



Caring, Compassionate and Responsive

Strategic Plan

2008/2009 - 2010/2011



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



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Incorporating a 5 year strategic outlook • 3 year medium term planning

June 2008

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PREFACE BY MS N N MAPISA-NQAKULA, MP, MINISTER OF HOME AFFAIRS



**N N MAPISA-NQAKULA
MINISTER OF HOME AFFAIRS**

Advancing Beyond Plans to serve our people better

This Strategic Plan is the embodiment of our plans and programmes for the next Medium Term Expenditure framework.

The period the plan covers will see an intensification of our programme for the radical transformation of the Department. The aim, as expressed in our new vision statement, is for the Department to become a modern, efficient and cost effective service organization that is responsive to the needs of all of South Africa's citizens, residents and visitors to our country.

The Department of Home Affairs is mandated to affirm identity and to manage migration; and as such plays a crucial role in both civil society and the state.

The vehicle used to achieve our vision is the turnaround programme. In phase one (June to December 2007) a host of deep-rooted problems

afflicting the Department were analysed with a team of specialists. The aim was to redesign the Department from the ground up.

We fully recognised the serious effects of poor and erratic service delivery on the lives of people, especially the poor and the vulnerable. That is why, at the same time, a number of quick win projects were initiated that had a positive impact on people's lives. These included:

- Ensuring the track and trace system is fully operational, so that the public can track the progress of their ID applications online, through the contact center and via sms.
- Taking serious steps to shorten the turnaround time for IDs.
- Establishing a Help Desk for permitting and the piloting of a large accounts unit that enabled the importation of scarce skills for several large projects, and
- Serious action taken to improve financial management and controls and to mitigate risks within the Department.

We are certain that the initiatives to mitigate risk will address most of the concerns raised by the Auditor-General in his previous reports regarding the weaknesses in financial management.

The main effort, however, went into laying the foundation for the new structures and systems that are being rolled out in 2008 and 2009.

It remains our assertion that the transformation of the Department of Home Affairs should not just be about superficial and high level conceptualizations, but should make an impact that is felt by our clients through their experience in each one of our offices. We take seriously our role in giving effect to rights of our clients through facilitating their access to overall government services.

The Strategic Plan emphasizes the practical implementation of most of our transformation

deliverables, thereby ensuring that every client feels the impact of the turnaround.

This second phase of the turnaround project was launched in January 2008 and is rapidly gaining momentum. As reflected in the Strategic Plan, the main focus is on implementation. There are fifty-five projects in eight work streams, which represents perhaps the most comprehensive programme of departmental transformation yet undertaken.

While we have acquired the services of a team of experts, we have also been careful to establish a unique governance structure to ensure that the turnaround is directed by the Department and that skills are transferred as effectively as possible.

It goes without saying that, given the extent of the challenges, some of the projects underway will take several years to be fully realised. However, we have designed the turnaround programme to produce significant improvements in the short and medium term.

For example, by December 2008 the average turnaround time for IDs will be less than 60 days. Other services will be greatly speeded up in the coming months, including the introduction of online verification of fingerprints in our ID production process. The Large Account system for permitting within the National Immigration Branch, will be expanded to assist in the facilitation of skills acquisition to support economic growth. We are also rolling out a refurbishment of our offices that will further improve the experience of both clients and staff. An integrated system for processing asylum seekers has been established in all refugee reception centres that will increase efficiency and reduce fraud. Larger scale developments that will visibly improve service delivery in the medium term include the following.

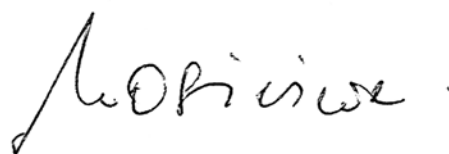
- The pilot of a new ID card with a memory chip will be launched in the current financial year and with other measures will produce a far more secure document which will be issued quickly.
- A new system will be fully operational within this financial year which will produce passports speedily.

- Vigorous efforts are being made to improve operational control and efficiency; to root out corruption and to address poor management and the low skills problem.
- Preparations for the 2010 World Cup are being fast-tracked and integrated with other developments to ensure long term benefits, such as an improved movement control system.

As the turnaround gains momentum, I must take this opportunity to thank thousands of our officials who are at the heart of this exciting but challenging task. Whereas any process of change can be unsettling within any organization, our experience has been that a great majority of our officials have embraced the challenge with renewed vigour and have become therefore, the true champions of the turnaround.

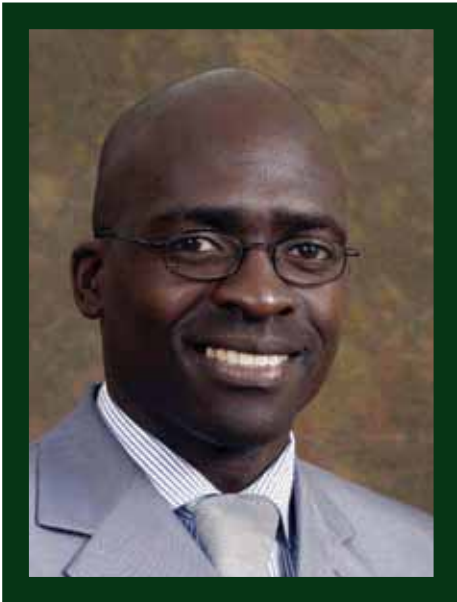
I must also express my appreciation for the support we have received from my Cabinet colleagues who were available always when we needed their input and assistance. We have also received a lot of support from Members of Parliament, particularly our Portfolio Committee members, both individually and collectively in the course of the implementation of this mammoth task.

This Strategic Plan is aimed at putting in place fundamental changes in the culture and organisation of Home Affairs and the way we do our business. The turnaround is irreversible. I am fully confident that the Director-General and his team are equal to the task to build a Home Affairs that will render an efficient and secure service to all our clients.



N N MAPISA-NQAKULA
MINISTER OF HOME AFFAIRS

PREFACE BY MR M K N GIGABA, MP, DEPUTY MINISTER OF HOME AFFAIRS



**MALUSI GIGABA
DEPUTY MINISTER OF HOME AFFAIRS**

This Strategic Plan is presented at a time when the Department is in the midst of the process of fundamental transformation. Therefore, it goes without saying that the purpose of this Strategic Plan is to advance the same process. It points out those areas in which we have not been able to improve with an aim of directing out focus and effort.

When such a process unfolds it is always critical that all its participants are on par in terms of understanding the ultimate objective. In other words, all role players should be able to contemplate the nature and shape of the final product. The final product in this instance is the new Home Affairs which will be fully capable of meeting the needs of all our people irrespective of their standing and location in society.

It is pleasing to note that from the highest echelons down to the lowest level of the Department everyone seems prepared to traverse the route of fundamental transformation without fail. Everyone is ready to do his/her part towards the attainment of the said

objective. The process itself is designed in such a way that participation by everyone is possible.

Our transformation process is unique in that inbuilt in the process are long and short term goals. Consequently, within a short space of time the process has been able to produce new improvements to our systems and this enables the Department to be able to meet demands that it was not able to meet few years ago. For example, a call centre that is able to answer certain questions from the public within a reasonable time is up and running.

Accordingly this Strategic Plan further provides for the ways and means through which the pace of transformation can be further increased in order to meet the ever growing needs of our people. Priority objectives provided in this Strategic Plan continue to require our collective effort in the pursuit of the goal to realise our vision.

A handwritten signature in black ink, appearing to read 'MKN Gigaba'. The signature is stylized and fluid.

**MKN GIGABA
DEPUTY MINISTER OF HOME AFFAIRS**

PREFACE BY MR MAVUSO MSIMANG, DIRECTOR-GENERAL OF HOME AFFAIRS



**MAVUSO MSIMANG
DIRECTOR-GENERAL
DEPARTMENT OF HOME AFFAIRS**

My intention in this introduction is to provide an overview, firstly of the national importance of the transformation of Home Affairs; and secondly of main strategic thrusts embodied in the turnaround programme. The Strategic Plan clearly sets out how specific projects are aligned with the strategic objectives of the DHA, which in turn are aligned with the electoral mandate and related priorities and programmes of government. It also commits the Department to a range of measurable deliverables for each financial year.

The Strategic Plan indicates the activities that we are committed to carrying out to achieve our strategic objectives against the budget allocated over the three financial years from April 2008 to March 2011. As accounting and executing officer, my job is to ensure we deliver on our mandate and that every project supports our strategic objectives and is budgeted for. This applies to all government departments and complies with procedures laid down in the Public Finance Management Act and Treasury Regulations.

In most government departments, however, there are relatively few strategic shifts from year to year.

This Strategic Plan is quite different. The Department of Home Affairs (DHA) is undergoing a major transformation as indicated in the preface by the Minister of Home Affairs, the Honorable Nosiviwe Mapisa-Nqakula. The Minister outlines a number of important turnaround projects that were initiated in phase one between June and December 2007; and additional projects that came on stream in phase two, from January 2008. These include short and medium term projects that are already impacting positively on the lives of our citizens and other clients. Thus one of the strategies that guided the planning of the turnaround was to win the confidence of the public and of our staff by producing real short term gains. Another important principle is to ensure sufficient continuity and stability while effecting fundamental changes. Thus the strategic objectives in the current plan incorporate those set out in the 2007-2008 Strategic Plan.

A transformed DHA is of vital importance to both the state and to civil society. Having a national identity system that is secure and reliable will help create an environment that enables large numbers of people to participate in the “first” economy for the first time. The effective management of migration is an imperative given our need for scarce skills and for regional development; as well as pressures on our borders and security considerations. Taking steps to end endemic corruption will contribute significantly to reducing crime, not least by preventing fraud associated with identity theft.

Moves towards establishing e-government and a single public service are partly dependent on a secure identification system, as is ensuring a viable system of social grants. Government departments and service delivery will benefit greatly from having a reliable source of statistics that can help improve planning, a necessity for a developmental state.

Our understanding of the role of the DHA in meeting the strategic priorities of government should not be underestimated. These are summarised as follows:

- Improving the capacity of the state to deliver
- Eradication of poverty and underdevelopment
- Fostering healthy, skilled and productive people
- Entrenchment and deepening of democracy and nation building by transforming our

- country into a non-racial and non-sexist society; and countering corruption and promoting security including social security
- Building an effective, caring, professional government by serving with humility and professionalism
 - Ensuring faster economic growth and development
 - Improving South Africa's global relations for development by facilitating the harnessing of scarce skills and job creation through short and medium terms strategies.

“Improving the capacity of the state to deliver” is closely related to “building an effective, caring, professional government by serving with humility and professionalism”. Both priorities are at the heart of the strategy that is driving the turnaround of the DHA. Our vision is of a department that delivers modern quality services to all citizens and communities, including the marginalised and rural and urban poor. What is not well enough understood is that South Africa has a unique history that still impacts greatly on its efforts to build its new democracy and an effective state. The Apartheid state enabled those classified as white to enjoy rights and access services available in any modern state. For Africans in particular, the entire apparatus of the state – especially Home Affairs - was employed to exaggerate the worst features of colonialism.

Given the scale of the challenges indicated above I am confident that the projects covered in the Strategic Plan will, when implemented, take us a long way towards achieving our vision over the next three years. One key strategy is to establish a management cadre and systems that can secure operational control of our redesigned structures and business processes. A related strategy is mobilising and developing our staff in support of the transformation agenda. As an example of what

can be done, we have already tripled output in a key element in the production of IDs, reducing throughput time in that section from 27 days to 4 days. From 80% of calls dropped in our old call centre, we have calls in our new contact centre answered in an average of 20 seconds. The contact centre is being scaled up before being officially launched. Another example is the pilot of our large account project. One company we assisted reported that 30 000 person hours were quickly made available for a large project, when previously it would have taken many months to process the same permits for their skilled workers.

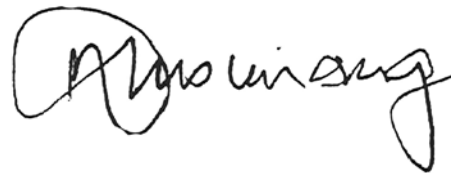
The civic services provided by DHA are of vital importance to citizens because they can only exercise many of their constitutional rights if they have access to secure documents that affirm identity. Those documents are only as secure as the systems that produce them and the systems are dependent on the quality and values of the staff that manage and service them. The “fostering of healthy, skilled and productive people” appears to have little to do with the DHA and it is the case that other departments play critical roles, such as health and education. However, citizens require enabling documents to access services and jobs that can lift them out of poverty, which closely correlates with health and productivity problems. This relates even more directly to deepening democracy and to eradicating poverty and underdevelopment. It should be noted that the DHA has been allocated project 17 in the Apex of Priorities initiated by the President, the focus of which is on improving civic services.

Within the limits of available resources the DHA is responding strategically to the challenges of managing migration effectively. We must develop the capacity to manage migration in order to ensure development with security, while observing our constitutional commitment to human rights. One key focus in this regard is on acquiring scarce skills and

another is on regional development in the context of SADC. The second imperative is to manage migration so as to safeguard national integrity, which crucially includes maintaining a secure and accurate national population register of citizens and legal residents. Developing policies and strategies that will enable us to balance and achieve these objectives is an urgent priority for the DHA, for the government and for society at large.

One factor that continues to be a major obstacle to delivery across government is the legacy of many rural areas being deliberately underdeveloped under colonialism and apartheid to ensure a supply of cheap labour. Just as serious is a lack of basic infrastructure in urban areas where those classified as African, Coloured and Asian were forced to live. An even larger cost driver is the need to establish

secure and reliable information systems. Fully bridging these huge gaps is not a job of just one or two years and will require an injection of resources beyond the considerable funds earmarked by Treasury for the turnaround. We look to government – and the departmental clusters in particular - as well as to civil society to appreciate the strategic importance of the DHA and to respond accordingly in terms of providing the necessary support.



MAVUSO MSIMANG
DIRECTOR-GENERAL
DEPARTMENT OF HOME AFFAIRS

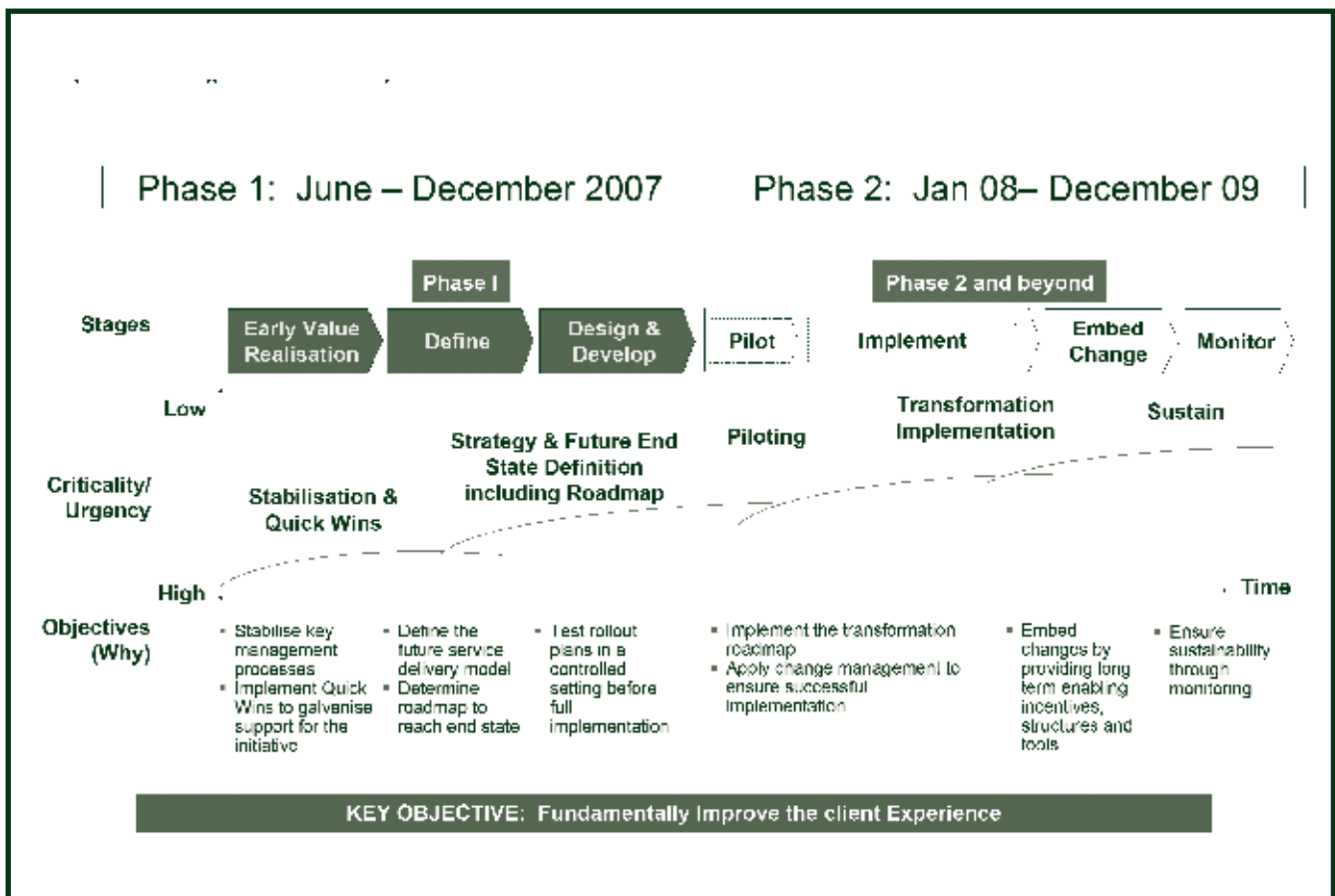


Diagram [1] Phases of the Turnaround Programme

VISION

To build a Department that provides modern, efficient, cost-effective services that are responsive to the needs of South African citizens, residents and visitors to our country.

