemented in all new refugee reception offices	Not Applicable	DDG:IMS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
		Status of development of framework for relocation of Refugee Reception Offices along the borderline	2.2.1.2	Not Applicable	Framework, including strategy and plan, developed for the relocation of existing Refugee Reception Offices along the borderline	Not Applicable	Not Applicable	DDG:IMS
		Number of refugee reception offices established along the borderline	2.2.1.3	One refugee reception office along borderline (Musina)	One Refugee Reception Office established along the borderline (Lebombo)	Not Applicable	Not Applicable	DDG:IMS
Strategic Objective 2.3: To facilitate the efficient movement of bona fide travellers to support national interests and priorities, and to prevent and prohibit the movement of undesirable persons in the interest of national security								
2.3.1	Physical infrastructure at all ports of entry improved to comply with prescribed infrastructure standards	Status of approval of infrastructure standards for ports of entry	2.3.1.1	Not Applicable	Infrastructure standards for ports of entry developed and approved	Not Applicable	Not Applicable	DDG:IMS
		Fit for purpose and policy	2.3.1.2	Not Applicable	SLA signed with Department of Public Works (DPW) for implementation of infrastructure improvements at ports of entry	Not Applicable	Not Applicable	DDG:IMS
		Number of ports of entry with improved residential and office accommodation as per set standards	2.3.1.3	Not Applicable	Improved residential and office infrastructure provided at 6 ports of entry (Maseru Bridge, Beit Bridge, Oshoek, Lebombo, Cape Town and Durban harbours) according to set standards	Improved residential and office infrastructure provided at 7 ports of entry (Ramatlaba, Vioolsdrift, Golela and Kopfontein; and improvements to three additional harbours) according to set standards	Improved residential and office infrastructure provided at identified ports of entry; and improvements to two additional harbours according to set standards	DDG:IMS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
Strategic Objective 2.4: To contribute towards realising a positive skills migration trend of around 50 000 migrants annually								
2.4.1	Movement of skilled migrants into the country facilitated through issuance of critical skills permits	Status of redesign of permitting processes to facilitate the attraction and retention of foreign migrants with critical skills	2.4.1.1	Not Applicable	Permitting processes redesigned to facilitate the attraction and retention of foreign migrants with critical skills	Not Applicable	Not Applicable	DDG:IMS
		Status of approval of strategy to facilitate the attraction and retention of foreign migrants with critical skills Status of implementation of strategy to facilitate the attraction and retention of foreign migrants with critical skills	2.4.1.2	Not Applicable	Strategy developed and approved to facilitate the attraction and retention of foreign migrants with critical skills	Strategy implemented to facilitate the attraction and retention of foreign migrants with critical skills	Not Applicable	DDG:IMS
Outcome 3: A service that is efficient, accessible and corruption free								
Programme 1: Administration								
Strategic Objective 3.1: To transform the culture of the organization in support of securing identity, citizenship and international migration								
3.1.1	Reposition Learning Academy to inculcate a culture of constant learning, security and service	Status of development of strategy to reposition DHA as a learning organisation	3.1.1.1	Not Applicable	Strategy developed and approved to reposition DHA as a learning organisation	Strategy to reposition DHA as a learning organisation implemented	Strategy to reposition DHA as a learning organisation implemented	DDG: LEARNING ACADEMY (LA)
3.1.2	Effective leadership on people management practices and service delivery implemented	Number of Leader Forums conducted	3.1.2.1	3 Leader Forums conducted	2 Leader Forums conducted	2 Leader Forums conducted	2 Leader Forums conducted	DDG: HUMAN RESOURCES (HR)
		Number of supervisors exposed to Coaching Clinics	3.1.2.2	Approved Coaching clinics framework	Coaching Clinics for 250 supervisors in the Department conducted	Coaching Clinics for 250 supervisors in the Department conducted	Coaching Clinics for 250 supervisors in the Department conducted	DDG: LA
		Number of managers enrolled and trained in outbound management (tailor-made courses for DHA) and leadership development programmes	3.1.2.3	Not Applicable	100 Managers enrolled and trained in outbound management and leadership development programmes	100 Managers enrolled and trained in outbound management and leadership development programmes	100 Managers enrolled and trained in outbound management and leadership development programmes	DDG: LA

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
3.1.3	A qualified and versatile cadre developed with values and talents that improves service delivery, combats corruption and enhances the security of the country	Immigration Officials trained in basic, advanced and specialised Immigration Services programme at identified number of ports of entry	3.1.3.1	Pilot project conducted at ORTIA	Immigration Officers trained in basic, advanced and specialised immigration service programmes at Maseru Bridge, Cape Town and Durban harbours	Immigration Officers trained in basic, advanced and specialised immigration service programmes at other selected ports of entry	Immigration Officers trained in basic, advanced and specialised immigration service programmes at other selected ports of entry	DDG: LA
		Status of development of Cadet programme Completion of Cadet programme pilot Status of implementation of Cadet programme	3.1.3.2	Not Applicable	Cadet programme designed and developed	Cadet programme piloted	Cadet programme implemented	DDG: LA
Strategic Objective 3.2: To ensure ethical conduct and a zero tolerance approach to corruption								
3.2.1	Counter Corruption Strategy for Home Affairs implemented	Number of critical processes security evaluated to identify security gaps and reports issued	3.2.1.1	Birth, marriage and death (BMD) and Permitting processes security evaluated and reports issued	4 critical processes security evaluated to identify security gaps and reports issued (Missions, Ports of Entry, Supply Chain Management and Deportations)	4 additional critical processes security evaluated to identify security gaps and reports issued	4 additional critical processes security evaluated to identify security gaps and reports issued	DDG: COUNTER CORRUPTION & SECURITY SERVICES (CCSS)
		Number of JCPS cluster departments with access to DHA database to strengthen counter corruption within the JCPS cluster	3.2.1.2	Central DHA database developed to provide integrated reports on all counter corruption cases	DHA database accessible to two JCPS cluster departments to strengthen counter corruption within the JCPS cluster	DHA database accessible to a further two JCPS cluster departments to strengthen counter corruption within the JCPS cluster	DHA database accessible to a further two JCPS cluster departments to strengthen counter corruption within the JCPS cluster	DDG:CCSS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
		Status of approval by appropriate DHA structure (Executive Ministerial Committee) of policy and legal framework to reposition the DHA as a security department Status of implementation of policy and legal framework to reposition the DHA as a security department	3.2.1.3	Not Applicable	Policy and legal framework to reposition the DHA as a security department approved by appropriate DHA structure (Executive Ministerial Committee)	Policy and legal framework to reposition the DHA as a security department implemented	Policy and legal framework to reposition the DHA as a security department implemented	DDG: CCSS
3.2.2	Misconduct addressed through improved turnaround times for finalisation of cases	Percentage (%) of new misconduct cases finalised (outcome of disciplinary hearing) within 60 days	3.2.2.1	70% of misconduct cases finalized within 60 days	100% of new misconduct cases finalized within 60 days	100% of new misconduct cases finalized within 60 days	100% of new misconduct cases finalized within 60 days	DDG:HR
Strategic Objective 3.3: To obtain a clean audit report								
3.3.1	Financial and Performance Information systems compliant with Public Finance Management Act (PFMA) and other relevant prescripts	Category of audit finding	3.3.1.1	Unqualified audit for 2010/11	Unqualified audit report for 2011/12 financial year	Unqualified audit report for 2012/13 financial year	Clean audit report for 2013/14 financial year	CHIEF FINANCIAL OFFICER (CFO)
3.3.2	Compliance ensured with the settlement of valid invoices within prescribed timeframes of receipt and approval	Percentage (%) of valid invoices settled within 30 days of receipt and approval	3.3.2.1	30% of valid invoices received settled within 30 days of receipt and approval	100% of valid invoices settled within 30 days of receipt and approval	100% of valid invoices settled within 30 days of receipt and approval	100% of valid invoices settled within 30 days of receipt and approval	CFO

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
3.3.3	Management and control over collection of revenue for all Civic and Immigration income generated products ensured	Status of establishment of Trading Account for all Civic and Immigration income generated products	3.3.3.1	Not Applicable	Trading Account established for all Civic and Immigration income generated products	Not Applicable	Not Applicable	CFO
Strategic Objective 3.4: To ensure secure, effective, efficient and accessible service delivery to clients								
3.4.1	Accessibility enhanced through refurbishment of offices, opening of new offices (including new leases), and development and implementation of a strategy to improve access to DHA services	Status of development of model for acquiring permanent accommodation for DHA and refurbishment of all state owned buildings Status of implementation of model for acquiring permanent accommodation for DHA and refurbishment of all state owned buildings	3.4.1.1	Not Applicable	Feasibility study conducted on model for acquiring permanent accommodation for DHA and refurbishment of all state owned buildings	Implementation of recommendations in respect of acquiring permanent accommodation for DHA and refurbishment of all state owned buildings	Implementation of recommendations in respect of acquiring permanent accommodation for DHA and refurbishment of all state owned buildings	CFO
Programme 2: Citizen Affairs								
3.4.1	Accessibility enhanced through refurbishment of offices, opening of new offices (including new leases), and development and implementation of a strategy to improve access to DHA services	Number of offices refurbished	3.4.1.2	18 offices refurbished in 2011/12	15 offices refurbished	15 offices refurbished	15 offices refurbished	DDG: CS
		Number of new offices (including new leases) opened	3.4.1.3	Not Applicable	8 new offices opened	Number dependent on funding	Number dependent on funding	DDG: CS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
		Status of approval of access strategy to bring DHA services closer to the people Degree of implementation of access strategy to bring DHA services closer to the people	3.4.1.4	Access norm developed	Access strategy developed and approved to bring DHA services closer to the people	Access strategy implemented to bring DHA services closer to the people	Access strategy implemented to bring DHA services closer to the people	DDG:CS
Programme 1: Administration								
3.4.2	Products and services rendered within specified time frames	Average number of months to fill vacant posts	3.4.2.1	Vacant posts filled within 8 months on average	Vacant posts filled within 3 months on average	Vacant posts filled within 3 months on average	Vacant posts filled within 3 months on average	DDG:HR
Programme 2: Citizen Affairs								
3.4.2	Products and services rendered within specified time frames	Percentage (%) of IDs (First issues) issued within 54 days	3.4.2.2	63% of IDs (First issues) issued within 54 days	95% of IDs (First issues) issued within 54 days	95% of IDs (First issues) issued within 54 days	95% of IDs (First issues) issued within 54 days	DDG: CS
		Percentage (%) of IDs (Re-issues) issued within 47 days	3.4.2.3	76% of IDs (Re- issues) issued within 47 days	95% of IDs (Re- issues) issued within 47 days	95% of IDs (Re- issues) issued within 47 days	95% of IDs (Re- issues) issued within 47 days	DDG: CS
		Percentage (%) of machine readable passports (manual process) issued within 24 days	3.4.2.4	95% of machine readable passports issued within 24 days (manual process)	95% of machine readable passports issued within 24 days (manual process)	95% of machine readable passports issued within 24 days (manual process)	95% of machine readable passports issued within 24 days (manual process)	DDG: CS
		Percentage (%) of machine readable passports (live capture process) issued within 13 days	3.4.2.5	97% of applications for machine readable passports issued within 13 days (live capture process)	97% of applications for machine readable passports issued within 13 days (live capture process)	97% of applications for machine readable passports issued within 13 days (live capture process)	97% of applications for machine readable passports issued within 13 days (live capture process)	DDG: CS
Programme 3: Immigration Affairs								
3.4.2	Products and services rendered within specified time frames	Percentage (%) of permanent residence permits issued within 8 months	3.4.2.6	56% of permanent residence permits issued within 8 months	75% of permanent residence permits issued within 8 months	80% of permanent residence permits issued within 8 months	95% of permanent residence permits issued within 8 months	DDG: IMS

