

2010/11 - 2012/13

Department of Home Affairs
STRATEGIC PLAN



Building the New Home Affairs



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

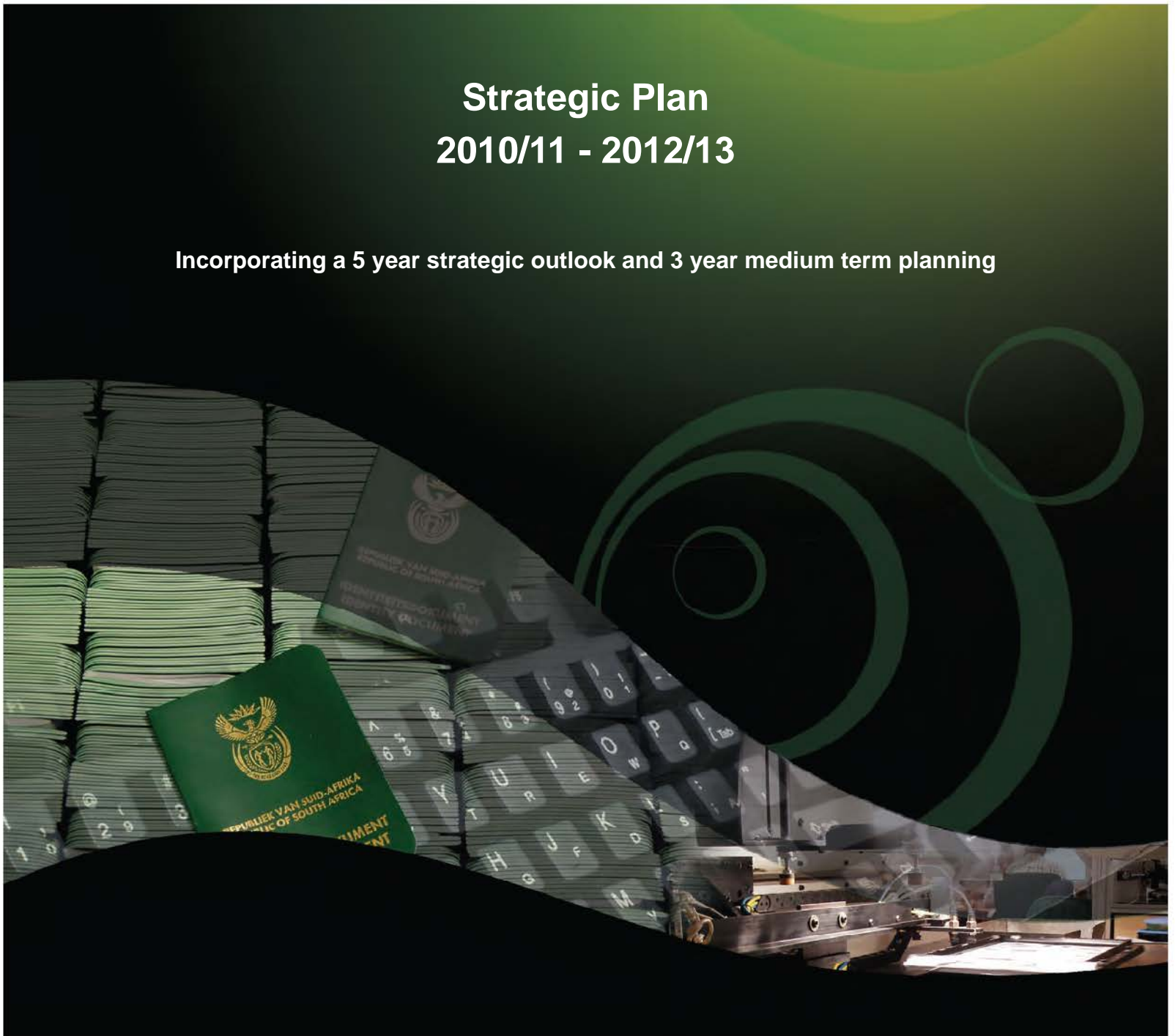


home affairs

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REPUBLIC OF SOUTH AFRICA

Strategic Plan 2010/11 - 2012/13

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



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VISION

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

MISSION

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

VALUE STATEMENT

The DHA is committed to being:

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

PREFACE BY DR NC DLAMINI ZUMA, MP, MINISTER OF HOME AFFAIRS

**NC DLAMINI ZUMA
MINISTER OF HOME AFFAIRS**

Home Affairs is a Department that touches the lives of every individual in the country, from the cradle to the grave. The Department is in essence the custodian of identity and citizenship. When the birth of a South African is registered that child's name and birth date is linked to an identity number and a record is created on the National Population Register (NPR). This gives the child the identify of a South African citizen, with all the constitutional rights and obligations that go with this status. Protecting the National Population Register means protecting your identity and your birthright.