MISSION

To determine the status of persons and to manage migration in the interest of Constitutional Rights, National Integrity and Development Goals.

STRATEGIC OBJECTIVES

1. To provide secure, efficient and accessible civic and related services and products to citizens and legitimate residents within specified timeframes.
2. To manage migration effectively by enabling the movement of skilled workers into the country and efficiently and securely facilitating the entry, stay and exit of visitors.
3. To determine the status of asylum seekers and manage refugee affairs in accordance with international treaties and the bill of rights as enshrined in the constitution.
4. To foster domestic, regional and international co-operation towards improved economic growth and development, including events with strategic importance to the country, such as the FIFA world cup.
5. To deliver the Department's mandate effectively by implementing a new organisational model that is characterised by caring officials who serve with professionalism and by effective governance and operational control.
6. To create an enabling environment by putting in place support services that are effective, efficient, integrated and that prevent corruption.

VALUES

The Department of Home Affairs is committed to delivering on its mandate according to the principles and values embodied in the Constitution and expressed in Batho Pele.

In particular the Department is committed to:
Ethical conduct, Adaptability, Transparency, Professionalism,
Accountability, Productivity and Innovation.

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ABBREVIATIONS

Strategic Plan • 2008/2009 - 2010/2011

ALO	AIRLINE LIAISON OFFICER
ASGISA	ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA
AU	AFRICAN UNION
BCOCC	BORDER CONTROL OPERATIONAL COORDINATING COMMITTEE
BMD	BIRTH, MARRIAGE AND DEATH
CAE	CHIEF AUDIT EXECUTIVE
CD:COM	CHIEF DIRECTOR: COMMUNICATION
CD:GR	CHIEF DIRECTOR: GOVERNANCE RELATIONS
CD:SESS	CHIEF DIRECTOR: STRATEGIC AND EXECUTIVE SUPPORT SERVICES
CFO	CHIEF FINANCIAL OFFICER
CSC	CLIENT SERVICE CENTRE (CLIENT CONTACT CENTRE)
CSIR	COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH
DDG:COS	DEPUTY DIRECTOR-GENERAL: CORPORATE SERVICES
DDG:CS	DEPUTY DIRECTOR-GENERAL: CIVIC SERVICES
DDG:IS	DEPUTY DIRECTOR-GENERAL: INFORMATION SERVICES
DDG:NI	DEPUTY DIRECTOR-GENERAL: NATIONAL IMMIGRATION
DFA	DEPARTMENT OF FOREIGN AFFAIRS
DG	DIRECTOR-GENERAL
DHA	DEPARTMENT OF HOME AFFAIRS
DPLG	DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
DRC	DEMOCRATIC REPUBLIC OF THE CONGO
DTI	DEPARTMENT OF TRADE AND INDUSTRY
EDMS	ELECTRONIC DOCUMENT MANAGEMENT SYSTEM
FOSAD	FORUM OF SOUTH AFRICAN DIRECTORS-GENERAL
G&A	GOVERNANCE AND ADMINISTRATION
GITO	GOVERNMENT INFORMATION TECHNOLOGY OFFICER
GPW	GOVERNMENT PRINTING WORKS
GRAP	GENERALLY RECOGNISED ACCOUNTING PRACTICE
HANIS	HOME AFFAIRS NATIONAL IDENTIFICATION SYSTEM
HANIS DRS	HOME AFFAIRS NATIONAL IDENTIFICATION SYSTEM DISASTER RECOVERY SITE
HR	HUMAN RESOURCES
IBSA	INDIA-BRAZIL-SOUTH AFRICA
ICT	INFORMATION COMMUNICATION TECHNOLOGY
ID	IDENTITY DOCUMENT
IEC	INDEPENDENT ELECTORAL COMMISSION
IRPS	INTERNATIONAL RELATIONS PEACE AND SECURITY
ISAD	INFORMATION SOCIETY AND DEVELOPMENT
ISRDP	INTEGRATED SUSTAINABLE RURAL DEVELOPMENT PROGRAMME
IT	INFORMATION TECHNOLOGY
ITIL	INFORMATION TECHNOLOGY INFRASTRUCTURE LIBRARY
JCPS	JUSTICE CRIME PREVENTION AND SECURITY
JIPSA	JOINT INITIATIVE FOR PRIORITY SKILLS ACQUISITION
KIM	KNOWLEDGE AND INFORMATION MANAGEMENT
M & E	MONITORING AND EVALUATION
MISS	MINIMUM INFORMATION SECURITY STANDARDS
MO NO	MEASURABLE OUTPUT NUMBER
MOU	MEMORANDUM OF UNDERSTANDING
MPCC	MULTI-PURPOSE COMMUNITY CENTRE / THUSONG CENTRES
MSP	MASTER SYSTEMS PLAN
MTEF	MEDIUM TERM EXPENDITURE FRAMEWORK
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NEPAD	NEW PARTNERSHIP FOR AFRICAN DEVELOPMENT
NIB	NATIONAL IMMIGRATION BRANCH
NPR	NATIONAL POPULATION REGISTER
PFMA	PUBLIC FINANCE MANAGEMENT ACT
POA	PROGRAMME OF ACTION
POE	PORT OF ENTRY
R & D	RESEARCH AND DEVELOPMENT
RAB	REFUGEE APPEAL BOARD
RSA	REPUBLIC OF SOUTH AFRICA
SA	SOUTH AFRICA
SADC	SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
SCRA	STANDING COMMITTEE ON REFUGEE AFFAIRS
SESS	STRATEGIC AND EXECUTIVE SUPPORT SERVICES
SLA	SERVICE LEVEL AGREEMENT
SMS	SENIOR MANAGEMENT SERVICE
SONA	STATE OF THE NATION ADDRESS
UK	UNITED KINGDOM
UNHRC	UNITED NATIONS HIGH COMMISSION FOR REFUGEES
URS	URBAN RENEWAL STRATEGY



home affairs

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Strategic Plan

2008/2009 - 2010/2011

**PART 1:
OVERVIEW, REGULATORY FRAMEWORK AND
STAKEHOLDERS**

1.1 Overview of the Strategic Plan

The Strategic Plan covers the three financial years from 1 April 2008/09 until 31 March 2011. The main strategic thrust is towards the transformation of the Department of Home Affairs (DHA) while maintaining and improving service delivery. The structure of the document is as follows:

- A narrative that provides an introduction, an overview and a strategic perspective.
- A breakdown of the budget according to departmental programmes.
- The Strategic Plan in the form of tables.
- Appendices that deal with strategic planning in particular areas, such as human resources and information systems.

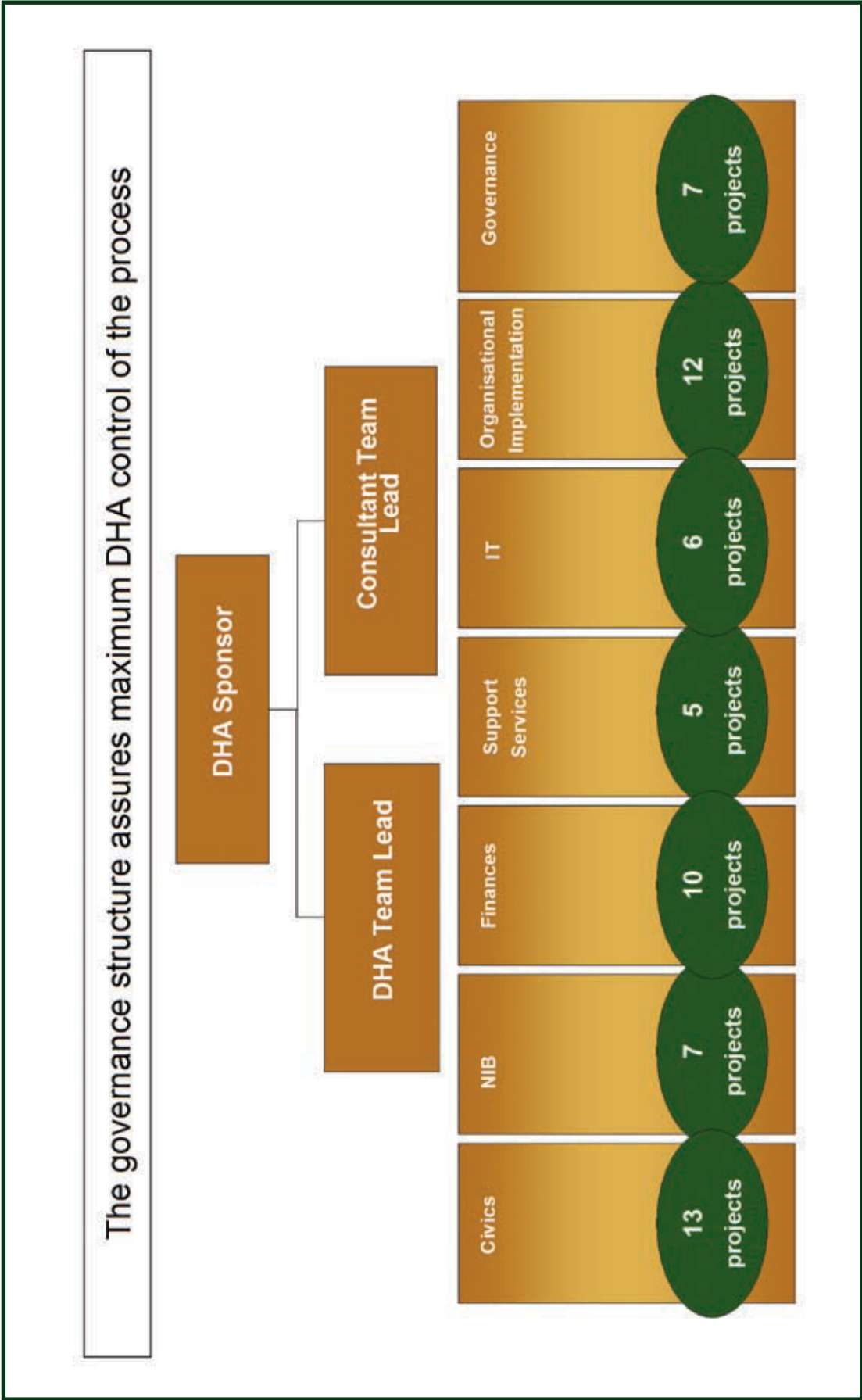
The turnaround programme addresses deep-seated problems by implementing a new organisational model and redesigned business processes, including effective governance and management. This is reflected in the revised vision and mission statements and in the crafting of the strategic objectives. Phase one of the turnaround programme was completed in December 2007 and a key result was a new organisational and service delivery model that is client centred and enables the DHA to fulfil its mandate effectively. An outline of the model can be found in Part 3 of this document. The Strategic Plan presented in Part 4 represents Phase two of the turnaround programme and it is all about building a new department by implementing the model over the next three years.

The planning and budgeting process was complex as it involved integrating nearly sixty turnaround projects under the six strategic objectives. Diagram 2 shows how the projects are clustered under each Deputy-Director-General. Specific branches led by DDGs are assigned responsibility for achieving the targets set. The responsible DDGs in each case are delegated budgets against their branch plans and this forms the basis for their annual performance agreements. Each target is linked

to a financial year and measurable indicators. The core business of the DHA involves the processing of enabling documents and a number of indicators are tied to the average time it takes to process these. As indicated in the Minister's preface and the Introduction of the Director-General, the turnaround is designed to produce short term gains that impact positively on the lives of citizens and other clients.

The scope and the complexity of the turnaround programme must be appreciated when reading the Strategic Plans. As the projects are rolled out the plans will evolve and be refined. With respect to resource implications, National Treasury provided earmarked funds of R600 million in addition to the allocation in the medium term expenditure framework (MTEF). The funded activities covered in this plan will certainly enable the DHA to deliver services that are consistent and of a much higher quality. However, given historical realities, it will take additional resources to build the kind of systems that can fully support the strategic objectives of government and a developmental state.

Diagram [2] Programme Governance Structure and Phase 2 Project Breakdown



2.1 Mandates

The mandates of the Department are embedded in legislation, as well as other policy documents. In order to fulfil its mission the Department executes or participates in the execution of the following mandates:

2.1.1 Civic Services

2.1.1.1 Births, Marriages and Deaths

- Births and Deaths Registration Act, 1992 (Act No. 51 of 1992) as amended;
- Regulations made in terms of the Births and Deaths Registration Act;
- Marriage Act, 1961 (Act No. 25 of 1961) as amended;
- Regulations made in terms of the Marriage Act, 1961;
- Recognition of Customary Marriages Act, 1998 (Act No. 120 of 1998);
- Civil Union Act, 2006 (Act No. 17 of 2006); and
- Regulations made in terms of the Civil Union Act, 2006

2.1.1.2 Identity Documents and Identification

- Identification Act, 1997 (Act No. 68 of 1997) as amended;
- Regulations made in terms of the Identification Act, 1997; and
- Alteration of the Sex Description and Sex Status Act, 2003 (Act No. 49 of 2003)

2.1.1.3 Citizenship

- South African Citizenship Act, 1995 (Act No. 88 of 1995) as amended; and
- Regulations made in terms of the South African Citizenship Act, 1995

2.1.1.4 Travel Documents and Passports

- South African Passports and Travel Documents Act, 1994 (Act No. 4 of 1994) as amended; and
- Regulations made in terms of the South African Passport and Travel Documents Act, 1994

2.1.2 Immigration

- Immigration Act, 2002 (Act No. 13 of 2002) as amended;
- Regulations made in terms of the Immigration Act, 2002;
- Refugees Act, 1998 (Act No. 130 of 1998);
- Regulations made in terms of the Refugees Act, 1998;
- The Criminal Procedures Act, 1977 (Act No. 51 of 1977);

- The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948;
- The basic agreement between the Government of the Republic of South Africa and United Nations High Commissioners for Refugees (UNHCR), 6 September 1993;
- The 1991 United Nations Convention Relating to the Status of Refugees;
- The 1967 Protocol on Specific Aspects of Refugees Protection;
- The Organisation for African Unity Convention Governing Specific Aspects of Refugee Problems in Africa, 1996; and
- The UNHCR Handbook on criteria and procedures for the determination of Refugee Status, 1997

2.1.3 Other Mandates

- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) as amended;
- Regulations made in terms of the Promotion of Access to Information Act, 2000;
- Public Holidays Act, 1994 (Act No. 36 of 1994) as amended;
- Imprint Act, 1993 (Act No. 43 of 1993) as amended;
- Films and Publications Act, 1996 (Act No. 65 of 1996) as amended;
- Regulations made in terms of the Films and Publications Act, 1996;
- Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996);
- Public Service Act, 1994 (Proclamation No. 108 of 1994);
- Labour Relations Act, 1995 (Act No. 6 of 1995);
- Public Finance Management Act, 1999 (Act No. 1 of 1999);
- Treasury Regulations made under the PFMA;
- Intergovernmental Relations Framework Act, 2005 (Act No. 15 of 2005);
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000;
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000); and
- Regulations made under the Preferential Procurement Policy Framework Act, 2000

2.2 Policy developments and legislative changes that influence programme spending and targets of the institution's programmes

The Department introduced the Films and Publications Amendment Bill into Parliament during 2006 and it is envisaged that the Films and Publications Amendment Bill will be passed during 2008. The Films and Publications Amendment Bill amends the Films and Publications Act, 1996, in order to

regulate the creation, production, possession and distribution of films, games and certain publications to provide consumer advice and to protect children from exposure to disturbing or harmful material. Some other amendments include the appointment and functions of compliance officers, as well as the composition, functions and management of the Film and Publication Board.