STRATEGIC ANNUAL PERFORMANCE PLAN 2012/13 TO 2014/15								
Measurable Output No	Measurable Output (Period of One to Three Years)	Performance Indicator / Measure	Target No	Baseline (Projected performance for period 1 April 2011 to 31 March 2012)	Annual Target 2012/13	Annual Target 2013/14	Annual Target 2014/15	Delegation
		Percentage (%) of temporary residence permits (work, business, corporate) issued within 8 weeks	3.4.2.7	43% of temporary residence permits (work, business, corporate) issued within 8 weeks	75% of temporary residence permits (work, business, corporate) issued within 8 weeks	80% of temporary residence permits (work, business, corporate) issued within 8 weeks	95% of temporary residence permits (work, business, corporate) issued within 8 weeks	DDG:IMS
Programme 2: Citizen Affairs								
3.4.3	Flow of customers improved in frontline offices through the implementation of electronic queue management	Number of offices equipped with electronic queue management system	3.4.3.1	Electronic queue management system implemented in 6 additional offices (19 in total)	Electronic queue management system implemented in 1 additional office	Offices to be identified for further roll out	Offices to be identified for further roll out	DDG:CS



PROGRAMME PERFORMANCE INDICATORS AND TARGETS FOR 2012/13 TO 2014/15

Output indicator / Activity indicator	Programme	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Percentage of births registered within 30 days of the birth event against an estimated 1.1 million births per year	Citizen Affairs	NA	NA	46% (500 524)	48% (528 000)	54% (594 000)	58% (638 000)	62% (682 000)
Percentage of machine readable passports (manual process) issued within 24 days	Citizen Affairs	28 days	29 days	24 days	95% (692 948)	95% (651 577)	95% (610 206)	95% (568 835)
Percentage of machine readable passports (live capture process) issued within 13 days	Citizen Affairs	-	-	12 days	97% (341 302)	97% (434 385)	97% (456 104)	97% (477 977)
Percentage of identity documents (first issue) issued within 54 days	Citizen Affairs	60 days	90 days	60.5 days	95% (1 164 000)	95% (1 105 800)	95% (995 220)	95% (1 042 990)
Percentage of identity documents (second / re-issue) issued within 47 days	Citizen Affairs	56 days	40 days	49.6 days	95% (1 261 000)	95% (1 197 950)	95% (1 078 155)	95% (1 129 906)
Percentage of permanent residence permits issued within 8 months ¹	Immigration Affairs	12 months	6 months	-	70% (2 000)	75% (2 500)	80% (3 000)	95% (3 500)
Percentage of temporary residence permits issued within 8 weeks (work, business and corporate) ¹	Immigration Affairs	6 weeks	4 weeks	-	70% (116 900)	75% (109 600)	80% (110 300)	95% (111 000)
Number of permanent and temporary residence permits issued per year ¹	Immigration Affairs	85 227	117 436	-	193 000	190 000	195 000	200 000
Number of arrivals and departures cleared per year	Immigration Affairs	28 402 263	29 524 175	33 953 583	35 564 904	36 987 500	38 467 000	40 005 680
Number of illegal foreigners deported per year	Immigration Affairs	261 950	72 394	55 825	70 000	75 000	80 000	85 000

¹ Measuring tool inappropriate as system was not configured sufficiently to measure timeframes in 2010/11

RECONCILING PERFORMANCE AND TARGETS WITH BUDGET AND MTEF**Programme Name: Administration**

R Thousand	AUDIT OUTCOMES			APPROPRIATION	REVISED ESTIMATES	MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	
Ministry	32,781	27,929	28,262	41,583	40,713	40,727	44,137	46,698
Management	398,767	352,901	149,938	84,395	97,022	98,384	106,265	112,510
Corporate Services	336,231	352,746	438,208	462,244	496,502	552,283	546,035	582,565
Transversal Information Technology Management	386,770	551,263	736,519	853,160	941,858	643,303	712,818	813,699
Office Accommodation	198,225	213,848	339,334	341,497	321,769	339,410	357,510	378,147
Total of subprogrammes	1,352,774	1,498,687	1,692,261	1,782,879	1,897,864	1,674,107	1,766,765	1,933,619
ECONOMIC CLASSIFICATION OF PAYMENTS								
CURRENT PAYMENTS	1,224,093	1,344,220	1,431,696	1,754,189	1,889,733	1,618,942	1,754,343	1,920,933
Compensation of employees	180,576	227,842	241,262	317,263	319,602	345,235	360,497	386,337
Salaries and wages	159,159	204,914	214,151	277,256	276,958	299,310	312,650	336,448
Social contributions	21,417	22,928	27,111	40,007	42,644	45,925	47,847	49,889
Goods and services	1,043,517	1,041,267	1,086,173	1,436,926	1,570,131	1,273,707	1,393,846	1,534,596
Administrative fees	7,438	8,173	16,865	7,822	8,651	8,210	9,083	9,648
Advertising	17,866	7,280	9,196	22,631	11,024	10,483	11,589	12,283
Assets less than the capitalisation threshold	5,321	9,717	9,522	23,006	16,013	14,422	15,964	16,966
Audit cost: External	15,373	22,097	21,748	9,280	14,030	13,347	14,754	15,639
Bursaries: Employees	1,871	2,283	1,951	2,714	1,771	1,684	1,862	1,974
Catering: Departmental activities	5,912	2,446	1,214	3,753	2,675	2,506	2,778	2,956
Communication (G&S)	10,059	11,438	16,273	12,775	39,653	37,760	41,753	44,270
Computer services	173,487	292,803	336,111	263,358	216,131	186,828	207,827	221,716
Consultants and professional services: Business and advisory services	359,162	289,294	111,057	40,590	29,882	20,741	23,372	25,261
Consultants and professional services: Infrastructure and planning	-	42	-	83	-	-	-	-
Consultants and professional services: Legal costs	10,404	23,714	21,151	7,090	22,817	21,713	24,004	25,447
Contractors	29,265	14,440	37,508	91,255	83,173	54,001	60,856	65,772
Agency and support / outsourced services	6,151	12,122	4,816	9,693	6,510	6,193	6,845	7,254
Entertainment	226	303	269	612	681	656	707	729
Fleet services (including government motor transport)	-	-	166	-	-	-	-	-
Inventory: Fuel, oil and gas	31	14	38	418	12	12	13	14
Inventory: Learner and teacher support material	-	11	-	962	245	234	258	272

R Thousand	AUDIT OUTCOMES			APPRO- PRIATION	REVISED ESTIMATES	MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	
Inventory: Materials and supplies	51	528	3,564	3,329	746	733	783	828
Inventory: Medical supplies	40	343	17	146	41	39	44	47
Inventory: Medicine	-	-	350	597	235	224	247	262
Inventory: Other consumables	1,581	1,887	1,436	2,147	1,754	1,660	1,829	1,933
Inventory: Stationery and printing	15,753	11,710	15,094	19,048	15,823	15,083	16,664	17,642
Lease payments	164,101	140,648	210,111	649,733	818,045	598,348	649,637	742,396
Property payments	116,928	80,494	156,763	151,913	193,465	196,411	211,854	224,681
Transport provided: Departmental activity	-	126	-	-	-	-	-	-
Travel and subsistence	65,341	78,127	94,774	75,727	58,467	55,658	61,519	65,204
Training and development	11,897	17,363	3,689	20,428	15,858	15,091	16,687	17,692
Operating expenditure	10,659	8,138	7,921	7,100	3,939	3,750	4,145	4,394
Venues and facilities	14,600	5,726	4,569	10,716	8,490	7,920	8,772	9,316
Rental and hiring	-	-	-	-	-	-	-	-
Interest and rent on land	-	75,111	104,261	-	-	-	-	-
TRANSFERS AND SUBSIDIES	2,195	2,352	1,425	2,014	1,771	1,797	1,927	2,043
Provinces and municipalities	634	560	295	595	595	625	690	731
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Households	1,561	1,792	1,130	1,419	1,176	1,172	1,237	1,312
PAYMENTS FOR CAPITAL ASSETS	125,999	150,144	230,594	26,676	6,360	365	10,495	10,643
Other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	63,048	67,580	69,092	26,676	6,360	365	10,495	10,643
Transport equipment	21,513	4,080	11,656	24,678	-	-	10,000	10,000
Other machinery and equipment	41,535	63,500	57,436	1,998	6,360	365	495	643
Software and other intangible assets	62,951	82,564	161,502	-	-	-	-	-
PAYMENTS FOR FINANCIAL ASSETS	487	1,971	28,546	-	-	53,003	-	-
TOTAL PAYMENTS	1,352,774	1,498,687	1,692,261	1,782,879	1,897,864	1,674,107	1,766,765	1,933,619

Programme Name: Citizen Affairs

R thousand	AUDIT OUTCOMES			APPRO- PRIATION	REVISED ESTIMATES	MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
Civic Affairs Management	27,359	16,312	14,516	39,089	24,640	32,840	25,293	26,830
Status Services	97,294	213,118	378,716	128,225	408,765	85,562	90,608	95,400
Identification Services	327,590	269,540	364,728	240,228	249,552	241,874	262,158	277,565
Access to Services	48,123	79,160	101,820	138,473	116,453	101,255	110,541	117,735
Service Delivery to Provinces	1,064,067	1,292,641	1,418,016	1,553,987	1,540,521	1,645,459	1,741,018	1,846,181
Film and Publication Board	33,519	39,797	56,187	65,458	65,458	69,372	73,038	77,373
Government Printing Works	137,425	334,822	97,228	129,002	129,002	135,219	142,505	–
Electoral Commission	1,039,393	937,233	1,437,940	799,190	839,788	756,228	1,449,420	1,534,040
Total of subprogrammes	2,774,770	3,182,623	3,869,151	3,093,652	3,374,179	3,067,809	3,894,581	3,975,124
ECONOMIC CLASSIFICATION OF PAYMENTS								
CURRENT PAYMENTS	1,416,802	1,789,196	2,128,576	2,095,891	2,330,570	2,106,350	2,228,946	2,362,999
Compensation of employees	948,319	1,252,071	1,350,639	1,627,146	1,616,882	1,738,212	1,838,164	1,947,348
Salaries and wages	815,717	1,088,288	1,156,822	1,421,963	1,357,649	1,459,174	1,544,478	1,637,575
Social contributions	132,602	163,783	193,817	205,183	259,233	279,038	293,686	309,773
Goods and services	468,483	536,900	777,937	468,745	713,688	368,138	390,782	415,651
Administrative fees	5,657	6,062	4,155	3,282	2,712	2,676	2,833	2,972
Advertising	6,226	230	100	690	1,540	1,381	1,521	1,615
Assets less than the capitalisation threshold	10,267	6,450	911	33,525	10,235	8,584	9,171	9,770
Audit cost: External	–	–	–	–	–	–	–	–
Bursaries: Employees	–	(3)	493	31	–	–	–	–
Catering: Departmental activities	4,191	2,829	3,831	3,854	4,180	4,126	4,364	4,622
Communication (G&S)	40,682	48,451	50,600	34,458	12,913	12,618	13,580	14,349
Computer services	31,260	35,504	42,599	59,136	29,569	36,446	40,249	42,662
Consultants and professional services: Business and advisory services	4,624	4,364	144	–	602	573	633	671
Consultants and professional services: Infrastructure and planning	16	–	–	–	–	–	–	–
Consultants and professional services: Legal costs	3	–	–	–	–	–	–	–
Contractors	66,147	45,581	56,711	63,747	55,999	53,306	58,896	62,419
Agency and support / outsourced services	55,388	68,947	60,643	73,700	39,885	24,491	27,830	30,347
Entertainment	76	64	69	299	651	672	710	745
Fleet services (including government motor transport)	–	–	–	–	9,658	–	–	–