The Refugees Amendment Bill was introduced into Parliament during 2008. The Refugees Amendment Bill that is currently being considered by the Portfolio Committee on Home Affairs provides for the delegation of powers, matters relating to the Refugee Reception Offices, the dissolution of the Standing Committee for Refugee Affairs and the Refugee Appeal Board. The refugee status determination procedures are also revised and clarified.

Other legislative changes planned over the next 2 to 3 years include the Domestic Partnerships Bill that will provide for the legal recognition, enforcement and legal consequences of domestic partnerships, the Marriage Amendment Bill will be aligned with the Constitution of the Republic of South Africa, 1996, as well as other pieces of legislation administered by the Department.

2.3 Core Functions

In accordance with its mandates the Department of Home Affairs executes the core functions of Civic Services and Immigration. In our aim for excellence in serving our customers these core functions will be delivered in accordance with the Department's Statement of Standards. The set service standards of the Department will be reviewed following the business process re-engineering initiatives forming part of the fundamental transformation of the Department.

The core functions include the following key services:

2.3.1 Civic Services

- Maintaining the National Population Register (NPR)
- Management of records
- Citizenship
- Travel documents and passports
- Identity documents (ID)
- Identification

2.3.2 Immigration

- Admissions
- Inspectorate
- Refugee affairs
- Information co-ordination

- Policy directives
- Counter-xenophobia

2.4 Support Functions

2.4.1 Strategic Support

Purpose: To ensure effective and efficient strategic support services in the Department

Functions:

- The alignment of the departmental strategic objectives to the budget and governmental programmes
- The management of departmental strategic projects
- The management of international and governance relations
- The provision of legal services to the Ministry and the Department
- The management of the departmental communications strategy and the delivery of an integrated communication liaison service
- The management of investigations where there is a security breach and the implementation of preventive measures

2.4.2 Information Services

Purpose: To provide strategic input and direction into the Department's Information Services and ensure compliance to international standards for quality and competitiveness

Functions:

- The development and implementation of an information services (IS) strategy, architecture, plans and governance required to support desired business capabilities
- The development and implementation of an Information and Communication Technology (ICT) strategy to support operational needs of the business
- The co-ordination and management of IS infrastructure to realize the strategic objectives of the Department
- The development, implementation and management of knowledge and information management (KIM) strategy and policies of the Department
- The management of IS service level agreements to enhance business support
- The representation of the Department at relevant structures and forums

2.4.3 Finance and Supply Chain Management

Purpose: To ensure effective and efficient integrated financial services and supply chain management systems

Functions:

- The management of a centralized budgeting and planning programme
- The management of financial administration
- Ensuring a sound supply chain management system

2.4.4 Audit Services

Purpose: To provide an independent objective audit assurance and consulting service to the Department

Functions:

- The conducting of audits into economy, efficiency and effectiveness of resources
- The performing of financial and operations audits at Provincial Offices
- The performing of Information and Communication Technology (ICT) related processes and technology audits
- The conducting of forensic audits into the financial systems of the Department

2.4.5 Operational Support

Purpose: To obtain strategic leadership and management of the operational support function in the Department

Functions:

- The provision of human resource strategic direction and leadership in the Department
- The management of auxiliary and physical security services

2.5 Key Stakeholders

There are many stakeholders who have a legitimate interest in the outcomes of the Department of Home Affairs (DHA). These individuals or groupings of bodies have interest in the DHA for various, but specific reasons. The main stakeholders of the Department of Home Affairs can be grouped and classified as depicted in Table 1.

Stakeholder	Relationship	Expectation
The South African people	They are investors because they fund the DHA through their taxes	Return on investment through the provisioning of reliable enabling documentation, accessible services and a customer focused orientation
Parliament	Allocates resources invested by the taxpayers and provides the regulatory framework in which the DHA must operate	Maximum benefit for the allocation of those resources and conformance to standards
The Minister and Deputy Minister of DHA	Provide policy direction and strategic leadership and the legislative environment in which the DHA should operate	Effective, efficient and economic service delivery in accordance with mandates
Cabinet Ministers and other state departments	Interact, co-operate and form partnerships entailing joint decision-making, consultation, co-ordination, implementation and advice	Effective and efficient execution of functions
Director-General	As accounting officer responsible for managing the environment which creates the products and services for the customers	Performance commitments met
Suppliers	Provide inputs and raw resources to the DHA	Effective and efficient execution of functions
Alliances	Form partnerships to improve service delivery	Effective and efficient execution of functions
DHA staff members	Responsible for creating products and services to meet customer requirements	Sufficient allocated resources and a decent working environment
Foreign visitors	Foreigners visiting the country on a temporary basis including tourists, business fraternity, etc.	Effective and efficient admission and departure as well as processing of applications.
International community	Bi-lateral and multi-lateral interaction, consultation and co-operation with regard to common interest and forming of relationships.	Mutually beneficial international relationships.

Table 1: Key Stakeholders



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Strategic Plan

2008/2009 - 2010/2011

**PART 2:
DEPARTMENTAL PROGRAMMES**

2.1 Departmental Programmes

The Department of Home Affairs is an important and integral part of central government. The aim of the Department of Home Affairs is to protect and regulate the interests of the inhabitants of the Republic of South Africa, regarding their individual status, identity and specific rights and powers, and to promote a supporting service to this effect.

The departmental budget is structured into four programmes. The Department's standing objectives, encompassed with this Plan, will be resourced and accomplished through these programmes.

2.1.1 Programme 1: Administration

Administration conducts the overall management of the Department and provides centralised support services.

2.1.2 Programme 2: Services to Citizens

Purpose: Deliver core functions by granting rights and citizenship to eligible members of the population.

- *Management.*
- *Status Services* regulates all matters relating to the population register (maintaining a register of citizens and immigrants who have acquired the right to permanent residence, as well as registers of births, deaths and marriages) and to travel documents and citizenship (issuing passports and other travel documents, providing financial assistance to citizens abroad, and determining and granting citizenship).
- *Identification* oversees the determining of identity by means of fingerprints, photographs and identity documents for issuing identity documents by recording personal particulars in the population register.
- *Hanis* includes projects to develop, establish

- and maintain national identity systems.
- *Customer Service Centre* is a multi-channel service through which external and internal customer enquiries are resolved.
- *Provincial Civic Services* provides for the delivery of civic services in the provinces and the necessary support functions.

Measurable objectives

- Improve the granting of specified rights and citizenship to eligible people by reducing the time taken to issue valid documents:
 - unabridged birth, marriage and death certificates: from between 6 and 8 weeks in 2007/08 to the same day by 2010/11
 - passports and travel documents: from 41 days in 2007/08 to 5 days by the end of 2010/11
 - all temporary passports and emergency travel certificates: to 1 day by the end of 2008/09
 - citizenship certificates: from 6 months in 2007/08 to 1 month by the end of 2010/11
 - first issue of an identity document: from 127 days in 2007/08 to 30 days by the end of 2010/11
 - second issue of identity documents: from 98 days in 2007/08 to 20 days by the end of 2010/11
 - temporary identity documents from 7 days to 1 day by the end of 2008/09
 - abridged birth, marriage and death certificates: maintain same day issue.

(These standards will be achieved in the context of the turnaround programme.)

- Improve the quality and consistency of services delivered to the public by implementing basic standard operating procedures and service standards at all service points and monitoring compliance with turnaround times through the track and trace system, surveys, and statistical data or information.

- Expand the capacity of the customer service centre (call centre) by increasing the first line and second line capacity of the customer service centre to handle approximately 162 000 calls in 2008/09 to approximately 510 000 calls by the end of 2010/11.
- 24 weeks to 4 weeks by 2010/11
- issue permanent residence permits: from 18 months to 4 months in 2010/11
- issue a refugee identity documents: from 6 months to 3 months by the end of 2008/09.

2.1.3 Programme 3: Immigration Services

Purpose: Control immigration taking into account South Africa's skills needs and manage refugees and asylum seekers in South Africa.

- *Management.*
- *Admissions* controls visas, the admission of travellers at ports of entry and the processing of applications for permanent and temporary residence permits, as well as work, study and other temporary permits.
- *Immigration Control* deals with immigration matters in foreign countries; detects, detains and deports illegal immigrants in terms of the Immigration Act (2002); and provides policy directives on immigration matters.
- *Provincial Immigration Control* provides for the delivery of immigration services in the provinces and the necessary support functions.
- *Refugee Affairs* considers and processes asylum cases in terms of the Refugees Act (1998).

Measurable Objectives:

- Improve control of the immigration of various categories of foreigners into and out of the country by reducing the time taken specifically on the following:
 - issue visas: from 10 days in 2007/08 to 3 days by the end of 2010/11
 - issue section 22 asylum permits: from 5 days to same day issue by the end of 2010/11
 - issue refugee status determinations: from 12 months to 1 month by the end of 2010/11
 - issue temporary residence permits: from
- (These standards will be achieved in the context of the turnaround programme.)
- Maintain clearance times of 1.5 to 2 minutes per traveller for the movement of travellers (South African citizens and foreigners) through land and air border posts.
 - Increase the capacity to deport 15% more economic and criminally convicted migrants by 2009/2010. Investigate 20% more deportation cases of persons deported to or via South Africa by 2009/2010.
 - Improve the asylum management process for asylum seekers, specifically by:
 - developing 5 fully functional refugee reception centres of excellence: in Johannesburg in 2008/09, Cape Town and Durban by 2009/10, and Port Elizabeth and Marabastad (in Pretoria) by 2010/11
 - completely eliminating the backlog of 68 585 outstanding asylum applications not yet processed, by the end of 2008/09.
 - Improve immigration services by monitoring compliance with basic standard operating procedures at all national immigration service points through statistical analyses of information reported in managers' monthly reports.
 - Process travel documents for the additional influx of visitors for the 2010 FIFA World Cup and improve movement control systems by increasing the number of permanent immigration officers from 814 to 1 668 and introducing online real time, and biometric systems.

2.1.4 Programme 4: Transfer to Agencies

Purpose: Provide financial support to the Film and Publication Board, the Government Printing Works and the Electoral Commission.

2.2 Multi year projections

In order to deliver on the Strategic Plan of the DHA, the resource requirements for the medium term, in accordance with the MTEF allocations are as follows:

2.2.1 Programme Purpose and Measurable Objectives

		2008/09 R'000	2009/10 R'000	2010/11 R'000
Aim:	The aim of the Department of Home Affairs is to protect and regulate the interests of the inhabitants of the Republic of South Africa regarding their individual status, identity and specific rights and powers, and to promote a supporting service for this.			
1. Administration		1 294 444	1 442 639	1 513 208
	Aim of Programme: Provide overall management of the Department and centralised support services			
	Current	1 159 344	1 311 656	1 373 198
	Transfers and subsidies	1 134	1 261	1 338
	Payment of capital assets	133 966	129 722	138 672
2. Services to Citizens		1 182 622	1 464 491	1 207 062
	Aim of Programme: Deliver core functions by granting rights and citizenship to eligible members of the population			
	Current	1 065 585	1 126 171	1 203 796
	Transfers and subsidies	2 790	3 082	3 266
	Payment of capital assets	114 247	335 238	-
3. Immigration Services		900 058	1 010 868	1 230 181
	Aim of Programme: Control immigration according to South Africa's skills and investment needs and administer refugees and asylum seekers in SA.			
	Current	899 817	1 010 604	1 229 901
	Transfers and subsidies	241	264	280
	Payment of capital assets	-	-	-
4. Transfers to Agencies		1 127 895	977 500	1 319 644
	Aim of Programme: Provide support to the Film and Publication Board, the Government Printing Works and the Independent Electoral Commission			
	Transfers and subsidies	1 127 895	977 500	1 319 644
SUB TOTAL				
	Current	3 124 746	3 448 431	3 806 895
	Transfers and subsidies	1 132 060	982 107	1 324 528
	Payment of capital assets	248 213	464 960	138 672
TOTAL		4 505 019	4 895 498	5 270 095

2.2.2 Presentation per Programme

Key Departmental objective	2008/09 R'000	2009/10 R'000	2010/11 R'000
Administration	1 294 444	1 442 639	1 513 208
Services to Citizens	1 182 622	1 464 491	1 207 062
Immigration Services	900 058	1 010 868	1 230 181
Transfers to Agencies	1 127 895	977 500	1 319 644
TOTAL	4 505 019	4 895 498	5 270 095

2.2.3 Presentation per Economic Classification

Economic Classification	2008/09 R'000	2009/10 R'000	2010/11 R'000
Compensation of employees	1 431 629	1 582 612	1 709 110
Goods and services	1 693 117	1 865 819	2 097 785
Interest and rent on land	–	–	–
Financial transaction in assets and liabilities	–	–	–
Unauthorised expenditure	–	–	–
Transfers and subsidies	1 132 060	982 107	1 324 528
Purchase of capital assets	248 213	464 960	138 672
TOTAL	4 505 019	4 895 498	5 270 095

2.2.4 Programme allocation for the year ending 31 March 2009

Programme / Subprogramme	2008/09 R'000
Administration	1 294 444
Minister	1 019
Deputy Minister	790
Management	531 507
Corporate Services	167 285
Financial Services	91 802
Information Services	168 808
Transversal IT Projects	94 680
Government Motor Transport	27 434
Property Management	211 119
Services to Citizens	1 182 622
Management	57 359
Status Services	87 095
Identification	109 551
Hanis	236 992
Customer Service Centre	69 760
Provincial Civic Services	621 865
Immigration Services	900 058
Management	18 505
Admissions	134 388
Immigration Control	264 125
Provincial Immigration Control	414 668
Refugee Affairs	68 372
Transfers to Agencies	1 127 895
Film and Publication Board	33 519
Government Printing Works	135 222
Independent Electoral Commission	959 154
Total	4 505 019

2.3 Expenditure trends

Expenditure increased from R2.1 billion in 2004/05 to R3.2 billion in 2005/06, showing an increase of 53.3 per cent. In 2006/07, expenditure decreased to R2.5 billion (19.7 per cent). This trend is mainly influenced by transfers to the Electoral Commission, which increased in 2005/06 to provide for the local government elections, and the acquisition of a disaster recovery system for the Home Affairs National Identification System (HANIS) in the same year. Expenditure increased again from R2.5 billion in 2006/07 to R3.5 billion in 2007/08, mainly for service delivery improvement initiatives (such as dealing with the backlog in asylum applications and implementing the track and trace project for ID applications), the new passport system, and the Electoral Commission's preparations for the 2009 national elections.

Expenditure is expected to rise at an average annual rate of 14.4 per cent over the medium term, reaching R5.3 billion by 2010/11. In the 2008 Budget, the Department received additional allocations of R568.7 million for 2008/09, R637.9 million for 2009/10 and R1.1 billion for 2010/11. Included in these allocations are provisions for specific interventions as part of the Department's turnaround strategy: the new customer service centre (R262 million), IT readiness and IT capacity to handle permit and visa applications closer to 2010 (R830 million), the improvement of facilities (R36 million), the new passport system (R130 million

in 2008/09 in addition to the R110 million allocated in 2007/08) and the Electoral Commission for elections (R438 million).

The strong budget growth in 2008/09 is also influenced by an increase in allocations to the public entities accountable to the Department: the Electoral Commission to prepare for the 2010 local government elections; the Film and Publication Board to expand its monitoring role, and research and compliance capabilities; and the Government Printing Works for a new production facility.

The Department's budget and programme structure has been changed by splitting the previous *Civic and Immigration Services* programme into two distinct core functions to better manage and budget for the delivery of these key functions, at the national and provincial levels. Each of these two functions now clearly shows the services delivered at the provincial level, as well as policy and implementation functions and projects at the national level.

Efficiency savings and cost containment initiatives will be implemented during the MTEF period. Savings of R23.8 million for 2008/09, R43.4 million for 2009/10, and R53.7 million for 2010/11 have been identified under goods and services, including travel and entertainment, and catering.

Infrastructure spending has grown (although not evenly) between 2004/05 and 2007/08,

from R20.1 million in 2004/05 to R112.5 million by 2007/08, mainly to provide for the upgrade, repair and maintenance (in terms of the Occupational Health and Safety Act (1993) requirements) of the Department's frontline service points, which increased over the same period from 274 to 675. Over the medium term, the repair and maintenance programme (RAMP) will continue to address offices in line with the Department's new requirements and will collaborate with other stakeholders participating in the development of the Thusong service centre initiative that aims to extend government services to citizens at a single distribution point. The infrastructure budget over the medium term is an average annual R56.5 million.

The Department intends to spend R1 million in 2008/09 on planned minor upgrades that do not involve tender procedures, such as painting and burglar proofing.

The Department has identified facilities in urgent need of repair. Repairs will bring offices in compliance with the requirements of the Occupational Health and Safety Act and also uplift the physical conditions of buildings in line with corporate values. R36 million has been allocated over the MTEF period for this.

Repair and maintenance programme (RAMP): Phase 1 (with a budget of R156.9 million between 2004/05 and 2007/08 and R29.2 million between

2008/09 and 2010/11) consisted of a three-year maintenance contract ending in October 2007, which was designed to upgrade 14 facilities. An evaluation confirmed that the RAMP projects support the Department's basic service delivery objectives. Phase 2 (with a budget of R115.6 million between 2007/08 and 2010/11) includes a further 12 tenders awarded in late 2007. Phase 2 is based on the same principles and specifications as phase 1, with a focus on the security aspects of facilities. This initiative will also extend to the 14 upgraded facilities and will involve the inclusion of CCTV cameras at all counters, entrances, exits and perimeters of facilities, electronic access control and x-ray machines, as well as generators and uninterrupted power supply systems.

Construction of new buildings: The Department identified three new sites to develop new Department of Home Affairs service points: Phuthadjithaba, Sebokeng and Taung. In collaboration with the Department of Public Works, the Department completed the site analysis phase and is now in the final stage of the generic design that will cater for all future departmental offices. It is estimated that all three contracts will be awarded in 2008/09.

2.3.1 Departmental revenue

Income is generated mainly from fees charged for issuing passports, identity, travel and other official documents. An increase in revenue generated from fees is expected in 2008/09 and 2009/10, due

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to the projected increase in the demand for identity documents because of the 2009 national, provincial and local government elections and increases in travel documents in line with the 2010 FIFA World Cup. The increase in 2006/07 and 2007/08 was mainly due to the late capturing of receipts for the Department's services provided in foreign missions.

	2008/09 R'000	2009/10 R'000	2010/11 R'000
Departmental receipts	568 505	642 530	667 707
Sales of goods and services produced by Department	545 280	617 544	640 921
Fines, penalties and forfeits	23 014	24 764	26 553
Interest, dividends and rent on land	211	222	233
Sales of capital assets	–	–	–
Financial transactions in assets and liabilities	–	–	–
Total	568 505	642 530	667 707



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Strategic Plan

2008/2009 - 2010/2011

**PART 3:
FIVE YEAR STRATEGIC OUTLOOK**

3.1 The turnaround programme and the new model of the DHA

Background and development process

The Director-General, Mavuso Msimang, points out in the Introduction that the challenge of transforming the Department of home affairs is essentially to make available to all citizens the quality of service expected in a modern democratic state. Under colonialism and apartheid quality service was reserved for whites only and for the great majority of the population home affairs was an instrument of repression and control. Given this legacy, the transformation of the DHA must include the following elements in order to deliver on its mandate effectively:

- It must be citizen and client centred, and designed to meet actual needs, as well as address national priorities
- Staff must have the skills, values and environment necessary to manage systems and to deliver services in a manner that is professional and human-rights based.
- The operating and organisational model must include the following:
 - Good governance and a management and leadership team that can exercise sufficient oversight and control of all levels of operations.
 - The effective management of channels and tiers of service delivery.
 - Service delivery that consistently meets acceptable and improving standards, including those set for offices and other infrastructure.
 - Efficient and cost effective business processes that are enabled by secure systems and that empower management and staff in general.

The services of a company with a proven international record in organisational

transformation were procured after an initial scoping of the challenge. The phases and timeframes in Diagram 1 are reflected in the contract and payment is strictly against deliverables as specified in project charters that are signed off by the DHA. In phase one of the turnaround programme, from June to December 2007, combined teams of specialists and DHA officials systematically developed the main elements of the model. A governance structure was put in place to ensure that the Department had control and responsibility for the programme, which had 140 deliverables in phase one. The Minister chairs the Steering Committee.

A Vision and Design team, sponsored by the Director-General, was responsible for the overall design of the new model. A related and ongoing project provided guidance on the policy and regulatory aspects, including government priorities and programmes. All project teams followed an agreed methodology in which the following processes were initiated.

- A baseline study to understand a particular challenge, such as efficient production of secure IDs, including mapping processes, producing statistics and benchmarking. A survey of a significant sample of clients was conducted to establish what their needs and preferences are.
- Ensuring short term gains in critical areas that would impact on the lives of citizens and clients and boost public confidence and staff morale.
- Redesign of processes, structures and systems, starting with establishing the needs of clients, the services to be delivered and the delivery channels that have to be used.
- Planning and budgeting the implementation of the new model in phase two of the turnaround programme; from January 2008 to December 2009 and in some cases beyond that date.
- Sign-off by the Department and the Minister

after consultation, in some case with other departments such as the DPSA and National Treasury.

The main structural features of the new model of Home Affairs

A range of options was considered with respect to carrying out and supporting civic services and immigration services, which constitutes the core business of the DHA. Benchmarking included a study that indicated South Africa should aspire to a standard of DHA services that are equal to that of economically advanced countries. As indicated in Diagram 3 a “partial separation model” was adopted whereby Civic Services

and the National Immigration Branch (NIB) have their own programmes within the budget. This change is reflected in the current budget structure as shown in Part 2. Provinces, with over 675 services points for Civic Services, are clustered into four zones which will be managed by Civic Services. NIB has a functional structure and provincial coordinators and will manage its current 177 ports of entry, offices and foreign missions. Some support services will be devolved to ensure far better control of operations by business, especially at the zonal level of districts and regions. Functions such as finance, planning and security will be centralised.

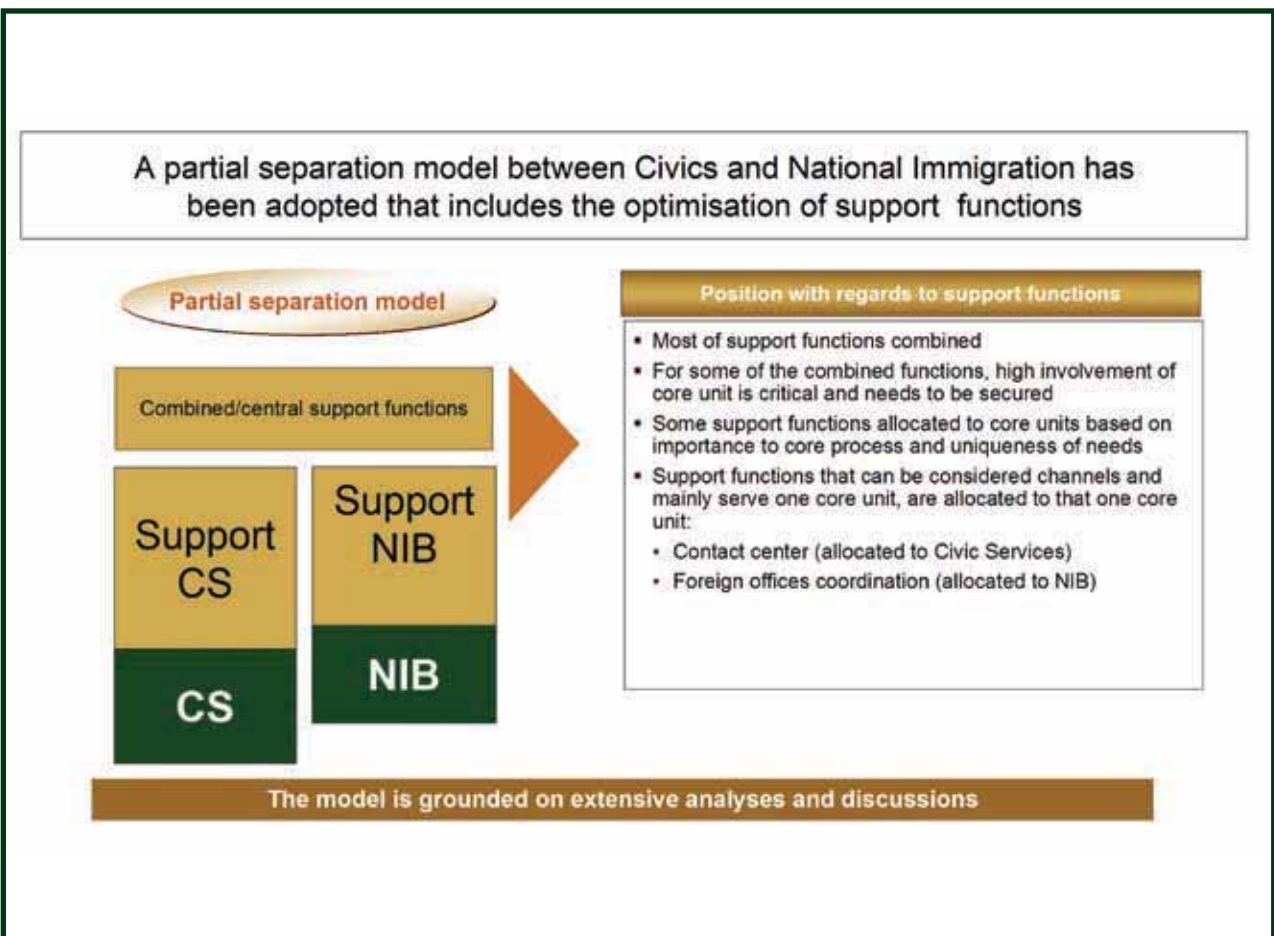


Diagram [3] Partial Separation Model

The model greatly strengthens governance and management structures and processes, as reflected in the organisational structure depicted in Diagram 5. An additional Deputy Director-General (DDG) will manage the chief directors of executive support services, and that currently report directly to the DG. This includes communications, legal services, integrity management (formerly counter corruption and security). A new policy and strategy unit will for the first time ensure proper management of policy; and a monitoring and evaluation unit will ensure the effective monitoring of performance and standards. Units added to other branches include a contracts management unit and units that enhance the capacity of Civic Services and NIB to manage and improve business processes. A number of committees are in the process of being established or improved, such as an Operations Committee at the level of DDGs that meets weekly and is chaired by the DG.

The key features of the new operating and organisational model

A basic principle underlying the model is responsiveness to the needs of citizens and other clients. An important example is that the client survey revealed that almost 40% of persons visiting DHA offices were only there to obtain information and that most of these would prefer to use a contact centre. In response, the DHA has established a new two-tier call centre, which is being expanded before being fully launched. Another example is a large accounts unit that is already fast-tracking permits used to acquire scarce skills abroad for major projects and entities.

A properly empowered and managed staff is essential to the implementation and

maintenance of the model, together with establishing and maintaining a culture of professionalism and caring. This applies to both back-office as well as frontline staff and is closely linked to better operational management and preventing corruption. These principles were piloted in Phase 1 of the turnaround and productivity gains of more than 300% were made as well as a visible improvement in morale.

Another critical aspect of the new model is the proper management of the channels, the “footprint” and the tiers that are used to deliver services.

Customers	Channels used currently	# of Service Points current
Civic Services customers	<ul style="list-style-type: none"> • Regional Offices (ROs) • District Offices (DOs) • Permanent Service Points (PSPs) • Thusing centres • Temporary Service Points (TRPs) • Mobile Units (MUs) • Hospitals • Contact centre • Website 	<ul style="list-style-type: none"> • 41 • 120 • 98 • 75 • 123 • 117 • 101
Immigration Services customers	<ul style="list-style-type: none"> • Foreign Offices • Ports of Entry • Refugee Reception Offices (RROs) 	<ul style="list-style-type: none"> • 109 • 71 • 5

Channels other than existing offices and mobile units include the use of cell phone technology (already employed for IDs) and potential partnerships with the post office and other organisations. The systematic and evidence-based management of tiers and the office “footprint” will ensure far better access to critical services. In future this will include the registration of births via clinics as well as hospitals, in partnership with the Department of Health. Different baskets of services will be offered depending on the tier, with regional offices offering a full range. Some offices

with a high throughput will be developed as centres of training and excellence that will develop and promote quality and best practice.

The model (Diagram 4) is designed to create the conditions for the DHA to produce secure enabling documents within greatly improved and consistent delivery times. These improvements will be realised through implementing the model. However, the DHA has a broader mandate. The Department is the national custodian of the identity of citizens and residents and manages migration, including determining the status of asylum seekers. To be fully effective as

a national resource the DHA must have reliable and secure systems for document management, identification and movement control. The extent to which funding is made available in the longer term to develop and maintain these systems will impact on the effectiveness of any model. Ultimately this is a matter of policy and strategy that can only be resolved at a national level. In this regard, as indicated in the Strategic Plan, the DHA has embarked on the development of a broad policy framework that will guide the ongoing implementation of the model.