R thousand	AUDIT OUTCOMES			APPRO-	REVISED	MEDIUM TERM EXPENDITURE		
	2008/09	2009/10	2010/11	PRIATION	ESTIMATES	2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11	2011/12	2011/12	2012/13	2013/14	2014/15
Inventory: Fuel, oil and gas	15	44	13	1,606	2,017	2,008	2,130	2,267
Inventory: Learner and teacher support material	–	6	–	7	–	–	–	–
Inventory: Materials and supplies	244	430	133	287	520	386	403	421
Inventory: Medical supplies	13	2	37	80	24	27	27	27
Inventory: Medicine	–	–	–	–	2	2	2	2
Inventory: Other consumables	2,864	3,454	2,204	4,815	6,535	6,607	6,880	7,173
Inventory: Stationery and printing	87,939	191,273	348,788	79,369	403,973	69,438	76,014	80,825
Lease payments	68	302	1,334	1,131	3,612	3,611	3,817	4,042
Property payments	9,618	3,399	10,274	7,783	1,831	1,832	1,921	2,026
Transport provided: Departmental activity	498	6	–	107	–	–	–	–
Travel and subsistence	127,391	108,362	181,622	89,209	107,186	113,002	121,308	129,019
Training and development	1,004	529	1,363	979	1,212	913	1,012	1,090
Operating expenditure	12,102	8,966	10,715	7,301	15,798	13,999	15,456	16,439
Venues and facilities	2,190	1,648	1,198	3,349	3,034	11,440	2,025	2,148
Rental and hiring	–	–	–	–	–	–	–	–
Interest and rent on land	–	225	–	–	–	–	–	–
TRANSFERS AND SUBSIDIES	1,219,372	1,317,619	1,599,815	997,761	1,034,898	961,459	1,665,635	1,612,125
Provinces and municipalities	–	297	339	650	650	640	672	712
Departmental agencies and accounts	1,210,337	1,311,852	1,591,355	993,650	1,034,248	960,819	1,664,963	1,611,413
Households	9,035	5,470	8,121	3,461	–	–	–	–
PAYMENTS FOR CAPITAL ASSETS	138,596	75,808	140,760	–	8,711	–	–	–
Other fixed structures	–	–	–	–	–	–	–	–
Machinery and equipment	60,829	64,223	96,404	–	5,574	–	–	–
Transport equipment	–	–	–	–	–	–	–	–
Other machinery and equipment	60,829	64,223	96,404	–	5,574	–	–	–
Software and other intangible assets	77,767	11,585	44,356	–	3,137	–	–	–
PAYMENTS FOR FINANCIAL ASSETS	–	–	–	–	–	–	–	–
TOTAL PAYMENTS	2,774,770	3,182,623	3,869,151	3,093,652	3,374,179	3,067,809	3,894,581	3,975,124

Programme Name: Immigration Affairs

	AUDIT OUTCOMES			APPROPRIATION	REVISED ESTIMATES	MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	
R thousand								
Immigration Affairs Management	72,550	59,870	54,678	21,442	60,883	31,627	34,740	36,500
Admission Services	83,884	183,325	292,720	173,438	170,117	175,499	185,002	192,268
Immigration Services	298,027	218,494	562,778	323,767	288,687	288,338	312,600	331,189
Asylum Seekers	84,555	52,410	50,106	68,956	59,084	58,889	64,139	67,918
Total of subprogrammes	539,016	514,099	960,282	587,603	578,771	554,353	596,481	627,875
ECONOMIC CLASSIFICATION OF PAYMENTS								
CURRENT PAYMENTS	498,380	465,132	926,789	587,306	578,474	554,057	596,169	627,544
Compensation of employees	167,154	157,145	460,000	262,151	289,158	280,444	296,498	312,889
Salaries and wages	143,590	137,459	437,701	229,094	252,153	249,662	264,587	279,788
Social contributions	23,564	19,686	22,299	33,057	37,005	30,782	31,911	33,101
Goods and services	331,226	307,987	466,789	325,155	289,316	273,613	299,671	314,655
Administrative fees	2,484	1,770	6,041	829	3,160	1,210	1,339	1,417
Advertising	260	43	4,674	5	–	–	–	–
Assets less than the capitalisation threshold	2,580	1,081	2,205	2,218	1,062	1,014	1,123	1,186
Audit cost: External	–	–	–	1,066	–	–	–	–
Bursaries: Employees	–	–	–	–	–	–	–	–
Catering: Departmental activities	1,872	574	792	219	444	423	470	497
Communication (G&S)	4,728	3,765	18,407	10,786	12,751	12,132	13,414	14,220
Computer services	42,774	18,084	29,973	99,177	62,175	59,326	62,801	63,569
Consultants and professional services: Business and advisory services	3,042	11,418	5,624	7,426	3,582	3,407	3,767	3,993
Consultants and professional services: Infrastructure and planning	6	–	5	–	–	–	–	–
Consultants and professional services: Legal costs	156	–	245	107	–	–	–	–
Contractors	598	818	13,516	7,600	15,211	14,471	15,997	16,957
Agency and support / outsourced services	95,866	102,661	73,783	95,756	97,645	92,891	102,675	108,841
Entertainment	115	36	644	350	473	446	489	513
Fleet services (including government motor transport)	–	–	–	–	–	–	–	–
Inventory: Fuel, oil and gas	312	–	862	–	–	–	–	–
Inventory: Learner and teacher support material	–	4	1	32	–	–	–	–
Inventory: Materials and supplies	170	65	188	80	77	75	82	86

R thousand	AUDIT OUTCOMES			APPRO- PRIATION	REVISED ESTIMATES	MEDIUM TERM EXPENDITURE ESTIMATES		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
Inventory: Medical supplies	101	4	–	15	–	–	–	–
Inventory: Medicine	–	–	11	–	27	26	29	31
Inventory: Other consumables	1,449	2,032	622	4,539	8,087	7,694	8,503	9,011
Inventory: Stationery and printing	11,389	9,334	22,964	4,313	14,945	14,210	15,705	16,650
Lease payments	1,345	10,213	12,377	4,801	190	180	199	211
Property payments	3,288	564	475	38	–	–	–	–
Transport provided: Departmental activity	80,365	59,679	62,683	71,230	42,000	39,954	44,164	46,815
Travel and subsistence	42,510	76,814	202,030	10,525	19,575	18,634	20,604	21,839
Training and development	531	5,763	1,637	1,418	262	250	277	293
Operating expenditure	31,138	1,072	4,544	1,237	4,202	3,996	4,416	4,681
Venues and facilities	4,147	2,193	2,486	1,388	3,448	3,274	3,617	3,845
Rental and hiring	–	–	–	–	–	–	–	–
Interest and rent on land	–	–	–	–	–	–	–	–
TRANSFERS AND SUBSIDIES	241	501	225	297	297	296	312	331
Provinces and municipalities	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–
Households	241	501	225	297	297	296	312	331
PAYMENTS FOR CAPITAL ASSETS	40,365	48,466	33,268	–	–	–	–	–
Other fixed structures	–	–	–	–	–	–	–	–
Machinery and equipment	40,365	9,066	24,205	–	–	–	–	–
Transport equipment	–	–	–	–	–	–	–	–
Other machinery and equipment	40,365	9,066	24,205	–	–	–	–	–
Software and other intangible assets	–	39,400	9,063	–	–	–	–	–
PAYMENTS FOR FINANCIAL ASSETS	30	–	–	–	–	–	–	–
TOTAL PAYMENTS	539,016	514,099	960,282	587,603	578,771	554,353	596,481	627,875

For programme 1, the spending focus over the MTEF period will be on:

- Improving access to the services rendered by the Department by increasing the number of service points and connecting health facilities to the Department's network for registration of birth for babies.
- Designing and implementing a new National Identity System which will include South African and foreign nationals. This will include business process reengineering, provision of access to systems, inherent biometric features and system integration to enable the Department to ensure the integrity and security of the identity of citizens; all who live in South Africa; and all who enter or leave the country. This forms part of the Department's Information Technology System Modernisation Project for which an amount of approximately R 1.1 billion has been allocated over the MTEF period.
- Improving business processes and systems to combat fraud and corruption by rolling out online verification and live capture for both passports and identity documents to districts and regional offices.
- Integration of immigration and civic services systems, in particular the National Immigration Information System (NIIS), Case Management, and the Movement Control System (MCS), Home Affairs National Identification System (HANIS) and National Population Register (NPR), through the Systems Modernization Project (Who Am I Online project).
- Improving the service delivery environment for both the public and staff through infrastructure development and improvement.
- Developing a cadre of disciplined, professional officials who are security conscious and caring and responsive to the needs of all South Africans through establishing a world-class Academy and the culture and practice of constant learning.
- Developing leadership with the capacity to drive transformation.

For programme 2, the spending focus over the MTEF period will be on:

- Continued rollout of the National Population Registration Campaign with the focus on birth, marriage and death registrations, and the issuance of identity documents.
- Rendering of services in provincial offices as well as the production and providing support in the issuance of key enabling documents, including the efficient management of refugee centres and ports of entry in provinces.
- Implementing an operating model that is appropriate to a security department that must deliver services effectively and securely to every citizen and to other clients and sectors.
- Digitisation of documents and establishing of a document management system.

For programme 3, the spending focus over the MTEF period will be on:

- Facilitating the importation of critical skills into South Africa.
- Implementing an integrated immigration management system by amending and implementing the Immigration and Refugees Acts and Regulations in order to manage immigration more efficiently and securely.
- Developing and implementing a risk based immigration management approach to minimise risks and maximise benefits to the country.

MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) PLAN TO ACHIEVE THE DEPARTMENTAL HUMAN RESOURCES REQUIREMENTS

The increase to the Department's compensation budget has been between 5-6% during the past MTEF cycle. However, in line with the allocation letter from National Treasury, the Department's compensation budget over the MTEF for the period 2012/13 - 2014/15 provides for improvement of conditions of service, pay progression, housing allowances and general salary increases only. No additional budget is allocated for filling of posts. However, the Department has developed its recruitment plan that aims to attract, recruit and retain a suitably qualified cadre.

The Department is in the process of repositioning itself as a security department and has identified critical service delivery priorities relevant to a security environment. Critical areas where capacity enhancement is required are in the functional areas of counter corruption and security services and immigration services, particularly in the asylum seeker and refugee affairs management environment.

The Departmental Human Resource Plan forecasts a specific number of posts that should be filled over the MTEF period. This has implications on the budget allocation for compensation of employees. The Department's adjusted National Human Resource (HR) Plan was approved on 30 June 2011 and identifies five key priorities for implementation during 2011/12 - 2014/15, viz. training and development; transformation of organisational culture; filling of all vacant positions; leadership capability development; and improvement of the performance culture. These priorities have been included in the implementation plans of HR.

Provinces are also required to adjust their Provincial HR Plans on an annual basis to respond to the changing internal and external environmental needs. Implementation of the HR Plans (national and provincial) will be monitored through submission of quarterly and annual reports, as well as reporting to the Department of Public Service and Administration (DPSA) in line with the provisions of the DPSA Framework on Strategic HR Planning - Vision 2015.







home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

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INFRASTRUCTURE STRATEGY AND PLAN FOR THE DEPARTMENT OF HOME AFFAIRS

Introduction

The infrastructure strategy is aligned with the mandate, budget and plans of the Department and the priorities of government as reflected in the performance agreement of the Minister. This strategy complements the existing programme and includes the first phase of acquiring a permanent Head Office.

The Department has to deliver on its mandate in a country in which, for historical reasons, there is a sharp divide between people who have access to a reasonable level of service and the majority who have to struggle because they are poor, socially and geographically marginalised and often functionally illiterate. Access to services is frequently poor in those areas where Black people were forced to live under apartheid and where the majority still live. There is also a wide disparity in terms of the standard of offices, particularly between urban and rural offices. For many in the more remote areas simply reaching a DHA office is a huge challenge, given the deliberate lack of infrastructure development in those areas by apartheid governments.

Access and Infrastructure Strategy of the Department

Since 1994 the new Home Affairs Department, to a significant extent, has expanded its footprint and improved its access to services. This expansion has been guided by norms that the DHA has established with regard to the populations served and workflows. In 2004 the DHA took a decision to add a fleet of mobile offices to extend its reach into rural areas, many of which were very poorly served. The mobile offices employ satellite connectivity.

In 2005 the DHA commissioned a study by the CSIR to map all existing offices and show the optimum arrangement of built offices and mobile office routes according to population statistics and transport networks. The norm used was that every citizen should be within a 30 minute drive (approximately 50 kms) of a DHA office, except for the Northern Cape where the norm was 60 minutes (approximately 100 kms). A norm based on distance rather than time is now being introduced, as well as differentiation between rural and urban areas. However, the principle is still that of optimising access based on needs and available communication, power and transport networks.

The Turnaround Programme, launched in 2007, included initiatives aimed at making optimum use of existing infrastructure and mobile offices. These included:

- The design of frontline offices, taking improved service delivery and business processes into account.
- “Look and Feel” upgrading of prioritised offices, including a new head office, to a set of standards as well as the cleanliness of these offices.
- Optimum use of mobile offices for key campaigns including annual visits to schools to collect ID applications and issue IDs.

- The purchase of a number of 4 by 4 vehicles, combined with satellite connectivity, to complement the mobile offices so as to reach otherwise inaccessible areas.
- Implementing the concept of achieving maximum access through the integrated management of a number of channels of service delivery, including mobile and fixed offices, a Client Service Centre, use of cell phone messaging and so on. The use of shared facilities was included and negotiations with the Post Office were started, resulting in a number of offices now being located in space leased from the Post Office at sub-market rates. Other developments include office space being designed into new shopping malls and sharing the new one-stop service centres being rolled out in KZN.
- Connectivity to hospitals and clinics where births take place.

Capital Asset Acquisition Strategy

The broad infrastructure strategy of the Department is:

- To continue the expansion of the footprint of the Department to meet the needs of citizens and other residents, according to acceptable norms.
- To implement a new and cost-effective strategy to build on achievements to date, especially with regard to rural areas. This entails using a flexible combination of methods to meet infrastructure needs; including fixed low-cost and prefabricated buildings, shared sites, mobile offices and the use of ICT-enabled channels.
- To devolve responsibility to local offices and the ongoing management of infrastructure to Provincial Managers, while Head Office sets policy and plans, monitors and provides support at a national level.

Table below sets out the various service delivery options being used by the Department. Future infrastructure plans will be informed by the optimum mix of these service delivery channels. One development that will have an impact is the sharing of sites with other departments, including Justice and Basic Education.

Table: Strategy to Provide Access to Home Affairs Services

Fixed Service Delivery Points Fixed, Prefabricated Rented, Owned Low cost buildings	Service Delivery through ICT Call Centre SMS service Online services
Mobile Service Delivery Points Trucks 4x4s for use on poor roads	Collaborative Service Delivery Points Thusong centres, SAPO, etc Justice, schools (shared sites) Health facilities
Key Enablers	
Service provision levels and standards (Caring, knowledgeable, committed staff)	
Appropriate policy, acts, regulations & standard operating procedures etc.	

The new strategy brings in flexibility and low-cost solutions, such as establishing low-cost or prefabricated buildings on shared sites where possible. A key principle is to shift away from leased buildings by investing capital to expand the capital base of the state. Additional major projects will also come on line in the medium to longer term, and will include the following:

- A permanent Head Office for the Department, built through a Public Private Partnership.
- A secure archive for paper records that is in compliance with the standards required to mitigate the very serious risk of a permanent loss of these records.
- Centres for processing asylum seekers and refugees.
- Provincial Offices that will accommodate the Provincial Managers and their provincial office staff.
- Renewing the fleet of mobile offices and further purchases of 4 x 4 vehicles.
- Improvement of infrastructure at border posts, relating to office space and accommodation.

Infrastructure Management Plan

Infrastructure management will be based on the following principles:

- The Department intends to take over the implementation and monitoring of smaller infrastructure projects from Public Works to ensure cost-effective and speedy implementation.
- Existing facilities will be maintained to ensure fitness for purpose.
- The 'Look and Feel' project will continue to be rolled out at service centres.
- Refurbishment will be done on those facilities that are not fit for purpose.
- Priorities will be established and agreed upon for the placement of new facilities using:
 - Inputs from the CSIR Footprint study,
 - The Turnaround Strategy, and
 - Identification of areas of need in terms of access (distance for citizens).
- The cost effectiveness of ownership versus rental agreements will be considered for existing and new facilities and appropriate ownership options will be implemented. The trend must be towards fewer leased buildings and more owned by the state.
- Specific needs for infrastructure for refugee centres and processing centres will be clarified once policy in this regard has been finalised. This includes the locating of processing functions closer to ports of entry.



CURRENT PROJECTS IN THE INFRASTRUCTURE PLAN

The following projects form part of Capital Works and include Construction, Repair and Upgrade and Maintenance:

Project name R Million	Service delivery outputs	Current project stage	Total project cost	Audited Outcome			Adjusted appropriation	Medium-term expenditure estimates		
				2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
DEPARTMENTAL INFRASTRUCTURE										
SEBOKENG	CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Construction	10.0	-	2.1	1.7	5.9	-	-	-
PHUTADITJABA	CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Construction	25.4	-	5.4	0.9	11.1	7.9	0.1	-
TAUNG	CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Design	19.1	-	2.7	-	0.5	11.0	4.9	-
HLUHLUWE	CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Feasibility	12.1	-	-	-	0.2	0.5	-	11.4
STANGER	CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Feasibility	11.9	-	-	-	0.0	0.5	-	11.4
LUSIKISIKI	DEMOLISHING OF OLD PRISON AND CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Various	25.6	-	-	0.8	1.8	3.8	5.0	14.3
RANDFONTEIN	DEMOLISHING OF OLD COMMANDO AND CONSTRUCTION OF NEW OFFICE BUILDING FOR HOME AFFAIRS	Various	22.4	-	-	-	1.0	0.5	5.0	15.9
MARABASTAD	CONSTRUCTION OF ABLUTION BLOCK AND SHELTER	Various	4.9	-	-	-	4.4	0.5	-	-
REPAIR AND MAINTENANCE PROGRAMME (RAMP GROUP 1)	RENOVATIONS, REPAIRS AND MAINTENANCE OF HOME AFFAIRS BUILDINGS TO MAKE THEM HABITABLE	Handed over	32.5	12.3	8.7	11.6	-	-	-	-
RAMP GROUP 2	RENOVATIONS, REPAIRS AND MAINTENANCE OF HOME AFFAIRS BUILDINGS TO MAKE THEM HABITABLE	Handed over	53.1	35.4	5.0	12.7	-	-	-	-
REPAIR AND UPGRADE 2011	RENOVATIONS, REPAIRS AND MAINTENANCE OF HOME AFFAIRS BUILDINGS TO MAKE THEM HABITABLE	Various	30.1	-	-	11.6	13.8	4.7	-	-

				Audited Outcome			Adjusted appropriation	Medium-term expenditure estimates		
Project name	Service delivery outputs	Current project stage	Total project cost	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
R Million										
REPAIR AND UPGRADE 2012	RENOVATIONS, REPAIRS AND MAINTENANCE OF HOME AFFAIRS BUILDINGS TO MAKE THEM HABITABLE	Identification	45.4		-	-	-	11.3	31.2	3.2
LOOK AND FEEL	RENOVATIONS / COSMETIC CHANGES IN DHA IN WAITING AREAS. REPLACEMENT OF FLOORING, PAINTING, INSTALLATION OF SIGNAGE, BLINDS, NEW SERVICE COUNTERS AND SUPPLY OF TERMINAL SEATS FOR MEMBERS OF THE PUBLIC. THIS IS A ONCE OFF PROJECT PER FINANCIAL YEAR.	Various	171.5		-	19.3	10.0	12.0	12.0	6.4
OTHER CAPITAL WORKS PROJECTS	INSTALLATION OF GENSETS AND UNINTERRUPTED POWER SUPPLY (UPS). ELECTRICAL ENGINEERING AND RELATED SERVICES	Various	11.5	-	-	3.7	5.6	2.2	-	-
BACKLOG REPAIRS AT DHA OFFICES	BUILDINGS REPAIRED IN TERMS OF OHSA (1993)	Handed over	30.9	18.9	12.0	-	-	-	-	-
DEPARTMENT OF HOME AFFAIRS OFFICE EXPANSION PLAN	IN COLLABORATION WITH GOVERNMENT COMMUNICATION AND INFORMATION SYSTEMS AND SOUTH AFRICAN SOCIAL SECURITY AGENCY. DHA WILL PARTICIPATE IN THE THUSONG SERVICE CENTRE INITIATIVE. APPROXIMATELY 77 OFFICES OF THE 172 NEWLY PROPOSED OFFICES WILL BE CATERED FOR UNDER THIS INITIATIVE	Handed over	15.7	-	15.7	-	-	-	-	-
MAINTENANCE										
PLANNED MAINTENANCE	UPGRADING OF DHA FACILITIES SUCH AS PAINTING AND NEW FLOORING	Handed over	33.9	1.4	4.5	5.0	2.0	3.0	3.0	3.0
MAINTENANCE	INSTALLATION OF GENSETS, EARTH WIRE AND RELATED SERVICES	Various	3.9	-	-	-	3.7	0.2	-	-
TOTAL			559.9	68.0	56.1	67.2	59.9	58.1	61.3	65.5

DETAILS OF PROPOSED INFORMATION TECHNOLOGY ACQUISITION OR EXPANSION WITH REFERENCE TO AN INFORMATION TECHNOLOGY (IT) PLAN

Access and Infrastructure Strategy of the Department

In 2008 the Department started with the implementation of the Who Am I Online project (now the Information Systems Modernisation project), an integrated IT platform which will enable the Department to process transactions for issuing identity documents, birth, death and marriage certificates, passports, visa permits, section 22 asylum permits, refugee identity documents, citizenship certificates and permanent and temporary residence permits. The system allows transactional processing and simultaneously supports information about photographs, fingerprints, signatures and voice recordings, demographic information, and scanned supporting documents.