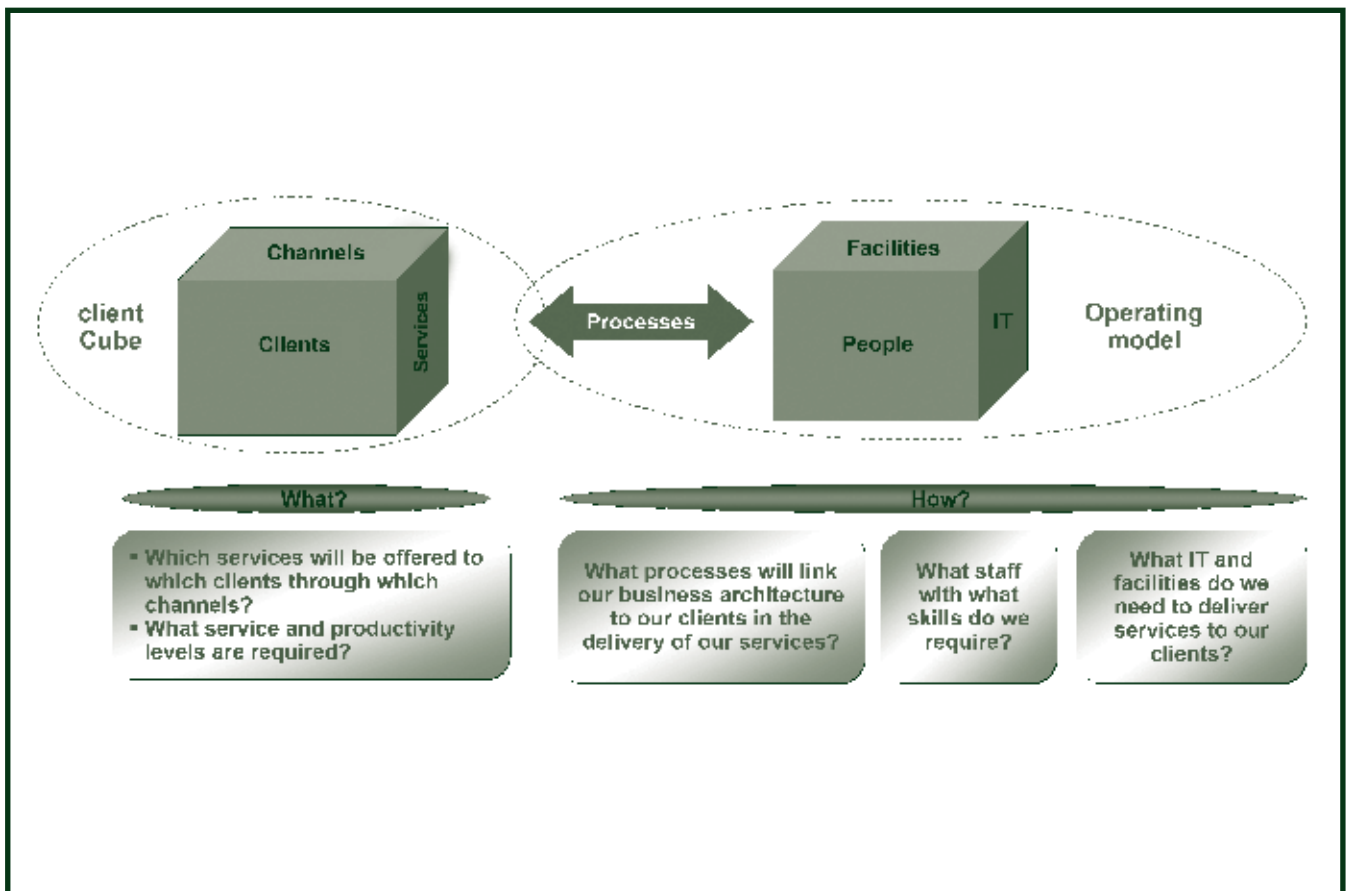


Diagram [4] Home Affairs Service Delivery Model

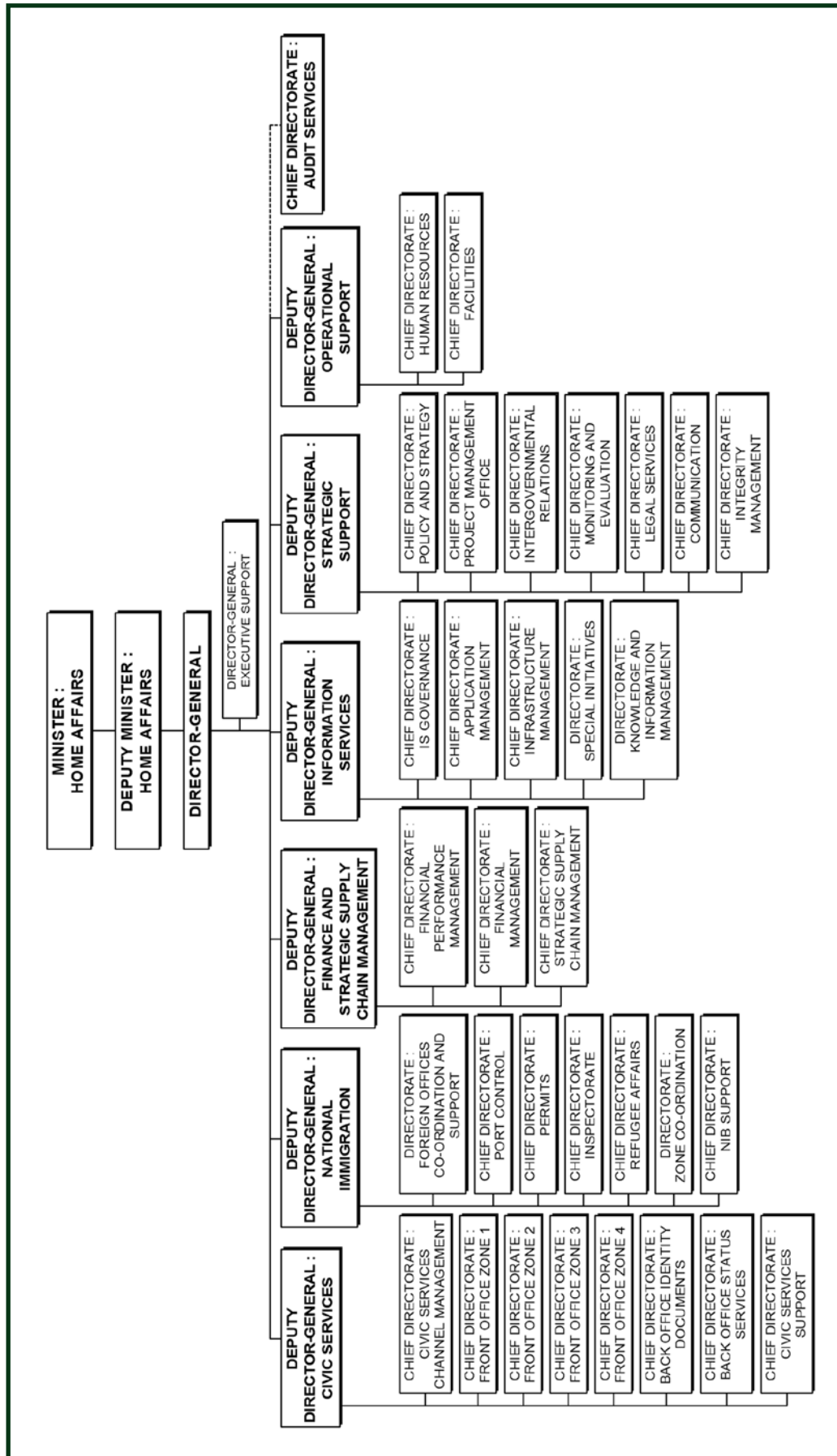


Diagram [5] Organisational Structure



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Strategic Plan

2008/2009 - 2010/2011

**PART 4:
STRATEGIC CHANGE PLAN**

4.1 Introduction

The planning process for the Strategic Plan 2008/09 to 2010/11 commenced in November 2007 and was followed up by a series of strategic planning workshops in February and March 2008. The planning was based on the strategic guidelines issued by the Executive Authority of the Department, on Cabinet Lekgotla decisions, the President's State of the Nation Address, Apex priorities, the Budget Speech of the Minister of Finance and an environmental scan conducted as part of the Vision and Design workstream. This ensured that the Department's strategic planning cycle was aligned to the broader objectives of government and in sync with prescribed requirements. The outcome of the strategic planning workshops and recommendations from the Planning and Reporting Workstream is contained in the three year and one year plans of the Department.

4.2 Strategic Objectives for the Department of Home Affairs

The mandate of the Department of Home Affairs is to identify and determine the status of persons and issue documents that make it possible for such persons to realise their rights and access benefits and opportunities in both the public and private domains. By expanding these services to marginalised communities, the Department plays a critical role in deepening democracy and promoting social security. The Department is also responsible for managing migration and ports of entry and through its document-processing functions and its role in foreign missions, makes a significant contribution to ensuring national security, enabling economic development and tourism and promoting good international relations.

The Department has identified six strategic objectives which are aligned with the national priorities of Government (and Apex priority 17). The first three objectives relate specifically to the core functions of the Department whilst the last three relate to the support component of Home Affairs' service delivery. The support strategic objectives focus on the improvement aspect of the Department as it relates to organisational capacity, including urgent filling of vacant SMS and professional posts, and re-engineering of DHA systems. The six strategic objectives are:

Strategic Objective 1: To provide secure, efficient and accessible civic and related services and products to citizens and legitimate residents within specified timeframes.

Strategic Objective 2: To manage migration effectively by enabling the movement of skilled workers into the country and efficiently and securely facilitating the entry, stay and exit of visitors.

Strategic Objective 3: To determine the status of asylum seekers and manage refugee affairs in accordance with international treaties and the bill of rights as enshrined in the constitution.

Strategic Objective 4: To foster domestic regional and international co-operation towards improved economic growth and development, including events with strategic importance to the country, such as the FIFA world cup.

Strategic Objective 5: To deliver the department's mandate effectively by implementing a new organisational model that is characterised by caring officials who serve with professionalism and by effective governance and operational control.

Strategic Objective 6: To create an enabling environment by putting in place support services that are effective, efficient, integrated and that minimise corruption.

In terms of understanding the information in tabulated format, the following should be noted:

- DHA strategic objective indicates the Department's contribution to achieving the MTSF priority. The MTSF informs three/five year plans of national and provincial departments and reflects the high level policy priorities of government informed by the electoral mandate of the ruling party. The purpose of an objective is the clear communication of expected performance.
- Measurable outputs are the products, capital goods and services that result from a development intervention and may also include changes resulting from the intervention which are relevant to the achievement of the outcomes. Outputs are therefore the contributions towards the successful achievement of DHA objectives – the next lower level results and indicate "What does success look like" – they must demonstrate whether success has been achieved against DHA objectives.
- Performance Indicators (unit of measurement) are quantitative or qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an organisation against stated Outputs/ Outcomes. Performance indicators answer the following fundamental questions: "How will we know success or achievement when we see it?" and "Are we moving towards achieving our desired outcomes/ outputs?"
- Targets are quantifiable levels of the indicator that is planned to be achieved over a given time.

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
		Percentage (%) of data clean up (multiple persons sharing same ID)	1.3.4	20% of affected records cleaned up	25% of affected records cleaned up	30% of affected records cleaned up	DDG:CS
		Percentage (%) of data clean up (one person with multiple IDs)	1.3.5	10% of affected records cleaned up	20% of affected records cleaned up	30% of affected records cleaned up	DDG:CS
1.4	Birth, marriage and death (BMD) records digitized	Percentage (%) of BMD records digitised		Business case finalised and funding secured	30% of records digitised	60% of records digitised	DDG:CS
DHA Strategic Objective 2: To manage migration effectively by enabling the movement of skilled workers into the country and efficiently and securely facilitating the entry, stay and exit of visitors.							
2.1	Drastically improve service delivery to large corporate accounts and grow the number of accounts serviced	Number of targeted accounts serviced	2.1.1	50 large accounts serviced	100 large accounts serviced	150 large accounts serviced	DDG:NI
		Customer satisfaction index	2.1.2	Baseline established	10% satisfaction improvement on baseline findings	30% satisfaction improvement on baseline findings	DDG:NI
2.2	Products and services rendered within specified time frames to facilitate movement of skilled persons	Degree of compliance with specified timeframes for temporary residence permit application (TRP)	2.2.1	6 - 8 weeks for issuance of TRP applications	4 - 6 weeks for issuance of TRP applications	4 weeks for issuance of TRP applications	DDG:NI
		Degree of compliance with specified timeframes for permanent residence permits (PR)	2.2.2	8 months for issuance of PR permits	6 months for issuance of PR permits	4 months for issuance of PR permits	DDG:NI
		Degree of compliance with specified timeframes for visas issued	2.2.3	5 days for issuance of visas	5 days for issuance of visas	3 days for issuance of visas	DDG:NI
		Percentage (%) of travellers cleared in targeted time through streamlined processes	2.2.4	Travellers cleared within 1.5 - 2 minutes	Travellers cleared within 1.5 - 2 minutes	Travellers cleared within 1.5 - 2 minutes	DDG:NI

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
		Degree of compliance in respect of number of days taken to issue corporate, general and inter company transfer permits to selected corporate clients	2.2.5	Corporate, general and inter company transfer permits issued to selected corporate clients in a phased-manner within 15 working days	Corporate, general and inter company transfer permits issued to selected corporate clients in a phased-manner within 10 working days	Corporate, general and inter company transfer permits issued to selected corporate clients in a phased-manner within 10 working days	DDG:NI
		Degree of compliance with specified timeframes with regard to business permits issued to investors	2.2.6	Business permits issued within 6 to 8 weeks	Business permits issued within 4 to 6 weeks	Business permits issued within 4 weeks	DDG:NI
		Number of quota permits issued in the next 3 year period	2.2.7	2000 quota permits issued	6000 quota permits issued	10 000 quota permits issued	DDG:NI
2.3	DHA presence at foreign offices expanded	Number of additional foreign offices managed and capacitated by DHA officials (placement of officials)	2.3.1	10 additional foreign offices managed and capacitated by DHA	12 additional foreign offices managed and capacitated by DHA	21 additional foreign offices managed and capacitated by DHA	DDG:NI
2.4	Capacity of Airline Liaison function at airports abroad strengthened	Status of capacitation of Airline Liaison function	2.4.1	Rollout plan to capacitate Airline Liaison function implemented			DDG:NI
		Number of Airline Liaison Officers (ALOs) deployed	2.4.2	7 ALOs deployed	4 ALOs deployed	5 ALOs deployed	DDG:NI
2.5	Illegal migration efficiently and effectively managed through capacitation, policy development and implementation	Status in development and implementation of Law Enforcement strategy	2.5.1	Law Enforcement strategy and implementation initiated	Approved Law Enforcement strategy implemented	Monitoring and evaluation	DDG:NI
		Status in the implementation of systems and processes	2.5.2	Inspectorate systems and standardised processes implemented			DDG:NI

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
2.6	Management of transit travellers improved through policy development and implementation	Status of policy development and implementation	2.5.3	100% capacity building in Inspectorate accomplished			DDG:NI
			2.6.1	Policy and implementation framework developed and implemented at OR Tambo			DDG:NI
DHA Strategic Objective 3: To determine the status of asylum seekers and manage refugee affairs in accordance with international treaties and the bill of rights as enshrined in the constitution							
3.1	Products and services rendered within specified timeframes	Degree of compliance with specified timeframes in respect of number of days to issue section 22 asylum permits	3.1.1	Section 22 permits issued in 1 day	Section 22 permits issued in 1 day	Section 22 permits issued in 1 day	DDG:NI
		Degree of compliance with specified timeframes in respect of number of days to issue refugee status determination and asylum granted within specified period	3.1.2	Refugee status issued and asylum granted within 6 months to applicants who qualify	Refugee status issued and asylum granted within 1 month	Refugee status issued and asylum granted within 1 month	DDG:NI
		Degree of compliance with specified timeframes in respect of number of days for referral and review of manifestly unfounded decisions to Standing Committee on Refugee Affairs (SCRA)	3.1.3	Referral and review of manifestly unfounded decisions to SCRA processed within set timeframes as indicated in signed SLA	Referral and review of manifestly unfounded decisions to SCRA processed within set timeframes as indicated in signed SLA	Referral and review of manifestly unfounded decisions to SCRA processed within set timeframes as indicated in signed SLA	DDG:NI

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
		Percentage (%) of cases finalised by Refugee Appeal Board (RAB) within targeted period as per SLA	3.1.4	100% of all cases finalised by Refugee Appeal Board within set timeframes as per signed SLA	100% of all cases finalised by Refugee Appeal Board within set timeframes as per signed SLA	100% of all cases finalised by Refugee Appeal Board within set timeframes as per signed SLA	DDG:NI
		Percentage (%) of refugee IDs issued within targeted period	3.1.5	Refugee ID documents issued within 3 months	Refugee ID documents issued within 3 months	Refugee ID documents issued within 20 days	DDG:NI
		Percentage (%) of refugee travel documents issued within targeted period	3.1.6	Refugee travel documents issued within 10 days	Refugee travel documents issued within 10 days	Refugee travel documents issued within 5 days	DDG:NI
DHA Strategic Objective 4: To foster domestic, regional and international co-operation towards improved economic growth and development, including events with strategic importance to the country, such as the FIFA world cup							
4.1	DHA effectively equipped to manage special events such as 2010 Soccer World Cup, Confederation Cup, etc	Status of conceptual design in preparation for 2010 Soccer World Cup	4.1.1	Conceptual design in place that addresses processes, systems and capacity for Confederation Cup	Processes, systems and capacity in place for Confederation Cup	Processes, systems and capacity in place for Soccer World Cup	DDG:NI
4.2	Accurate and timely interactions with other government departments ensured	Status of interactions with other government departments	4.2.1	Process of inter-governmental submissions, delegations and roles and responsibilities both with DHA and other government stakeholders aligned			DDG: STRATEGIC SUPPORT
		Status of communication and relationship with other departments regarding turnaround initiatives	4.2.2	Effective communication and relationships between DHA and other departments in the implementation of the DHA turnaround project initiatives developed			DDG: STRATEGIC SUPPORT