The project was put on hold in May 2010 and no further progress was made in its implementation due to a dispute between the Department and the service provider. The dispute was resolved in January 2011 and the project will resume in the 2012/13 financial year. R1.1 billion has been made available over the medium term to complete the project by 2014/15.

Key aspects as part of the project to be completed over the medium term include: live capture functionality for identity documents and passports, cleaning of the National Population Register; core systems integration of civics and immigration; visa and permitting system; roll-out of the Movement Control System to ports of entry and the piloting of the Smart ID Card.

To support the Department in ensuring improved access to all offices and corruption free services, the Information Services Branch included initiatives aimed at making optimum use of existing infrastructure and mobile offices. The above include best possible use of technology infrastructure which will be upgraded in all offices including mobile offices and foreign missions, maintenance of IT infrastructure at all access points to ensure data integrity and reliability, and connectivity to hospitals and clinics where births take place.

Capital Asset Acquisition Strategy

The Information Services Branch will acquire Information Technology hardware and software (including licensing) to roll out and implement the following initiatives (which will improve services and security in the Department):

- Install and upgrade of IT infrastructure for improved security and data integrity. Provision of R7 million for the financial years 2013/2014 and 2014/2015 were made in IS Security for: Identity Management - R2 million; Security Operations Centre - R2 million; Security Patches solution - R1 million and Transversal & Movement Control System BACM - R2 million.
- Provide access to the remaining entities requiring utilization of the Commercial On-Line Verification Service (OVS).
- Re-align the Home Affairs National Identification System (HANIS) system to ensure that the right people are registered on the citizen's database and their fingerprints are captured for future identity verification.

- Implement an Electronic Document Management System (EDMS) which will provide security and central custody of all source documents relating to services envisaged by the relevant legislation and acts while improving security and data integrity.
- Pilot and implement the Smart ID Card to introduce a secure identification mechanism to combat fraud and corruption in the DHA processes and systems.
- The Department will be realising its core objective of legacy systems replacement which will be implemented in a form of systems integration for core business units (Immigration and Civics).
- Initiatives like Live Capture will be further expanded to Regional and District offices of the Department.
- Enhanced Movement Control System will be expanded to all the remaining ports of entry to ensure that services are enhanced, secured and efficient.
- Connectivity of identified and agreed upon health facilities for online birth registration.
- The Trusted Traveller Programme will be piloted and rolled out at identified ports of entry.
- Refresh IT devices to improve stability, capacity, reachability and responsiveness in DHA offices (including identified health facilities and refugee reception offices).

Table below illustrates the Information Technology Acquisition Plan in line with initiatives outlined in the Capital Assets Acquisition Strategy above:

IS Projects/Initiatives per business area to be improved	Budget		
	2012/13 (Million)	2013/14 (Million)	2014/15 (Million)
Systems Modernisation Project, including: <ul style="list-style-type: none"> • National Identity System with inherent biometric security features • Live Capture for IDs and Passports • Online Application System for Permitting and Civics • Electronic Queue Management Systems • Electronic Movement Control System • Electronic Document Management System • Infrastructure Upgrade • Executive Management System (Business Intelligence) • CCTV System • Biometric Access Monitoring and Control System 	314	348	425
HANIS Disaster Recovery System	30	33	35
HANIS Infrastructure including Technology Refresh	49	54	58
Total Budget	393	435	518

The Master Systems Plan (MSP) of the Department, which should be informing the above acquisition plan, still needs review and it will in future be used as a roadmap for all Information Technology projects and acquisition of initiatives. The MSP will be aligned with the Government-wide Enterprise Architecture Framework (GEWA), Minimum Inter-Operability Standards (MIOS) and Minimum Information Security Standards (MISS) which also guides acquisition of Information Technology in Government. A provision of about R13 million was made to kick-start the MSP.

Information systems that enable the executing authority to monitor the progress made towards achieving goals, targets and core objectives are:

Civic Services

- National Population Register (NPR), ID Track and Trace, Machine Readable Passport System, Home Affairs National Identification System (HANIS), Certificate via Terminal System (CVT), Electronic Document Management System (EDMS), Online Verification, Live Capture, Biometric Access Control Management System (BACM), Nucleus Call Logging System, Manual Systems and Electronic Queue Management System (EQMS)

Immigration Services

- Enhanced Movement Control System (eMCS), National Immigration Information System (NIIS), Case Management System (CMS), Visa System, Advance Passenger Processing (APP), Personal Name Record (PNR), Biometric Access Control Management System (BACM) and Manual Systems.

Finance and Supply Chain Management

- BAS, ProQuote, BAUD Asset Management System, LOGIS, Q&A and Integrated Revenue Engine (IRE).

Human Resources

- PERSAL, Vulindlela and Personnel Files, Biometrics Access Control Management System (BACM).

Information systems that support compliance with the reporting requirements in regulation III J and the Minimum Information Requirements, referred to in regulation VII H of the Public Service Regulations are:

- PERSAL, Vulindlela and Personnel Files, Biometric Access Control Management System (BACM).
- Online Reporting Tool to monitor progress on targets in the DHA.

ASSET MANAGEMENT PLAN

The objective of the Asset Management Plan is to ensure that assets are properly managed and implemented in terms of the Asset Management Policy and Treasury Regulations' prescripts. The Asset Management Plan is aimed at providing proper controls and management systems that will ensure effective, efficient, economical and transparent use of the Department's assets; establishing controls that will ensure proper management of risks associated with ownership and safeguarding of assets; fostering accountability and the optimal utilization of the Department's assets.

The Department of Home Affairs has developed an Asset Management Policy in line with Treasury Regulations and other Financial Management prescripts. A detailed Asset Management Plan has been developed but not yet presented to and approved by the Executive Committee (EXCO).

In terms of immovable assets, the Department's head office has relocated to the Hallmark Building in the Pretoria central business district from November 2011. This is an interim arrangement as the Department will be engaging in a process of acquiring a permanent head office through a public-private partnership process. The Department is currently leasing its properties for provincial and district offices through the Department of Public Works. An infrastructure plan has been developed for the management of office accommodation. The Department also provides services in countries abroad. Officials posted abroad are provided with residential accommodation by the Department of International Relations and Cooperation (DIRCO).

With regard to movable assets, the Department is making a concerted effort to improve its asset management function. The Department continuously updates the asset register. Monthly reconciliations between the financial accounting system and the asset register are done as well as quarterly physical verification of all departmental assets.

Furthermore, the asset register of the Department complies with the set minimum asset requirements. The Department maintains its asset register in a Microsoft Excel password protected spreadsheet. The Department is in the process of loading its asset register onto the LOGIS system. In order to meet the National Treasury requirement for recording assets at fair values where actual costs cannot be established, the Department, in the 2009/10 financial year, started with the project of valuation of all assets recorded at R1 values in the asset register in an efficient and economical manner. A phased approach was adopted and the valuation process, which commenced in the 2009/10 financial year, is due for completion by 31 March 2013.

All assets are expected to perform to their full capacity and will be assessed on their physical condition regularly to ascertain their usability to avoid casualties on duty. The Department will ensure that assets are maintained regularly and are performing and used according to their life span. For the 2009/10 financial year, no disposal of assets took place except for motor vehicles which were auctioned. Obsolete, redundant and damaged or destroyed assets have been identified for disposal in the 2011/12 financial year.

PUBLIC ENTITIES

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

- The Film and Publication Board regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications, in terms of the Films and Publications Act (1996). The Board is also responsible for monitoring age restricted business premises for compliance with their licence and registration terms. The Board was established in terms of section 3 of the Films and Publications Act, 1996 (Act No. 65 of 1996). The Chief Executive Officer is the Accounting Officer of the Board in terms of section 13 of the Act.
- The Government Printing Works (GPW) provides security printing services to the South African government and some states in SADC. The Government Printing Works was founded in 1888. The GPW was initially established as a trading account in the Department of Home Affairs, but in September 2008 its conversion to a government component in terms of the Public Service Act (2007) was approved and in June 2009, its new status was formalised. The conversion was to allow the entity to start operating on sound business principles, setting it on the path of full profitability. The Chief Executive Officer is the Accounting Officer in terms of section 36(3) of the PFMA.
- The Electoral Commission is a chapter 9 constitutional institution reporting directly to Parliament. The Commission manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period. The Commission aims to continue entrenching itself as the focal point in the delivery of free and fair, cost effective elections. The Electoral Commission was established in terms of the Electoral Commission Act, 1996 which sets out the composition, powers, functions and duties of the Commission as well as the establishment, composition, powers, functions and duties of the electoral court. The Chief Electoral Officer is the Accounting Officer in terms of section 12 of the Act.

Name of Public Entity	Mandate	Outputs	Current Annual Budget (2012/13)	Date of Next Evaluation
Government Printing Works (GPW)	Provides security printing services to the South African government and some states in SADC	Supply of security documents	R135.219 M	Quarterly
		Supply of non-security documents		
Electoral Commission	Manages national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period	Outsourcing of printing services for security documents and other commercial work to private sector suppliers	R756.228 M	Quarterly
		Maintain systems and procedures which will ensure an accurate and up to date national voters' role		
		Deliver well run elections which produce credible results		
Film and Publication Board	Regulates and controls the creation, production, possession, exhibition and distribution of certain films, interactive computer games and publications	Educate and inform civil society to optimise citizen participation in democracy and electoral processes	R69.372 M	Quarterly
		Implement and promote effective electoral processes that will facilitate the participation of political parties and candidates in the management and delivery of free and fair elections		
	Monitoring age restricted business premises for compliance with their licence and registration terms	Registration of all traders in films and interactive computer games		

OTHER PLANS OF A STRATEGIC NATURE

Details of Human Resources Strategy

The Human Resources Strategy (HR Strategy) is an integrated document that sets the direction and provides the road map on how people management matters should be addressed to meet strategic and operational organisational imperatives. It supports a general approach to the strategic human resource management which is concerned with longer term people matters and macro concerns about structure, quality, culture, values, performance / productivity and matching resources to future needs.

The strategic thrust for the Human Resources Branch is to support the Department in achieving its outcomes and in delivering a service that is efficient, accessible and corruption free. The Department has begun a process of reviewing the HR Strategy during the 2011/12 financial year. This process will be consolidated in the 2012/13 financial year to ensure alignment of the HR Strategy with the repositioning of the DHA as a security department. The revised strategy seeks to reposition the DHA as a highly effective security department and employer of choice.