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
4.3	MoUs and international agreements between DHA and required stakeholders developed and implemented	Percentage (%) of prioritised MoUs in place	4.3.1	100% of prioritised MoUs in place			DDG: STRATEGIC SUPPORT
		Percentage (%) of prioritised international agreements as defined by business in place	4.3.2	100% of prioritised international agreements as defined by business in place			DDG: STRATEGIC SUPPORT
4.4	Strategic partnerships with relevant stakeholders across sectors built and sustained to ensure readiness for international engagements	Status in the strengthening of strategic partnerships, building of new partnerships and sustaining of existing partnerships with foreign counterparts in line with the country's foreign policy	4.4.1	DHA best positioned to build and sustain strategic partners as identified through IRPS, SONA, PoA and DHA branches:- Zimbabwe, Angola, Nigeria, Sudan, DRC, Rwanda, China and UK	DHA best positioned to build and sustain strategic partners as identified through IRPS, SONA, PoA and DHA branches:- Zimbabwe, DRC, China and UK	DHA best positioned to build and sustain strategic partners as identified through IRPS, SONA, PoA and DHA branches:- Zimbabwe and China	DDG: STRATEGIC SUPPORT
DHA Strategic Objective 5: To deliver the Department's mandate effectively by implementing a new organisational model that is characterised by caring officials who serve with professionalism and by effective governance and operational control							
5.1	DHA capacity and capability transformed based on the new organisational model	Number of minimum DHA priority posts filled	5.1.1	Minimum of 700 priority posts filled			DDG: OPERATIONAL SUPPORT
		Percentage (%) reduction in vacancy rate	5.1.2	10% reduction in vacancy rate	12% reduction in vacancy rate		DDG: OPERATIONAL SUPPORT
		Percentage (%) of people trained and developed against specified standards / trained in new competencies	5.1.3	70% of targeted staff trained and developed	90% of targeted staff trained and developed	100% of targeted staff trained and developed	DDG: OPERATIONAL SUPPORT / DDGs
		Degree of implementation of new organisational model in terms of post establishment	5.1.4	75% of new post establishment in place	100% of new post establishment in place		DDG: OPERATIONAL SUPPORT

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
5.2	Leadership and governance capability enhanced and strengthened to ensure organisational operational efficiency	Percentage (%) of staff composition aligned with prescripts on gender, disability and youth Percentage (%) of Senior Management Service (SMS) exposed to targeted leadership training	5.1.5 5.2.1	Staff composition 60% aligned with prescripts on gender, disability and youth Targeted leadership training (strategic planning and reporting) for 60% of SMS	Staff composition 80% aligned with prescripts on gender, disability and youth Targeted leadership training (M&E and review) for 80% of SMS	Staff composition 100% aligned with prescripts on gender, disability and youth Targeted leadership training (M&E and review) for 100% of SMS	DDG: OPERATIONAL SUPPORT DDG: OPERATIONAL SUPPORT
		Degree of alignment of organisational performance management system	5.2.2	Aligned organisational performance management system established and implemented			DDG: OPERATIONAL SUPPORT
		Number of new executive committees established and fully compliant with prescripts/ regulations and terms of reference	5.2.3	Six (6) new committees established (Operations Committee, Executive Committee, Ministerial Executive Committee, Audit Committee, Policy, Ethics Standards and Values)	100% compliance attained	100% compliance attained	DDG: STRATEGIC SUPPORT
		Status of establishment of Enterprise Programme Management Office (EPMO) to co-ordinate and manage all change initiatives in the DHA	5.2.4	EPMO fully established and operational			DDG: STRATEGIC SUPPORT
		Degree of compliance with PMDS (Performance Management Development System) policy	5.2.5	100% compliance with PMDS achieved	100% compliance with PMDS achieved	100% compliance with PMDS achieved	DDG: OPERATIONAL SUPPORT

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Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
5.3	Sustained levels of employee commitment, professionalism and discipline in a supportive environment ensured	Percentage (%) of grievance, disciplinary and dispute activity reduced; and stakeholder relations harmonised	5.3.1	40% reduction in misconduct cases	50% reduction in misconduct cases	60% reduction in misconduct cases	DDG: OPERATIONAL SUPPORT
			5.3.2	60% success in disputes in favour of DHA	70% success in disputes in favour of DHA	80% success in disputes in favour of DHA	DDG: OPERATIONAL SUPPORT
			5.3.3	40% reduction in grievances	50% reduction in grievances	60% reduction in grievances	DDG: OPERATIONAL SUPPORT
			5.3.4	100% accessibility of employee wellness services	100% accessibility of employee wellness services	100% accessibility of employee wellness services	DDG: OPERATIONAL SUPPORT
5.4	Batho Pele principles institutionalised	Percentage (%) of officials trained in Batho Pele Revitalisation	5.4.1	70% of targeted staff trained and developed in Batho Pele Revitalisation	90% of targeted staff trained and developed in Batho Pele Revitalisation	100% of targeted staff trained and developed in Batho Pele Revitalisation	DDG: OPERATIONAL SUPPORT
5.5	Retention of critical skills enabled	Status of retention plan implemented	5.5.1	Retention plan fully implemented	Retention plan reviewed and updated	Retention plan reviewed and updated	DDG: OPERATIONAL SUPPORT

DHA Strategic Objective 6: To create an enabling environment by putting in place support services that are effective, efficient, integrated and that prevent corruption							
6.1	Business processes and systems re-engineered to enhance efficiency	Re-engineered status (degree) of processes and systems	6.1.1	Key core and support business processes and systems re-engineered	All other support business processes and systems re-engineered		All RELEVANT DDGs
6.2	Risk management capacity established	Status in implementation of risk mitigation strategy	6.2.1	DHA Risk Mitigation Strategy developed and fully implemented	DHA Risk Mitigation Strategy reviewed and updated	DHA Risk Mitigation Strategy reviewed and updated	CHIEF AUDIT EXECUTIVE (CAE)
6.3	DHA systems of risk management, internal control and governance processes and their effectiveness and efficiency established	Level of compliance with policies, guidelines, performance standards, etc	6.3.1	Targeted systems of risk management and internal control within specific business units (Finance, Civics, NIB) established and fully compliant	Organisational systems of internal control fully compliant to policies, guidelines and performance standards	Organisational systems of internal control fully compliant to policies, guidelines and performance standards	CHIEF AUDIT EXECUTIVE (CAE)

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
		Status on identification and analysis of weaknesses and security risks in processes, systems, facilities or structures that contribute to irregularities, unlawful conduct or breaches	6.3.2	100% of high priority weaknesses and security risks addressed	Other weaknesses and security risks addressed		DDG: STRATEGIC SUPPORT
6.4	Compliance with prescribed laws, regulations and legislation (e.g. financial management and auditing standards, including Supply Chain Management) ensured	Status of compliance with GRAP, PFMA, National Treasury Regulations, OHSA and Internal Audit standards	6.4.1	100% compliance with financial and auditing relevant acts	100% compliance with financial and auditing relevant acts	100% compliance with financial and auditing relevant acts	CFO/ CAE
		Percentage (%) of revenue collected accounted for	6.4.2	100% of revenue collected accounted for	100% of revenue collected accounted for	100% of revenue collected accounted for	CFO
		Status of procurement transformation	6.4.3	Phase 1 finalised (Solid supplier and contract management established and procurement processes streamlined)			CFO
		Level of compliance with specified standards for targeted offices to improve the working environment for staff	6.4.4	100% compliance of targeted offices with specified standards	100% compliance with specified standards	100% compliance with specified standards	CFO
6.5	Comprehensive DHA policy and legislative framework and programme established	Status of policy framework and programme development	6.5.1	Policy and legislative framework approved	Policy and legislative framework implemented	Policy and legislative framework reviewed	DDG: STRATEGIC SUPPORT

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Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
6.6	Improved customer interaction by focusing on customers and their needs and rendering services in a professional manner	Status / Number of centres of excellence established	6.6.1	Programmes developed for priority policies and legislation Planning phase for centres of excellence completed	Programmes developed for priority policies and legislation 1 centre of excellence established	Programmes developed for priority policies and legislation 5 centres of excellence established	DDG: STRATEGIC SUPPORT DDG:CS
		Number of offices refurbished to adhere to minimum standards in respect of corporate identity	6.6.2	33 offices refurbished according to minimum standards	102 offices refurbished according to minimum standards	135 offices refurbished according to minimum standards	DDG:CS
6.7	Efficient and effective services provided through the Client Service Centre / Contact Centre	Percentage (%) of call resolution by ramped up contact centre	6.7.1	80% of calls answered within 20 seconds at the contact centre	90% of calls answered within 20 seconds at the contact centre	100% of calls answered within 20 seconds at the contact centre	DDG:CS
6.8	Corruption minimised through competent analysis, identification, prevention, investigation and prosecuting processes	Status of amalgamation	6.8.1	Full amalgamation and integration of investigating units achieved			DDG: STRATEGIC SUPPORT
		Status of the establishment of systems to prevent corruption	6.8.2	Effective systems to prevent corruption in place and trends monitored			DDG: STRATEGIC SUPPORT
6.9	Full compliance with Minimum Information Security Standards (MISS) established and sustained	Percentage (%) of high priority security threats and risks addressed	6.9.1	100% of high priority security threats and risks addressed	100% of high priority security threats and risks addressed	100% of high priority security threats and risks addressed	DDG: STRATEGIC SUPPORT

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
6.10	Facilities and related resources managed to ensure adequate functioning of offices	Degree of compliance with minimum standards	6.10.1	100% compliance with minimum standards for resource requirements of existing and new appointments	100% compliance with minimum standards for resource requirements of existing and new appointments	100% compliance with minimum standards for resource requirements of existing and new appointments	CFO / SUPPORT DDGs
6.11	Planned and implemented changes in DHA service delivery proactively communicated	Percentage of planned changes communicated	6.11.1	100% of planned changes communicated (to public and DHA staff)	100% of planned changes communicated (to public and DHA staff)	100% of planned changes communicated (to public and DHA staff)	DDG: STRATEGIC SUPPORT
		Percentage of implemented changes communicated	6.11.2	100% of implemented changes communicated (to public and DHA staff)	100% of implemented changes communicated (to public and DHA staff)	100% of implemented changes communicated (to public and DHA staff)	DDG: STRATEGIC SUPPORT
		Level of credibility of information on subject matters for communication purposes provided	6.11.3	100% credible information on subject matters provided	100% credible information communicated	100% credible information communicated	DDG: STRATEGIC SUPPORT
6.12	Enhanced Passport system function implemented as enabler to Civic Services' business	Percentage (%) of enhanced passport system components implemented	6.12.1	40% of enhanced passport system components implemented	100% of enhanced passport system components implemented	Monitoring and evaluation, ongoing system maintenance and support	DDG:IS
6.13	Online Verification system (equipment and applications) rolled out to assist in reducing specified timeframes on enabling documents	Percentage (%) of Online Verification system equipment and applications rolled out to DHA offices to assist in reducing specified timeframes on enabling documents	6.13.1	100% Online Verification system rolled out to identified Civic Services and NIB offices	Monitoring and evaluation, system enhancements and modifications	Monitoring and evaluation, ongoing system maintenance and support	DDG:IS

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Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
6.14	Integrated IS systems: Live Capture system (infrastructure and applications) rolled out to identified offices to assist in reducing specified timeframes on enabling documents (including IDs and passports)	Percentage (%) of offices rolled out with integrated IS systems: Live Capture system infrastructure and applications rolled out to identified offices to assist in reducing specified timeframes on enabling documents (including IDs and passports)	6.14.1	Integrated IS systems: Live Capture system infrastructure and applications rolled out to 90% of identified offices to assist in reducing specified timeframes on enabling documents (NIB requirements) (80% of National Population Register (NPR) system functionality enhanced)	Integrated IS systems: Live Capture system infrastructure and applications rolled out to 90% of identified offices to assist in reducing specified timeframes on enabling documents (NIB requirements) (100% of National Population Register (NPR) system functionality enhanced)	Integrated IS systems: Live Capture system infrastructure and applications rolled out to 90% of identified offices to assist in reducing specified timeframes on enabling documents (NIB requirements) (Monitoring and evaluation, ongoing system maintenance and support)	DDG:IS
6.15	National Population Register (NPR) system functionality (as identified and approved by Civic Services and NIB) enhanced (through change requests) to assist in reducing specified timeframes in application process of enabling documents	Percentage (%) of National Population Register (NPR) system functionality (as identified and approved by Civic Services and NIB) enhanced.	6.15.1	80% of National Population Register (NPR) system functionality enhanced	100% of National Population Register (NPR) system functionality enhanced	Monitoring and evaluation, ongoing system maintenance and support	DDG:IS
6.16	Digitised / scanned record storage optimised to support birth, marriage and death (BMD) as well as citizenship processes	Percentage (%) of digitised records accessible for Civic Services	6.16.1	100% of existing records accessible and enhanced to back-scan	Ongoing application maintenance and support	Ongoing application maintenance and support	DDG:IS
6.17	Effective and integrated information systems / applications delivered that support DHA requirements	Percentage (%) of HANIS technology refresh completion	6.17.1	Civic Services records 100% HANIS technology refresh completed	Ongoing application maintenance and support	Ongoing application maintenance and support	DDG:IS

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
		Percentage (%) of ID Photo Digitization system implemented, that provides business with capability to scan ID photos and print in new ID documents, as well as preparing for the new ID card	6.17.2	100% ID Photo Digitization system implemented (namely ICT infrastructure and application capability and roll out)	Enhancements and modifications	Ongoing system maintenance and support	DDG:IS
		Percentage (%) of integrated IS systems: Movement Control, Permit and Visa systems (i.e. IT infrastructure and applications) implemented to assist in facilitating movement of skilled persons within specified timeframes	6.17.3	100% integrated IS systems: Movement Control, Permit and Visa systems capability created and rolled out to relevant offices	Monitoring and evaluation, enhancements and modifications	Monitoring and evaluation, ongoing maintenance and support	DDG:IS
		Percentage (%) of integrated IS systems: Refugee and Deportation system (IT infrastructure and applications) implemented to assist in issuing enabling documents / status within specified timeframes	6.17.4	100% Refugee and Deportation system (ICT infrastructure and applications) implemented	Monitoring and evaluation, ongoing maintenance and support	Monitoring and evaluation, ongoing maintenance and support	DDG:IS

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Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
6.18	Stable, reliable, converged, secure and integrated technology infrastructure in all DHA offices delivered	Percentage (%) of functioning network communications infrastructure in accordance with ICT policy and architecture framework	6.18.1	Virtual Private Network in the DHA Wide Area Network (WAN) and Local Area Network (LAN) implemented for 80% reliability of data communications and transmission	Virtual Private Network in the DHA Wide Area Network (WAN) and Local Area Network (LAN) implemented for 90% reliability of data communications and transmission	Virtual Private Network in the DHA Wide Area Network (WAN) and Local Area Network (LAN) implemented for 98% reliability of data communications and transmission	DDG:IS
		Percentage (%) of Continuous Data Centre Processing and Disaster Recovery capability in accordance with ICT Policy and Architecture Framework works	6.18.2	20% Continuous Data Centre availability through implemented capacity plan (Inclusive 20% Disaster Recovery ability)	70% Continuous Data Centre availability through implemented capacity plan (Inclusive 50% Disaster Recovery ability)	90% Continuous Data Centre availability through implemented capacity plan (Inclusive 80% Disaster Recovery ability)	DDG:IS
		Percentage (%) of optimized / upgraded end-user computing in accordance with ICT policy and architecture framework	6.18.3	40% optimized and standardized end-user computing Configuration for 70% stability	70% optimized and standardized end-user computing Configuration for 90% stability	70% optimized and standardized end-user computing Configuration for 100% stability	DDG:IS
6.19	Streamlined IS service delivery through effective IS governance, architecture and standards framework	Percentage (%) of IS architecture and Master Systems Plan (MSP) implemented	6.19.1	100% reviewed Master Systems Plan and IS architecture	100% reviewed Master Systems Plan and IS architecture	100% reviewed Master Systems Plan and IS architecture	DDG:IS
		Percentage (%) of IS compliance with quality and risk management frameworks	6.19.2	40% compliance with IS quality framework and less than 20% risk exposure	70% compliance with IS quality framework and less than 10% risk exposure	95% compliance with IS quality framework and less than 5% risk exposure	DDG:IS
		Percentage (%) of research and development capacity and capability created	6.19.3	30% research and development capacity and capability created	60% research and development capacity and capability created	95% research and development capacity and capability created	DDG:IS
6.20	Service Management Function that is Information Technology Infrastructure Library (ITIL) aligned established	Percentage (%) of developed and signed IS supplier contracts and service level agreements (SLAs)	6.20.1	100% capability created for SLA Management 100% of contracts and SLAs signed year-on-year	Integrated approach to SLA management established 100% of contracts and SLAs signed year-on-year	Full integration and automation of SLA management 100% of contracts and SLAs signed year-on-year	DDG:IS
		Percentage (%) of signed operational level agreements (OLAs) with DHA end-users of IS Services	6.20.2	100% of OLAs signed	100% of OLAs signed and integrated	100% of OLA signed, integrated and management automated	DDG:IS

Figures in tables apply in normal circumstances and in some cases the average turnaround times will be measured
 ** Funding is being sourced for activities.