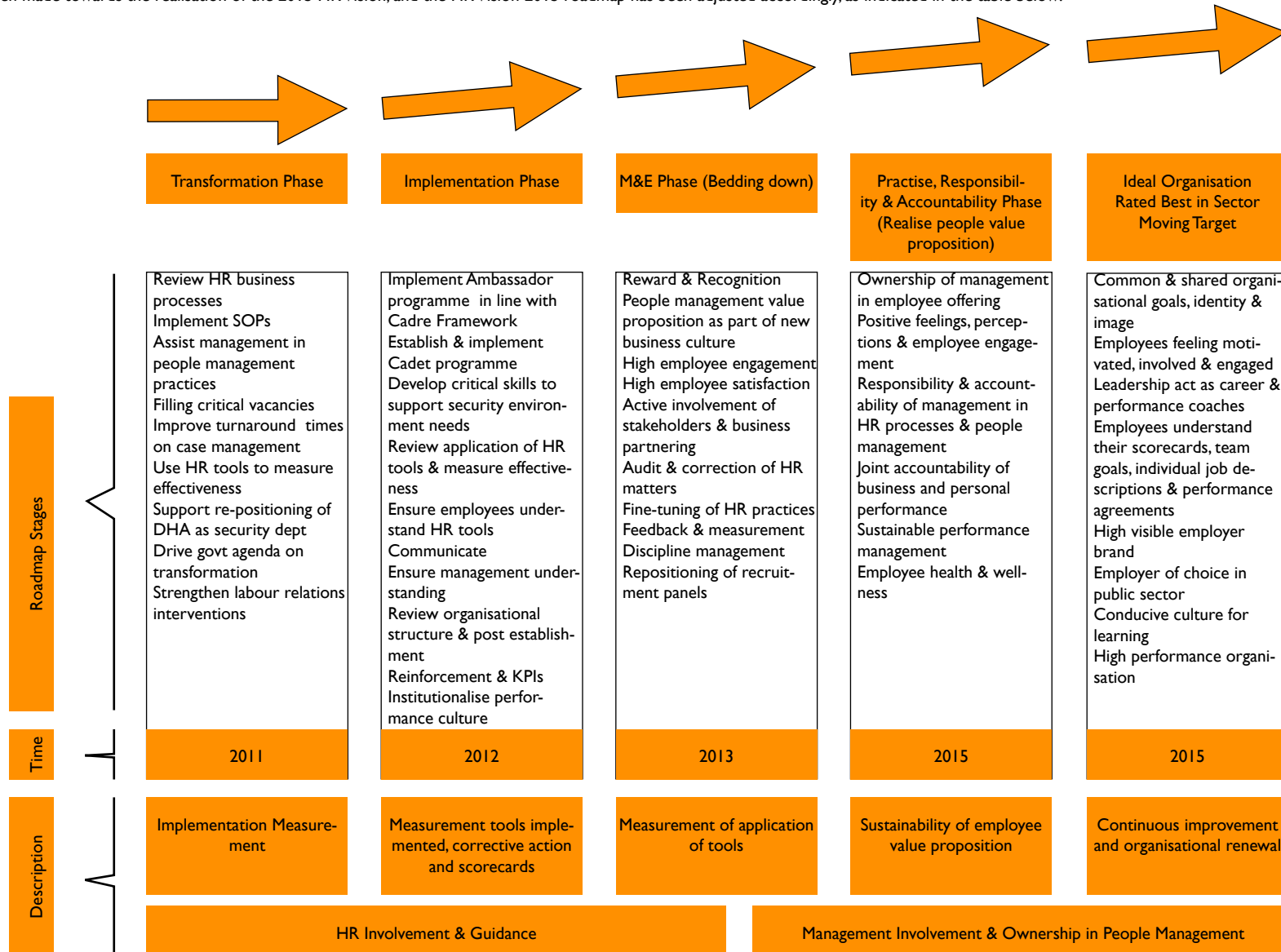
The following top five HR priorities, which are in line with the Departmental roadmap, were identified to drive organisational effectiveness and maximise outputs:

1. **People Acquisition:** Improved psychometric evaluation and recruitment methods, critical areas for capacity building identified, critical posts filled, review of appointment contracts for immediate dismissal in relation to vetting and lifestyle outcomes and on-boarding programme to welcome newcomers and re-orientate existing staff.
2. **Human Resources Development:** Critical skills gaps identified, leadership forums conducted and leadership capability assessed, cadet programme developed and rolled out, talent management system and process developed to identify exceptional cadre for career and reward management, coaching development intervention implemented to close critical individual skills gaps, security awareness programme developed and skills developed through relevant training programmes.
3. **Performance Management:** Compliance to contracting and review process, exceptional performers identified and rewarded in line with the incentive programme and reward and recognition programme implemented.
4. **Employee Relations Strategy:** Zero tolerance approach to corruption with improved turnaround times to manage cases, categorise cases according to corruption and fraud, cases with a financial implication and other disciplinary matters and application for the Immigration function to be classified as an essential service.
5. **Transformation and Change:** Employment equity targets, in relation to gender, race, and disability set and achieved, Youth Development programme rolled out and DHA Cadre Framework implemented.



The 2015 Human Resource Vision

Progress has been made towards the realisation of the 2015 HR Vision, and the HR Vision 2015 roadmap has been adjusted accordingly, as indicated in the table below:



Critical projects are in the process of being implemented towards the realisation of the HR Vision, e.g. the roll out of the approved DHA Cadre framework which outlines the attributes, attitudes and competencies required from employees at individual, managerial, leadership and team levels. This will enable the Department to be clear on the cadre of employees it needs to attract and retain within its accelerated recruitment drive and repositioning itself as an employer of choice. Furthermore, the development and implementation of the Employee Value Proposition (EVP) has been prioritised during this MTEF period to enable the Department to attract and retain the best talent.

In our quest to enhance existing capacity and improve productivity within the Department, emphasis will continue to be placed on initiatives aimed at up-skilling and re-skilling of our workforce through various interventions such as leadership development, implementation of coaching clinics, and implementation of the cadet programme. Investing in our human resources is central to the HR Strategy to ensure that we have a multi-skilled, dynamic, agile and committed workforce.

During the 2011/12 financial year, an assessment of HR effectiveness in relation to its strategic and change agent roles was rated at 85% by the line function managers. This indicates a concerted move from the transactional to a more strategic and transformational role of HR in the Department. In this same year, the Department participated in the Employer of Choice survey where students from all universities participated to indicate their perceptions on whether they wish to have a career in the Department. The Department was rated 8th in the Humanities section. This is a milestone achievement considering the fact that the Department received a rating in its first year of participation in the survey.

The implementation of the HR dashboard as a performance monitoring and reporting tool has further maximised achievement of HR targets against planned deliverables during the 2011/12 financial year. Areas of the HR dashboard are defined as indicated below:

1. Performance Management Compliance - Performance Rewards / Incentives and Skills Audit
2. Conduct Management: Grievances, Misconduct, Disputes and Suspensions
3. Compensation Management: Payroll Management and Overtime
4. Establishment Management: Headcount; Job Evaluation; Vacancy Rate, Turnover and Age Analysis
5. Employment Equity: Race; Gender and Disability

The dashboard on key HR business processes is monitored through weekly, monthly, quarterly and annual reports. It provides HR with an opportunity to plan, monitor progress, evaluate outcomes and assess impact of HR services that are on the radar screen.

Organisational Structure and Post Establishment

The Department of Home Affairs has an approved organisational structure that is designed in line with its core and support functions. It is differentiated in accordance with its head office and provincial management levels. The top three tiers organisational structure is attached as Annexure A. The departmental organisational structure was reviewed to ensure alignment to municipal boundaries and the Department's operating model. The Department has taken a decision to decentralise

some of the critical functions to the service delivery level in order to improve its presence as well as access of DHA services to communities in rural and far flung areas. The functional organisational structure has been developed in support of the decentralised functions. This process has necessitated the review of the organisational structure in terms of management and specialised positions in order to attract and retain critical and scarce skills to the Department.

The post establishment has been developed based on the revised organisational structure and linked to the Codes of Remuneration (CORE) and Occupation Specific Dispensation (OSD) Framework for the legal services category. The revised post establishment is comprised of professional, managerial, functional and auxiliary occupational categories. The current total funded post establishment (permanent) for the DHA is at 9 829 as at 30 September 2011.

HR Planning

In line with the DPSA Framework on Strategic Human Resource Planning - Vision 2015, the Department adjusts the Human Resource Plan annually to ensure that it has the required number of officials with the right competencies, in the right places and is representative in line with the demographics and specified employment equity targets, to enable it to deliver on its mandate and achieve its strategic goals and objectives.

An analysis of the human resources capacity is conducted and staffing movement managed through the PERSAL system and supporting policy frameworks. Although HR information management remains a challenge, measures have been put in place to further contribute towards the improvement of the integrity and validity of information to inform managerial decisions. A template designed from the DPSA data clean up exercise in accordance with the National Minimum Information Requirements has been developed for capturing of employee information and analysis of statistics. In the 2011/12 financial year, HR initiated Project Akani to ensure alignment of the organisational structure, post establishment and Persal. The overall objective of the project was to ensure data integrity for management decision making as well as to attain purified establishment data to inform planning for resources (human, financial and assets) and for maintenance of the post establishment by management.

In addition, the Department forecasts / projects posts and competencies required. This enables the Department to link programmes and projects to realistic capacity available and required to deliver on its mandate, strategy, objectives and plans.

DETAILS OF APPROVED ESTABLISHMENT AND PERSONNEL NUMBERS ACCORDING TO SALARY LEVEL

	Personnel post status as as 30 September 2011		Number of personnel posts filled / planned for on funded establishment						
	Number of posts on approved establishment	Number of funded posts	Actual			Mid-year	Medium-term estimate		
			2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Department	17 746	9 829	8 560	10 494	9 258	8 793	9 829	9 829	9 829
Salary level 1-6	10 650	6 796	6 423	7 598	6 923	6 470	6 796	6 796	6 796
Salary level 7-10	6 365	2 637	1 933	2 103	2 082	2 092	2 637	2 637	2 637
Salary level 11-12	476	206	131	695	135	145	206	206	206
Salary level 13-16	255	190	73	98	118	86	190	190	190
Administration	3 393	954	800	964	830	821	954	954	954
Salary level 1-6	1 137	378	506	519	390	364	378	378	378
Salary level 7-10	1 844	378	189	318	305	313	378	378	378
Salary level 11-12	275	104	69	74	68	75	104	104	104
Salary level 13-16	137	94	36	53	67	69	94	94	94
Citizen Affairs	10 349	8 124	5 432	7 124	7 347	7 325	8 124	8 124	8 124
Salary level 1-6	6 624	5 989	4 067	5 402	5 744	5 696	5 989	5 989	5 989
Salary level 7-10	3 523	1 990	1 303	1 091	1 521	1 584	1 990	1 990	1 990
Salary level 11-12	124	74	40	604	50	44	74	74	74
Salary level 13-16	78	71	22	27	32	1	71	71	71
Immigration Affairs	4 004	751	2 328	2 406	1 081	647	751	751	751
Salary level 1-6	2 889	429	1 850	1 677	789	410	429	429	429
Salary level 7-10	998	269	441	694	256	195	269	269	269
Salary level 11-12	77	28	22	17	17	26	28	28	28
Salary level 13-16	40	25	15	18	19	16	25	25	25

BUILDING A WORLD-CLASS HOME AFFAIRS ACADEMY

The Department of Home Affairs plays a central and critical role in national security. However, Home Affairs officials have, among other things, been constantly blamed for their lack of regard for the security of the country, most visibly at ports of entry in terms of a lack of professionalism, discipline, customer care and patriotism. It was the same concerns that prompted a rallying call by the Minister of Home Affairs, Dr. Nkosazana Dlamini Zuma for an urgent need to create a cadre of Home Affairs officials who are versatile, committed, humble, disciplined, security conscious, patriotic and people centred.