MO No.	Measurable Output	Performance Indicator	Target No.	Target 2008/09	Target 2009/10	Target 2010/11	Delegation
6.21	IS service delivery streamlined through capacitation of the Special Initiatives Unit that effectively manages small and medium transversal IS projects	Percentage (%) of IS project management methodology and governance implemented	6.21.1	70% IS project management methodology and governance implemented	100% IS project management methodology and governance implemented	Ongoing methodology maintenance and support and compliance management	DDG:IS
		Percentage (%) of IS special initiatives delivered to project management methodology and governance	6.21.2	100% IS special initiatives delivered in compliance with the project management methodology and governance	100% IS special initiatives delivered in compliance with the project management methodology and governance	100% IS special initiatives delivered in compliance with the project management methodology and governance	DDG:IS
6.22	Efficient electronic knowledge and information management (KIM) capacity created and implemented	Percentage (%) of Enterprise Content Management capability implemented	6.22.1	10% Enterprise Content Managed capability	** 50% Enterprise Content managed capability	** 100% Enterprise Content managed capability	DDG:IS
		Percentage (%) of existing records digitized using electronic document management (EDM) capacity	6.22.2	Capacity created to handle the digitization of up to 5% of existing Civic Services paper records	Capacity created to handle the digitization of up to 30% of existing Civic Services paper records	** Capacity created to handle the digitization of up to 60% of existing Civic Services paper records	DDG:IS
		Percentage (%) of DHA File Plan implemented for paper and electronic records and percentage (%) of records archived	6.22.3	20% File Plan implemented for records management	** 50% File Plan implemented for records management	** 100% File Plan implemented for records management	DDG:IS
		Percentage (%) business continuity plan implemented	6.22.4	10% of business continuity plan implemented	** 50% of business continuity plan implemented	** 90% of business continuity plan Implemented	DDG:IS
		Percentage (%) of shared DHA Information, Knowledge and Business Intelligence capability created	6.22.5	10% of Provincial Information Resource Centres (1 Office) established for Information and Knowledge sharing	** 40% of Provincial Information Resource Centres (3 Offices) established for Information and Knowledge sharing	** 50% of Provincial Information Resource Centres (5 Offices) established for Information and Knowledge sharing	DDG:IS

4.3 PROGRAMME AND SUB PROGRAMME PLANS

4.3.1 Monitoring and Evaluation

In accordance with prescripts stipulating that the Accounting Officer must establish procedures for quarterly reporting to the Executive Authority to facilitate effective performance monitoring, evaluation and corrective action, the Department of Home Affairs has implemented a formal and integrated reporting framework with an emphasis on quarterly progress reporting.

The purpose of the quarterly review process is to track progress achieved against strategic objectives in the annual performance plan, report on major service delivery challenges (pressure points) / solutions, report on the state of expenditure of business units / provinces and to enhance accountability and performance management in the Department.

The quarterly review process was heavily influenced by the activities of the Planning and Reporting Workstream (part of the turnaround project). The first quarterly review for 2007/08 was used as a baseline for the Planning and Reporting Workstream to get a thorough understanding of the current process and challenges experienced. The other three quarterly reviews were used to implement the recommendations from the Planning and Reporting Workstream.

The importance of monitoring and evaluation in the new Home Affairs is furthermore underlined by the establishing of a separate chief directorate solely responsible for monitoring and evaluation. The chief

directorate will report to the DDG: Strategic Support. The new Chief Directorate will be responsible for the following functions:

- Custodian of the organisational performance management system (OPMS)
- Quality assures standards, performance indicators, performance agreements; audits monitoring and evaluation systems/ quality promotion (QP)
- High level reports, annual and in-year reporting (including quarterly reviews)
- Services executive committees and branches in respect of monitoring and evaluation input

The chief directorate will also be responsible for the design and implementation of an effective system for monitoring and evaluation. The tool will also assist to review the organizational performance of the Department and most importantly implement a system to ensure that all our managers take responsibility for poor performance.

4.3.2 Corporatisation of Government Printing Works (GPW)

The Government Printing Works (GPW) was founded for the purpose of rendering security printing related services to the government of South Africa and was established as a Trade Account within the Department of Home Affairs in 1976. This meant that it had to operate on business principles and as a financially viable entity. Cabinet instructed that GPW provided possible solutions and alternatives to be structured as a Public Entity upon which Deloitte Consulting was appointed to develop a business case for the corporatisation of GPW.

The report has sought to assess the feasibility of the business, identify possible alternatives and make recommendations about:

- a) the legislative and regulatory environment,
- b) its internal and external operations and markets,
- c) the current state and future requirements for infrastructure and equipment, and
- d) the actions which have to be taken to achieve a successful corporatisation.

The restructuring of GPW will permit it to operate effectively in South Africa's growing printing industry and will encourage the adoption of more efficient and customer-focused business practices. Furthermore, it would enable GPW to expand its business operations in the SADC region and in the long term, enabling the corporatised entity to become competitive on an international basis. It is foreseen that a restructured GPW will result in improved quality, efficient service and a security conscious entity that will specifically be beneficial to South African government institutions requiring security printing services.

This report's preliminary analysis indicates that a feasible business case can be made for the corporatisation of GPW to a Schedule 3B Public Entity. The proposed business plans demonstrate this across the business over a five year period. There are however a number of critical success factors, assumptions and risks associated with the implementation of the proposed solution. It must be recognised that several conditions have to be met to support the sustainability of the newly proposed corporatised entity. To proceed with the proposed strategy, GPW

must undertake to strengthen its internal capacity first and seek an implementation partner to effectively prepare for the longer term strategy. In the shorter term GPW needs assistance in the corporatisation process of becoming a Schedule 3B Public Entity. The medium term focus will be the restructuring of its internal operations and to become an efficient and effective printing service provider for government customers within South Africa. Once stabilised GPW must focus on the longer term goals and expand its operations into the SADC market.

In prior years, GPW was privileged to have the protection of National Treasury under the Public Finance Protection Act, which required government departments to obtain their printing services from GPW. When National Treasury allowed this protection to fall away in 2000, government departments were no longer compelled to use GPW for general printing services. This resulted in a decline in GPW revenues and customer base. GPW's business performance does not currently match the performance of similar organisations in the corporate environment. Therefore, a strong business case and strategy are required to enable GPW to achieve its vision to become the security printer of choice in the Southern African Development Community (SADC) region. A key challenge is the prerequisite for a process orientated structure. The business divisions are functionally structured and do not allow for proper integration due to the absence of an effective process environment. Several areas operate in silos and do not function effectively.

GPW is operating as a manufacturing enterprise in the printing industry, but is governed by a government department, directed by government policies. Printing is not a core business of the Department of Home Affairs and presents challenges such as knowledge in the printing industry, and experience in the manufacturing of printing products. The shortage of experience and knowledge of such a complex environment results in less effective decisions and policy applications which are evident in the current organisational structure and staffing levels.

Rationale for Conversion

GPW needed to consider its options and reached a decision to develop a business case during the third quarter of 2006. The development of the business case commenced in October 2006 and was based on key requirements specified by GPW for corporatisation. The business plans considered alternatives towards the corporatisation of GPW and after close consultation with GPW a detailed business plan was developed based on the preferred option. On 7 May 2007, GPW made a presentation of its business case to DPSA and National Treasury wherein the panel raised issues and gaps on the financial viability as the business case did not cover adequately detailed financial information, namely ratios that will determine profitability, solvency, return on investment and equity of GPW, if it were to be granted the schedule 3B status.

In order to fast track this long overdue process, the Ministry solicited the turnaround project to attach a consultant to assist in this regard, namely to look

at issues and gaps which may delay the approval of the conversion process. Subsequent engagement with the DPSA and NT indicated that the proposed model (Schedule 3B) was in their opinion not the only option available and this could create its own challenges as government was trying to minimize the creation of further government monopolies or entities that are still dependent on the state. They proposed an alternative model – **Government Component**, for which legislation was approved on the 1 April 2008. They acknowledged that GPW's state of readiness is not at a point of a full and successful conversion; therefore, the **Government Component**, been created to provide GPW and other Government Businesses with an appropriate model to achieve its objectives but in a phased and sustainable manner. **STEERCO** on the **16 April 2008** adopted and approved the **Government Component** as the appropriate model. This new model will allow GPW to achieve the ultimate goal over a period of time as it consolidates its financial viability.

In order to ensure successful conversion, GPW's vision and core business must be clearly encapsulated, that it will be the State's security printer by mandate and statute. The business case is being crafted to be aligned with this new model and should focus on state security printing as its core business. The new entity, **Government Component**, will ensure that the following key features allow GPW flexibility to perform effectively, namely that the following notices are put in place:

- Government Notices for Government Component

- Establishment Notices
- Delegations for the CEO and Team
- Advisory Board Regulations

Over the next five years GPW will generate approximately R1 billion revenue in printing that includes passports, identity documents, legislative documents, examination papers, revenue stamps and other security materials. In providing these printing services, especially security related documents, GPW will offer a valuable service and operate as a diplomat between government and the public of South Africa. Even in today's age, printed matter still remains a sensible and pragmatic form of identification. It is accessible, transportable, and in comparison to many other available technologies still very affordable. The services that are being offered by GPW will continue to serve government and the public with effective means of security documents, especially those that do not have access to highly sophisticated and expensive technology. By providing access and use of government information and related printing services of such great consequence, government as well as citizens will be guaranteed both authenticity and excellence in advanced printing products provided by GPW.

In order for GPW to achieve their objectives and deliver on its vision, it has

no choice but to optimise the efficiencies of the organisation and make substantial changes in its policies, procedures and business processes. GPW must improve its services and marketing strategy, internal operations, human resources, machinery and equipment, materials and particularly its finances. By doing so GPW will be able to focus on its core business, operating as a self-funded entity and provide value to the economy of South Africa.

The transformation of GPW must therefore be dealt with in a very responsible and prudent manner, taking into account the requirements of government while at the same time considering the interest of the public and the important service rendered to South Africa.

The following timelines have been set for the completion of the process:

- a) Finalisation and adjustment of the business case (feasibility study)
15 April 2008
- b) Inter-Ministerial Consultation (DHA, DPSA and NT)
30 April 2008
- c) Establishment Notices published
31 May 2008
- d) Notice of Operation of GPW published
30 June 2008



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**PART 5: APPENDICES
HUMAN RESOURCES STRATEGY**

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**1 EXECUTIVE SUMMARY:
HUMAN RESOURCE STRATEGY**

1.1 Introduction

The HR strategy is developed based on the understanding of the critical people challenges that the DHA is facing, as well as the turnaround strategy that is being embarked upon. The Integrated Human Resources (HR) strategy provides for the implementation of people management interventions that are aligned to the turnaround strategy of the DHA. This document articulates the HR philosophy; mission; values; HR strategic objectives; key interventions and the role that HR need to assume in order to achieve its objectives.

1.2 HR Philosophy

People are an important asset and remain central to the successful implementation of DHA objectives and strategy. The belief is that the management of people is a core line management responsibility, with the Chief Directorate Human Resources (HR) providing proactive HR solutions and advice.

1.3 HR Mission

The Chief Directorate: HR defined a mission that is aligned to the overall DHA mission and is defined as: “To render value-added HR solutions that enhance service excellence”.

The mission is underpinned by the following critical success factors:

1. People orientation: We should regard our people as a key asset, proactively determine their needs and tailor make our HR solutions to address these;
2. Culture transformation: Transforming the DHA culture will result in sustained levels of commitment, professionalism and discipline required to improve service delivery;
3. Reliable HR information: Accessible and reliable HR information will enable line function to make strategic business decisions;
4. Client orientation: The Chief Directorate: HR should focus on proactively determining the needs of its client to ensure the delivery of relevant HR solutions; and

5. Strong leadership support: DHA leadership need to visibly champion people management intervention for them to be successful.

1.4 HR Values

The Chief Directorate: HR did not define values specific to HR, it has adopted the DHA values to govern the manner in which its employees need to conduct themselves. The HR team also recognises that it has to play a critical role in making sure that the DHA values are internalised by every employee.

1.5 HR Strategic Objectives

The Chief Directorate: HR has defined strategic objectives that it needs to achieve in the medium to long term. These objectives should result in improved employee performance levels which should ultimately improve customer and employee satisfaction levels and the image of the DHA. The five main HR Strategic objectives are:

- To strengthen leadership and management capabilities at all levels;
- To reposition HR as strategic business partner;
- To maximise employee contribution through continuous/further development;
- To institutionalise a culture that values people to ensure sustained levels of commitment, professionalism and discipline required to improve service delivery; and
- To facilitate the implementation of the new organisational structure

The HR objectives and targets are further elaborated upon in the Strategic Plan of the Department. The key interventions that will be implemented to realise these objectives together with performance indicators have also been defined and are captured in the Annual Performance and Business Plan of the Chief Directorate.

1.6 The Role of Chief Directorate Human Resources

The Chief Directorate: HR aims to reposition itself to become a strategic partner to the

DHA in improving service delivery to clients. The Human Resources function must be repositioned to fulfill four key roles which are:

1. **Strategic Partner:** This simply means that HR should be informed by the strategy of the DHA in fulfilling its role, hence the vision of establishing an integrated HR within the DHA.
2. **Employee Champion:** Employees in the DHA should be developed to meet their performance demands and fulfil their career aspirations, and their physiological and psychological needs should be addressed.
3. **Change Agent:** As a catalysts for change, the Chief Directorate: HR should be instrumental in building and maintaining change enabling systems; creating a shared mindset for change; shaping the change vision; and mobilising commitment at all levels of the organisation; and
4. **Administrative Expert:** The Chief Directorate: HR scope of service delivery needs to be broadened beyond administering prescripts to actually driving the organisational performance programme. It is thus imperative that an integrated HR Information Management System is implemented so that line managers can be empowered to make decisions that impact on the people with confidence and are in a position to manage performance.

1.7 Conclusion

The successful implementation of the HR strategy is highly dependent on the availability of resources and collaboration and support of line management. The Chief Directorate: Human Resources has identified critical projects, some of which are "Quick Wins" that will enable it to achieve its strategy. A communication strategy will be developed to communicate the HR strategy to key stakeholders so as to establish their buy in and support.

2 INTEGRATED HR STRATEGY

2.1 Background and Context

The role of human resources has expanded enormously – from that of administrative/ clerical work involving transactional activities like data gathering, data capturing

and record keeping to that of specialized functions ranging from being change agent, employee champion, strategic partner, as well as administrative expert. Human resource function has indeed evolved from just the management of staff, and is about transformational leadership, organizational development, talent management and people effectiveness.

Human resource components in organizations are required to provide strategic support to core business by developing and implementing human resource processes, methods, systems and procedures that are needed to attract, develop, retain, reward and manage human capital towards attainment of organizational goals. To this end, the Human Resources Practitioners (HRP) require new competencies that will ensure a successful repositioning of the human resource function. In order to reposition itself as a strategic partner, the human resource function is to consider the following areas:

- Building the strategy translation and alignment capability ;
- Refocusing the organization development capability;
- Consolidation of the policy development and change management capabilities;
- Transformation of the HR administrative capability into a centre of excellence;
- Building the HR research and product development capability;
- Consolidation of the HR information and knowledge management capability; and
- Building the HR monitoring, evaluation and reporting.

It is against this background that a multi-faceted approach to ensuring a strategic role of HR needs to be adopted. The Department of Home Affairs itself is faced with many challenges pertaining to service delivery, therefore the need for a turnaround strategy. The success of the turnaround process depends to a large extent on employees' performance, attitudes, ethics and culture which HR must address in support of the process.