The Department of Home Affairs has identified the professional training of its officials to be of the highest strategic importance. It is to this end that the Department has established a Learning Academy that will be responsible for the development of a cadre of officials who not only have appropriate levels of commitment, values and competencies but are endowed with problem solving skills. Above all, the officials must share the values of patriotism, service and humanity.

In order to build the capacity and capability of managers and employees, the Department has conducted a skills audit and training needs assessment to identify the skills needs of the organisation. The information derived from this process has been used to inform the Departmental Workplace

Skills Plan. The following have been identified as critical training priorities:

- Management and Leadership Development Programmes
- Financial Management and Budgeting
- Civic Services Training (Births, Marriages, Deaths and Citizenship)
- Immigration Training (Basic, Advanced and Specialised)
- Security and Counter Corruption
- Ethics
- Change Management
- Computer Literacy
- Operations Management
- People Management

In 2011, the Learning Academy recruited and appointed 30 Training Specialists. This is in line with the Department's repositioning as an employer of choice, a security department, a learning organisation, but most importantly, its vision to build a world class Academy. It was for the same reason that the training specialists were recruited from across a wide spectrum – the corporate sector as well as from other security departments.

The Learning Academy is also currently in the process of repositioning itself that includes restructuring and rebranding. Our vision is for the Learning Academy to incorporate into its curriculums and research programme population, citizenship and migration studies. This will enable it to broaden its horizons and its scope, and work with relevant institutions within South Africa and abroad.

The Learning Academy's Training Strategy

As its training strategy, the Learning Academy has identified at least four key initiatives: Partnerships with other entities, methodology for delivering training, implementation of a cadet system and research, information and knowledge management. Key to the Learning Academy's training strategy is the partnering with a number of other world class organisations, local and international. The international partnership includes Cuba's Ministry of Interior Academy of Migration Management Studies and the University of Havana. The local partnership includes other departments from within the security cluster such as the South African National Defence Force and successful organisations such as South Africa's Banking Association, Wits University, Old Mutual and Vodacom.

Through its Academy, the Department of Home Affairs has registered a qualification with the South African Qualifications Authority, under the Public Service Sector Education and Training Authority. This qualification, National Certificate: Home Affairs Services, also known as the DHA Qualification, has been prioritised to train officials on Home Affairs' core business. The qualification has also been earmarked as a critical component in the Learning Academy's strategy to inculcate in Home Affairs officials professionalism, discipline, ethics and governance, customer care, patriotism, code of conduct and security consciousness, which is in line with the departmental strategy to develop a new cadre of officials.

In partnership with the Wits Business School, the Learning Academy has also designed and developed a suite of Outbound Management and Leadership Development Programmes. These programmes are not only aimed at combating challenges such as a lack of managerial discipline and dearth of leadership capacity, but also issues of gender equity, youth, disability and race. Outbound management and leadership development programmes are those customised training programmes designed to deal with managerial and leadership challenges unique and specific to Home Affairs. The programmes focus on three levels of management and leadership in the Department, namely junior management level, middle management level and executive management level. Programmes also include methods aimed at enhancing organisational performance as it relates to management and leadership through experiential learning.

The programmes have also been designed to take into consideration the Minister of Home Affairs, Dr Nkosazana Dlamini Zuma's concerns around issues of gender inequality in the higher echelons of the public sector. At the time of their conceptualisation and design, the Minister insisted that the outbound management and leadership development programmes will simply have to have a particular bias towards women in management and leadership. The Minister was particularly concerned with the fact that most management and leadership development programmes offered by most institutions of higher learning, tend to be developed and delivered from an overly cerebral, essentialist and androcentric standpoint.

As far as generic management and leadership development programmes are concerned, it is usually a question of *Androcentric* programmes dominating the curriculum as opposed to *Gynocentric* programmes in which leadership and managerial issues are presented from a woman's standpoint. The curriculum will be designed to ensure that officials are aware and responsive to gender-based issues.

The four pillars at the heart of the Learning Academy's Strategy are:



OVERVIEW OF EMPLOYMENT EQUITY (EE) PLAN OF THE DEPARTMENT OF HOME AFFAIRS

The Cabinet took a Resolution in 2005 regarding 50/50 representation for Senior Management and Middle Management Services by 31 March 2009. The Department had planned to achieve a compliance rate of between 60% and 100% on gender, disability and youth targets in the 2009 – 2014 financial years.

The Departmental In-Year Plan contains specific targets to achieve representation in line with the demographics of the country. The reviewed Employment Equity Plan 2011-12 indicates clear targets that are informed by the South African demographics, in particular the designated and the non-designated groups. The Employment Equity Plan is informed by the current situation, prescripts and the Strategic Plan outcomes in rendering service delivery and accessibility. The Employment Equity Plan supports the strategic objective that seeks to improve leadership capacity and capability in the Department. This plan is supported by the link to the recruitment plan that serves to accelerate achievement of set employment equity targets.

The Department will recruit employees with different skill sets based on gender, race and disability targets to improve service delivery. The latter in the Department is not just a numbers game, but accelerated programmes are being put in place to ensure advancement of women to senior positions in order to comply with this government priority. The achievement of employment equity targets contributes to the transformation of the Department as this ensures fair representation of employees in terms of race, gender, disability.

The Government has committed to the Millennium Development Goals on achieving Gender Equality in employment by 2014. Government departments are therefore required to report to the Department of Public Service and Administration on their achievement, progress and status of gender parity. Home Affairs is also bound by this obligation and should therefore comply.

The Employment Equity Manager is appointed and is responsible for the management of the implementation of the Employment Equity plan and facilitates the development of the Annual Report to be submitted to the Department of Labour. The Department assesses the status of the implementation of the Employment Equity Plan and set targets on a quarterly and annual basis in line with the objectives of the Plan. The EE Plan sets out to work towards achieving equity as follows:

- Attain 50/50 representation at senior management service (SMS) level, as per the Cabinet Resolution of March 2009.
- Recruit more females at middle management level as the current status shows over-representation by males at this level. This is a feeder to the SMS level, so acceleration programmes should be established to develop and nurture talent accordingly.
- Prioritise development and skills training and identify potential management talent at the lower level that is currently dominated by females.
- Comply with the 2% national Employment Equity target set by the DPSA for People with Disabilities, through targeted recruitment of this category.
- Produce quarterly assessment reports based on a recruitment report to track progress.

Females in Senior Management

The Department will, through advanced management courses, give preference to female middle management to feed into senior management recruitment. The Department, through the Learning Academy, developed a management course that is aimed at capacity improvement of management in general, and women in particular. This will prepare a pool of developed and trained management to be specially recruited to the senior management cadre.

Selection of participants to this scheme must deliberately focus on gender, in particular females in order to provide medium term solutions. The DPSA adopted an 8 - Principle Action Plan for Promoting Women's Advancement and Gender Equality in the Public Service Workplace in August 2008 during the Public Service Management week. The action plan is targeting women at SMS level for decision making responsibilities. The implementation of the plan of action will empower the majority of women that are located at level 13 (Director). The Department's 2011/12 Recruitment Plan has prioritised the appointment of females, which, if properly implemented, may result in the increased percentage of females at SMS level from 38% at the end of 2010/11 to 46.51% by 2013/14. Future recruitment to SMS positions will be targeted at achieving the required 50/50 male/female gender balance

Females in Middle Management

Females are not well represented in salary levels 9 and 11 and the picture is bleaker than at senior management level. These levels themselves need to be transformed so that they move towards addressing the required representation. An approach need to be adopted within the prescripts to ensure that there is a movement of competent recruits from designated groups at lower levels into levels 9 and 11 to address the imbalances. This approach should also consider the lower levels through development, training and skills development to create a sufficient pool from the designated groups to move into the middle management level.

People with disabilities

The Department has achieved 0.3 % towards the required 2% disability of the total workforce. To fast track achievement of transformation in relation to employment of the disabled people, the Department of Home Affairs established and launched a Disability Forum. The objective of the forum is to allow people with disability to share information on the departmental situation and to come out with suitable mechanisms such as education and training. The Department also developed working relationships with disability organisations, government departments and relevant institutions to provide assistance in the recruitment of persons with disability. The partnership will assist in accessing the database of people with disability, their skills and qualifications.

The Department must include the needs for people with disability in their budget to comply with the Reasonable Accommodation Strategy and create a conducive environment for their welfare and advancement in the corporate ladder of the organisation. The Department will also implement the JOBACCESS 2006 - 2010 Framework. The implementation of this framework will be integrated with the Skills Development Plan of the Department. This Cabinet document managed by DPSA, contains intervention strategies for the recruitment and retention of people with disabilities.

Affirmative Action in DHA

An audit on affirmative action in the Public Service was conducted by the Office of the Public Service Commission and recommendations for implementation were made, such as:

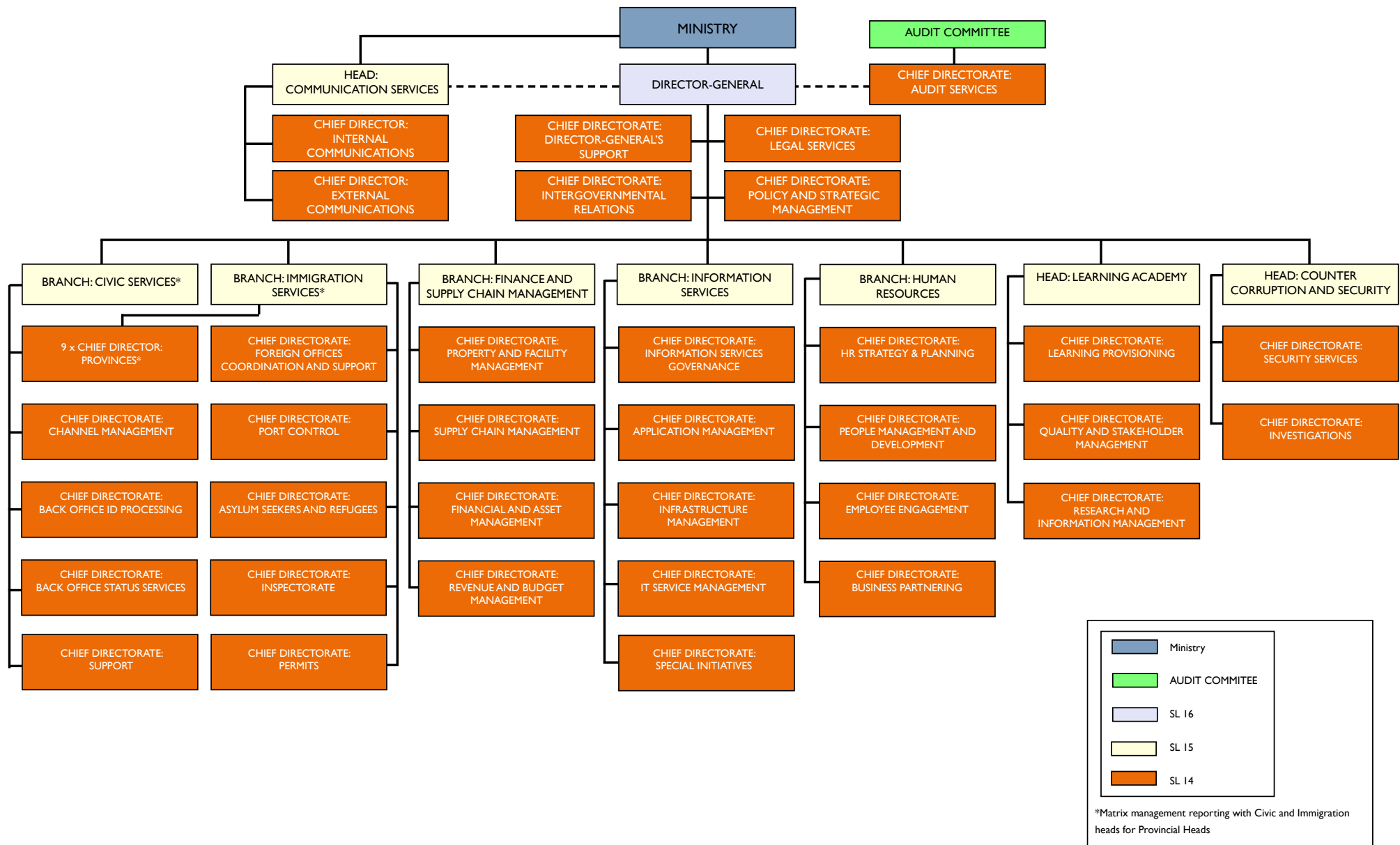
- Compliance
 - Implement the EE Plan targets on gender and disabilities as per prescribed targets. Periodical monitoring of targets especially with regard to middle and senior management as well as people with disabilities and regular updates.
- Implementation
 - Periodic reports are shared with the highest structures on progress and need for intervention.
- Empowerment
 - Employment equity criteria to be applied to all advertisements for new employees, induction and training of newly appointed employees.
- Employment equity and Human Resource Planning
 - Annually reviewed and assessment report input on progress.
- Employment Equity and the Positioning of HR Function
 - A Consultative Forum (Employment Equity Forum) has been established and meets regularly to monitor the implementation of Employment Equity Plan and Recruitment Plan. The forum consists of representatives from provincial offices and head office, and performs its oversight role in terms of training, policy development, recruitment, etc. The Forum meets twice a year and reports to the departmental decision making structures.



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

ANNEXURE A: ORGANISATIONAL STRUCTURE: DEPARTMENT OF HOME AFFAIRS



ANNEXURE B:**UPDATES TO STRATEGIC PLAN 2011/12 TO 2013/14 Tabled in MARCH 2011****Compliance with Framework for Strategic Plans and Annual Performance Plans from National Treasury**

The Framework for Strategic Plans and Annual Performance Plans published by the National Treasury in 2010 was used as the basis for compiling the Strategic Plan and Annual Performance Plan of the Department of Home Affairs. Some of the sections and templates were however customised to provide the reader a more informed view of the Department.

Planning Period

The planning period for the Strategic Plan was from 2011/12 to 2014/15 and the title should therefore read as: "Strategic Plan 2011/12 to 2014/15".

Value Statement

The value statement of the Department of Home Affairs should read as:

The DHA is committed to being:

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

Updated Planned Policy Initiatives

In 2011, a number of Acts were amended: the Refugees Act, 1998 (Act No 130 of 1998), the Immigration Act, 2002 (Act No 13 of 2002), the South African Citizenship Act, 1995 (Act No 88 of 1995) and the Births and Deaths Registration Act, 1992 (Act No 51 of 1992). These amendments reflected a stronger focus on the securing of identity, citizenship and immigration while enabling more efficient and responsive service delivery. On the one hand, penalties for fraud related to identity increased sharply; and on the other hand it will be easier for guardians to register the births of children in response to social realities. A priority in the shorter term is the implementation of the policy and the amended acts within a strong regulatory framework.

Over the coming year, the main area of policy development will relate to immigration, which will include further engagement within government and consultation with a wide range of national and local stakeholders. Areas of focus include the secure and efficient management of immigration; the

recruitment of critical skills; managing flows of migrants with lower level skills; asylum seekers and refugees; and issues related to the management of the stay of foreigners and the acquisition of citizenship.

With regard to civic policy, there will be on-going research and consultation on various issues relating to existing marriage policy and legislation, which needs to be consolidated.

Relating Expenditure Trends to Strategic Outcomes

Refer To page 41

Public Entities

Refer To page 52



The following changes have been effected to the Strategic Objectives published in the Strategic Plan 2011/12 in March 2011:

Strategic Objective (Current)	To improve leadership capacity and capability	Strategic Objective (New)	To transform the culture of the organization in support of securing identity, citizenship and international migration
Objective statement	To improve the quality of leaders, managers, supervisors and staff in the Department to ensure improved service delivery and people management practices at all levels within the Department	Objective statement	To improve the capabilities and security consciousness of leaders, managers, supervisors and staff in the Department to carry out the security and service delivery mandates of the Department
Baseline	Coaching clinics for supervisors developed and leadership forums conducted Numerous training interventions and programmes in place and conducted for front and back office staff	Baseline	Approved Coaching Clinics framework Leadership forums conducted Priority and natural attrition posts filled (funded) Numerous training interventions and programmes in place and conducted for front and back office staff in respect of line and support functions Pilot project conducted for the training of new Immigration Officers stationed at OR Tambo International Airport DHA Cadre framework approved and piloted
Strategic Objective (Current)	To secure processes and systems to combat fraud and corruption	Strategic Objective (New)	To ensure the registration and identification of all South African citizens, foreign residents, refugees and asylum seekers to enhance the integrity and security of identity
Objective statement	To ensure that departmental processes and systems are secure in order to ensure the integrity and security of the identity of citizens through the implementation of various initiatives including technological advancements (e.g. online verification, live capture and ID Smart Card)	Objective statement	To design and implement a new National Identity System with details of South African and foreign nationals. This will include business process reengineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification, live capture and ID Smart Card) to enable the Department to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country
Baseline	Online verification functionality implemented at 297 offices Live capture functionality rolled out to high volume offices (40) dealing with passports applications 45 000 Duplicate cases resolved during 2010/11	Baseline	Intensive review of departmental information technology systems conducted Enhanced Movement Control System rolled out to ports of entry All categories of duplicate cases resolved on an ongoing basis
Strategic Objective (Current)	To integrate key systems and upgrade IT infrastructure for improved security and data integrity	Strategic Objective (New)	To ensure the registration and identification of all South African citizens, foreign residents, refugees and asylum seekers to enhance the integrity and security of identity
Objective statement	To ensure that key departmental systems are integrated and enhanced to improve data integrity and enable faster processing of departmental services. This will be accomplished through integration of key systems such as MCS, HANIS, NIIS and Case Management, implementation of third party verification and enhanced MCS rolled out to ports of entry	Objective statement	To design and implement a new National Identity System with details of South African and foreign nationals. This will include business process reengineering, provision of access to systems and the implementation of various initiatives including the use of inherent biometric features, technological advancements (e.g. online verification, live capture and ID Smart Card) to enable the Department to ensure the integrity and security of the identity of all who live in South Africa; and all who enter or leave the country

Baseline	With regard to third party verification, MoUs between DHA, SABRIC and TEBA under consideration, MoU with SASSA signed and interface with SABRIC tested	Baseline	Partnership with South African Banking Risk Information Centre to implement online verification in banking sector
Strategic Objective (Current)	To review the policy and regulatory framework to manage economic migration	Strategic Objective (New)	To ensure a secure, responsive and flexible immigration regime in support of national security, priorities and interests
Objective statement	To ensure that policies and legislation are reviewed to find feasible ways of managing skilled and unskilled migrants	Objective statement	To ensure that policies and legislation are reviewed to find feasible ways of managing asylum seekers and refugees, foreign migrants with critical skills, foreign migrants with low skills, migration into, within and from South Africa and residency and citizenship
Baseline	White Paper on International Migration	Baseline	Immigration policy document reviewed Visa Facilitation Service implemented at foreign missions Immigration and Refugee Acts amended
Strategic Objective (Current)	To facilitate the movement of regular travellers across neighbouring borders	Strategic Objective (New)	To facilitate the efficient movement of bona fide travellers to support national interests and priorities, and to prevent and prohibit the movement of undesirable persons in the interest of national security
Objective statement	To develop mechanisms for the facilitation of the more secure, efficient and cost effective facilitation of people and goods across borders	Objective statement	To develop mechanisms for the facilitation of the more secure, efficient and cost effective movement of people and goods into, within and from South Africa
Baseline	Existing mechanisms consisting of laws, regulations, personnel, systems, etc	Baseline	Preparations conducted for developing an implementation plan for rationalization of ports of entry Continuous capacity building amongst Immigration Officers Deployment of improved systems to facilitate the secure entry and exist of foreigners
Strategic Objective (Current)	To ensure effective, efficient and accessible service delivery to clients	Strategic Objective (New)	To ensure secure, effective, efficient and accessible service delivery to clients
Objective statement	To ensure that service delivery is at acceptable levels in terms of access to services (physical access) as well as compliance with service standards in respect of turnaround times for key enabling documents	Objective statement	To ensure that service delivery is at acceptable levels in terms of access to services (physical access) as well as compliance with service standards in respect of turnaround times for key enabling documents. Services are to be rendered by a cadre of disciplined and security conscious officials

<p>Baseline</p>	<p>Strategy for acquiring of service delivery points developed Draft access model developed for access to DHA services (with distance as the norm) 24 offices refurbished during 2010/11 IDs (first issues) issued in 54 days on average, IDs (re-issues) issued within 47 days on average, machine readable passports (manual process) issued within 24 days on average, machine readable passports (live capture process) issued within 13 days on average 30% of First Instance status determination finalised within 6 months Permanent residence permits issued within 8 months on average Temporary residence permits (work, business, corporate) issued within 16 weeks on average 10 offices equipped with electronic queue management systems</p>	<p>Baseline</p>	<p>Draft access norm (distance) developed for access to DHA services Continuous refurbishment of DHA offices Set standards for issuance of key enabling documents with more consistency in turnaround times for processing of applications Roll out of electronic queue management system at identified DHA offices</p>
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ANNEXURE C**Abbreviations and Acronyms**

AFIS	Automated Fingerprint Identification System
APP	Advance Passenger Processing
BACM	Biometric Access Control Management
BMA	Border Management Agency
BMD	Birth, Marriage and Death
CCSS	Counter Corruption and Security Services
CFO	Chief Financial Officer
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IS	Deputy Director-General: Information Services
DDG: LA	Deputy Director-General: Learning Academy
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DPW	Department of Public Works
DPASA	Department of Public Service and Administration
EDMS	Electronic Document Management System
eMCS	Enhanced Movement Control System
G&A	Governance and Administration Cluster
GPW	Government Printing Works
HANIS	Home Affairs National Identification System
HR	Human Resources
ID	Identity Document
IMS	Immigration Services
IRPS	International Relations Peace and Security Cluster
IT	Information Technology
JCPS	Justice Crime and Prevention Security
LRB	Late Registration of Birth
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MO No	Measurable Output Number
MoU	Memorandum of Understanding
MPSS	Minimum Physical Security Standards
MTE	Medium Term Expenditure Framework

MTSF	Medium Term Strategic Framework
NIIS	National Immigration Information System
NPR	National Population Register
PFMA	Public Finance Management Act
PoE	Port of Entry
PR	Permanent Residence
RSA / SA	Republic of South Africa / South Africa
SABRIC	South African Banking Risk Information Centre
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
SDIP	Service Delivery Improvement Plan
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SONA	State of the Nation Address
TRP	Temporary Residence Permit