2.2 Department Of Home Affairs Turnaround Processes

The many challenges faced by the Department in respect of service delivery led to the turnaround process which is currently underway. To this end fifty five (55) projects were identified to effect the desired change.

The transformation of the human resource function is one of the objectives of the turnaround and is based on the concept of the repositioning of the human resource function which was introduced on 1 July 1999 by the Department of Public Service and Administration.

The core themes of the turnaround process in respect of transforming the human resource function in the Department are amongst others:

- Increased delegation of managerial responsibility and authority to line managers and zone level in respect of day-to-day human resource management decisions;
- The development of a service-oriented culture that builds positively on the multi-cultural and diverse workforce of the Department; and
- A continuous endeavour for and focus on efficiency and effectiveness.

To this end the proposed HR structure reflects a separation of HR administration and HR strategy whilst on the other hand clustering the human resource function in line with the repositioning of the HR concept. This concept will amongst others:

- Minimise the manual and transactional nature of the HR administration processes;
- Defragment HR processes and improve turnaround times for HR service delivery;
- Strengthen accountability mechanisms for process outcomes and results;
- Improve the HR value chain that will lead to high standards of service quality management and accountability; and
- Focus on HR client and user support.

2.3 Summary of Key HR Challenges

The key challenges that are being faced by the Department in the critical area of people are:

- Resource capacity levels: The current employees' capacity in terms of numbers, competencies and utilisation are not at the levels required to meet service delivery demands. The Department is also not able to attract and retain the critical skills it requires. It is thus important to be proactive in planning for future resources in line with service delivery requirements.
- Organisation design: The critical elements of the structure that are required to optimise employee performance are not in place, the job families are not clearly defined, there are no flexible career paths, and the majority of the jobs are neither profiled nor evaluated.
- Competency framework: The Department has not implemented a comprehensive competency framework against which employees can manage their careers and performance. There is a need to assess the competency gaps of employees in order to appropriately address them.
- Limited development of appropriate skills: Learning and development interventions are not aligned to the business requirements; there is a need for a comprehensive workplace skills plan that will facilitate targeted learning and development of employees.
- Leadership and management capacity: The Department is experiencing changes in leadership and a majority of management positions remained vacant for a long time. Over and above this, there is a gap in terms of management capability to manage and discipline employees. Leadership is at the heart of DHA transformation process and should therefore be strengthened.
- Employee well-being: The Department is currently experiencing the effects of the HIV/AIDS and other pandemic diseases through increased absenteeism, higher sick leave and temporary/permanent disability, lower levels of utilisation and an increased rate of mortality. Other critical challenges in this area are the employees' attitudes towards clients, teamwork and morale.
- HR systems: The current Human Resources (HR) policies and procedures are outdated and do not facilitate the alignment of HR practices with the DHA strategy. The current HR structure is centralized with limited IT support, this result in HR being inaccessible to managers and employees and hinders efficient service delivery.

- Decentralisation of the HR function: Although the Chief Directorate Human Resources is responsible for the management hereof, it is the responsibility of all managers to take on responsibility for human capital management. In support of the Departmental direction to decentralize the HR function, the Chief Directorate: Human Resources will need to provide the necessary support to line managers, taking particular caution to ensure control but not stifle service delivery. Delegation of the HR function is aimed at speeding up service delivery and managing the decentralization through appropriate HR controls and delegations.

2.4 Analysis of Key Stakeholders' Expectations

Central to the HR strategy is the client! A clear understanding of key stakeholder expectations will ensure that the HR strategic services are developed and marketed such that they meet stakeholder requirements in terms of service levels and quality. Surveys will be conducted on a continuous basis to enable HR to

determine the specific needs of customers, and align services accordingly. The Chief Directorate: HR has identified internal and interdepartmental stakeholders as reflected in figure: 1 below. The primary client of HR services are the internal stakeholders, whilst delivering these services, we need to ensure that we are accountable to our interdepartmental stakeholders.

3. Outline Of The Human Resource Strategic Framework

In support of the departmental Strategy, HR identified activities to ensure successful implementation and achievement of identified objectives. These activities seek to elaborate on the priorities and interventions that are intended.

A detailed outline of the role of HR is reflected in the Strategic Plan of the Department under strategic objectives 5 and 6.

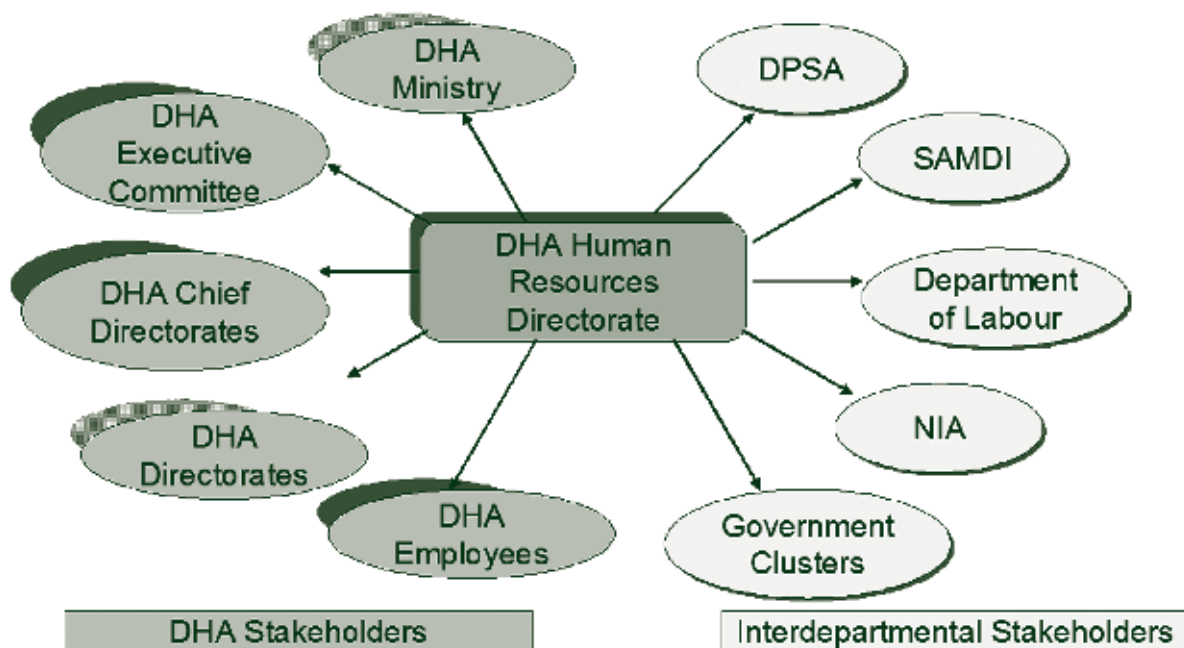


Figure 1: Identification of Key Stakeholders



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PART 5: APPENDICES
SERVICE DELIVERY IMPROVEMENT PLAN

Service Delivery Improvement Plan

The Public Service Regulations 2001, part III.C.1 and C2 state that an executing authority shall establish and sustain a service delivery improvement programme for his or her department; and the executing authority shall publish an annual statement of public service commitments which will set out the department's service standards that citizens and customers/clients can expect and which will serve to explain how the department will meet each of the standards.

Service standards are required to be operational for one year and be subject to an annual performance review. These should be progressively raised and ideally may not be reduced, except to accommodate changed priorities based on changing customer needs. Service standards are furthermore to be benchmarked against international standards, taking into account South Africa's current level of development. In setting service standards, it is important that service delivery also be viewed from the customer's viewpoint and judged from criteria that he or she might use. For most customers, services must conform to the

following measurable criteria: quantity, quality, time / timeliness, value for money, access and equity.

Customer needs drive the new Home Affairs service delivery model. The reduction of service delivery times according to set targets is central to the new operating model of the Department. This will be supported by IT improvements, including projects aimed at upgrading the network infrastructure and IT applications.

The table below contains some of the most critical services that the core business (Civic Services and NIB) of the Department of Home Affairs deliver. The figures for projected performance were determined during phase 1 of the turnaround programme (June to December 2007) in which baseline studies were carried out. The figures are likely to be adjusted in the course of phase 2 in which the focus is on implementation.

CIVIC SERVICES		KEY SERVICE	SERVICE BENEFICIARIES	CURRENT/ STANDARD BASELINE	2008/2009 TARGET	TURNAROUND/ BATHO PELE	IMPACT / BENEFITS
Accessibility of services enhanced	Expansion of service points	All SA Citizens	475 service points (regional, district offices, permanent / temporary service delivery points and Thusong Centres)	28 additional permanent service delivery points established / offered increased	Footprint Optimization Project	Improved service delivery, strategic location of offices, improved image and shorter travelling distances	
Products and services rendered within specified timeframes	Issuance of unabridged birth, marriage and death (BMD) certificates for new registrations	All SA Citizens Permanent residents (Persons to whom permanent residence was granted)	6-8 weeks for unabridged certificates	85% of all applications for unabridged BMD certificates for new registrations correctly processed and issued within 1 day	BMD Redesign Project	Improved service delivery and reduction in turnaround times. Linkage of personal particulars of parents to children.	
	Birth, marriage and death (BMD) records digitised	All SA Citizens Permanent residents (Persons to whom permanent residence was granted)	Not applicable	Business case finalised and funding secured	EDMS Project	Improved service delivery and reduction in turnaround times for finalization of rectifications, amendments and citizenship cases.	
	Efficient and effective services provided through the Client Service Centre / Contact Centre	All persons within RSA	60% of calls answered	80% of calls answered within 20 seconds at the contact centre	Contact Centre Ramp-up Project	Improved service delivery, improved image, reduction in number of enquiries at frontline offices	
	Re-issue of ID documents	All SA Citizens Permanent residents (Persons to whom permanent residence was granted)	98 days	Applications for IDs (re-issue) correctly processed and issued within 56 days	ID Process Transformation	Improved service delivery, reduction in turnaround times and applications for temporary IDs	
	Issuance of temporary IDs	All SA Citizens Permanent residents (Persons to whom permanent residence was granted)	7 days	Applications for IDs (temporary IDs) correctly processed and issued within 1 day	Online Verification Project	Improved service delivery and reduction in turnaround times	
	Issuance of passports	All SA Citizens	8-12 weeks	Passport applications correctly processed and issued within 10 days	Passport Machine Project	Improved service delivery, reduction in turnaround times and compliance with international standards for issuance of documents	
	Issuance of citizenship certificates	Permanent residents (Persons to whom permanent residence was granted)	8-12 months	Citizenship certificates correctly processed and issued within 6 months	Service Standards	Improved service delivery and reduction in turnaround times	

KEY SERVICE	SERVICE BENEFICIARIES	CURRENT/ STANDARD BASELINE	2008/2009 TARGET	TURNAROUND/ BATHO PELE	IMPACT / BENEFITS
Secured civics related processes, systems, records and enabling documents to combat fraud and corruption	<ul style="list-style-type: none"> All persons registered in the National Population Register (NPR) 	20 873 cases	20% of affected records cleaned up	Duplicate Project	Risk reduction and reduced fraudulent activities. Enhanced integrity of NPR.
	<ul style="list-style-type: none"> Data clean up of NPR (multiple persons sharing same ID) Data clean up of NPR (one person with multiple IDs) 	Approximately 600 000 cases	10% of affected records cleaned up	Duplicate Project	Risk reduction and reduced fraudulent activities. Enhanced integrity of NPR.
NATIONAL IMMIGRATION BRANCH					
KEY SERVICE	SERVICE BENEFICIARIES	CURRENT/ STANDARD BASELINE	2008/2009 TARGET	TURNAROUND/ BATHO PELE	IMPACT / BENEFITS
Improved service delivery to large corporate accounts and growth in number of accounts serviced	<ul style="list-style-type: none"> Large companies e.g. Mercedes Benz 	20 large accounts	50 large accounts serviced	Permits Transformation	Improved service delivery and reduction in turnaround times, economic development
Products and services rendered within specified timeframes to facilitate movement of skilled persons	<ul style="list-style-type: none"> Foreigners (foreign investors) 	12-18 months	8 months	Permits Transformation	Improved service delivery and reduction in turnaround times
	<ul style="list-style-type: none"> Foreigners 	10 days	5 days for issuance of visas	Service Standards	Improved service delivery and reduction in turnaround times
	<ul style="list-style-type: none"> Foreigners 	20 days	15 days	Permits Transformation	Improved service delivery and reduction in turnaround times, economic development
	<ul style="list-style-type: none"> Foreigners 	3 days	Section 22 permits issued in 1 day	Refugee Transformation and Footprint Roll out	Improved service delivery and reduction in turnaround times.
	<ul style="list-style-type: none"> Foreigners 	8 weeks	6 - 8 weeks	Permits Transformation	Improved service delivery and reduction in turnaround times, economic development
DHA presence at foreign offices expanded	<ul style="list-style-type: none"> Additional foreign offices managed and capacitated by DHA officials (placement of officials) 	Not applicable	10 additional foreign offices managed and capacitated by DHA	Foreign Office Review	Improved service delivery, strategic location of offices and improved image



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**PART 5: APPENDICES
INFORMATION TECHNOLOGY PLAN**

INFORMATION TECHNOLOGY ACQUISITION PLAN FOR DEPARTMENT OF HOME AFFAIRS

Area	2008 in '000	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Project: Live capture (Movement Control, Visa, Permits)	100,000	0	50	10,000	50,000	10,000	5,000	5,000	5,000	5,000	5,050	4,500	400
Project: Information Systems Security	6,060	0	0	600	800	700	500	500	500	360	600	700	800
Refugee and Deportation System	9,750	0	600	2,000	2,150	500	500	1,500	500	500	500	500	500
IS Infrastructure (Incl. VPN)	50,000	0	0	600	10,000	5,000	5,000	5,000	5,000	4,400	5,000	5,000	5,000
Server room consolidation	750	0	0	150	150	200	100	50	50	50	0	0	0
Email and Internet	1,875	0	50	150	200	600	200	200	250	50	75	50	50
Online verification	8,663	0	753	3,500	3,500	120	120	100	100	150	120	100	100
HANIS infrastructure	57,538	0	4,000	8,538	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
HANIS DRS	24,554	0	2,000	2,500	2,000	2,000	2,000	2,000	2,000	2,000	4,054	2,000	2,000
HANIS Technology Refresh	40,653	0	6,000	20,000	10,653	500	500	500	500	500	500	500	500
Smart ID Card	114,247	0	0	500	800	2,500	2,200	5,247	5,000	60,000	30,000	5,000	3,000
TOTAL BUDGET	414,090	0	13,453	48,538	85,253	27,120	21,120	25,097	23,900	78,010	50,899	23,350	17,350
						Q2				Q3			Q4
						Acquisitions				Acquisitions			Acquisitions
						- Procure services - Set up new initiatives - Procure hardware				- Pay for services - Procure software - Procure systems			- Pay for licences - Procure hardware - Procure systems - Pay for services
Business cases are in the process of being compiled for the following: -													
Passport System (Enhancement)	1,000	0	0	0	0	300	350	250	100	0	0	0	0
National Population Register Clean Up	5,000	0	0	0	0	500	1,000	1,500	1,000	1,000	0	0	0
Records Digitization Storage (Fix existing system)	10,000	0	0	0	0	300	800	800	5,000	2,100	1,000	0	0
ID Photo Digitization Initiative (Replace pasted photo)	200	0	0	0	0	100	60	40	0	0	0	0	0



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**PART 5: APPENDICES
FINANCE/CAPEX PLAN**

FINANCE/CAPEX PLAN**Acquisitions of fixed or movable capital assets, planned capital investment and rehabilitation and maintenance of physical assets**

Asset classification	2008/09 R' 000	2009/10 R' 000	2010/11 R' 000
Office Furniture	-	-	-
Office Equipment	-	-	-
Computer Equipment	-	-	-
Motor Vehicles	21,039	21,963	23,281
Others	23,895	25,569	27,357
TOTAL	44,934	47,532	50,638

Any expenditure for minor assets are included in Goods and Services of the 2008/2009 budget.

Should any expence be incurred for assets above R5000.00 funds will be moved via the virement process, to the capital budget.

Should expenditure for office furniture and office equipment be incurred, the budget will be adjusted by means of virement.

Computer equipment - desktops, laptops, etc are to be leased.

Others: Surveillance equipment for Security Services.

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