We have taken a decision that for South Africans there should be one entry point into our population register, at birth. Every baby must have a name, a birth certificate and of course love. The law demands that people register their newborn babies within 30 days. However, the Department of Home Affairs is aware that many people live in areas that are far from services, including our offices. In the first instance they must ensure that a child is registered before the first birthday, which is also allowed for in the Act. This will help increase the security and integrity of our population register and protect our national and individual

identities. Once a child has a birth certificate, he or she can be issued with a passport and access services offered by other departments, such as Health, Education and Social Development. When the time come to apply for an ID book, at age 16, the child will need a birth certificate.

South Africa is part of a community of nearly 200 nations, none of which can survive or prosper without inward and outward flows of people, investment and information. The Department of Home Affairs is mandated to regulate immigration with respect to all foreign nationals who seek to enter our country, including those who want to become naturalized citizens. We also have an international obligation to assist those who cannot return to their country of origin because of a well-founded fear of persecution. The challenge faced by the Department is to manage immigration in a way that promotes economic, social and cultural development and that does not compromise the security of our country. As the Strategic Plan indicates, we will engage with stakeholders and the public at large on how this can be achieved.

We will deal decisively with any form of corruption, in relation to both our civic and immigration functions, in order to protect our identity and the integrity of our state and society. To this end we are strengthening our capacity to investigate and to finalise cases within much shorter timeframes. We are also working closely with relevant departments and agencies to bring down corrupt officials and combat local and transnational syndicates. None of the strategic objectives outlined above can be achieved without mobilizing our most crucial resource: the 7500 officials who manage the Department and deliver on its mandate. In the Strategic Plan they commit to delivering "a service that is efficient, accessible and corruption free." This requires dedication, skills and above all demonstrating to you, the public, that they care.

**NC DLAMINI ZUMA
MINISTER OF HOME AFFAIRS**

PREFACE BY MR MKN GIGABA, MP, DEPUTY MINISTER OF HOME AFFAIRS



**DEPUTY MINISTER OF HOME AFFAIRS
MALUSI GIGABA**

This Strategic Plan is based on a clear understanding of the critical role that the Department of Home Affairs plays in the state and society. In his State of the Nation Address (SONA), President Jacob Zuma spoke to the need for a developmental state that leads development, provides effective services and responds to the needs of all the people, including the poorest and the most remote from urban centres.

The Department is responding to the President’s call by strengthening delivery on its mandate by achieving three main outcomes. A key outcome in the Strategic Plan is to protect the identity and citizenship of South Africans, which is under attack by corrupt elements within the Department and syndicates. Another outcome is to develop, in consultation with stakeholders, an approach to immigration that contributes decisively to economic, social and cultural development. Our immigration system must also ensure that we prevent the entry of persons who seek to harm our country or commit crime. A third objective is “A service that is efficient, accessible and corruption free”. This outcome can only be delivered through the ongoing transformation of the Department: its

systems, processes and above all its officials. Surveys conducted by the Government Communication and Information System show that the service delivery improvements resulting from the turnaround programme are greatly appreciated by the public and in particular the poor. There has been a substantial reduction in the number of trips most clients have to make to our offices because of track and trace, SMS technology and the Customer Service Centre.

When clients do visit our offices they are more likely to find officials who are helpful and caring and the office in reasonable condition. The delivery times for key services, such as the issuing of IDs and passports, have been greatly reduced because of improvements in the way we work and our systems. There are, however, a number of offices and systems that do not meet acceptable standards and staff that are uncaring or corrupt. The Strategic Plan includes robust measures to deal with these challenges. These include greatly increasing the capacity of the Department to combat fraud and corruption, securing documents and systems and developing the staff while managing performance. In the not too distant future the Department will be an employer of choice.

The Department will continue to channel funds to, and collaborate with, several government bodies so that they can discharge their legislative mandate effectively. These are the Government Printing Works (GPW), the Film and Publication Board and the Electoral Commission.

Under the dedicated leadership of our Minister, Dr Nkosazana Dlamini Zuma, I am certain that the Department will deliver on all the outcomes set out in the Strategic Plan.

**MALUSI GIGABA, MP
DEPUTY MINISTER**

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

This Strategic Plan states what the Department of Home Affairs is going to do over the next three years (2010-2013) to fulfil its mandate and respond to the priorities of government. The Plan also addresses the challenge of transforming the Department as an organisation.

In her preface the Minister of Home Affairs, Dr Dlamini Zuma, points to the gains made through the turnaround programme with regard to improvements in service delivery. What is also pointed out is that the need to secure the identity of citizens is paramount and much less progress has been made in that regard. The reasons are complex and include the reality that under colonialism and apartheid the births of Africans were often not recorded. The late registration of birth, combined with outdated IT systems, has provided corrupt officials and syndicates with an opportunity to sell our identity and citizenship and change the status of persons. Once the false data is on the National Population Register (NPR), the person concerned can fraudulently acquire a passport, ID or birth certificate. This undermines our national and individual security and the fight against crime.

The Department is determined to confront this threat to our identity, our citizenship and our security. A top priority in the Strategic Plan is a campaign to ensure that the birth of every citizen is registered on the NPR and that every citizen 16 years of age or older is issued with an ID. Consequently, the current late registration of birth process will be replaced by one that is much more stringent. Related initiatives in the Strategic Plan include cleaning up wrong data on the NPR and making the process of registering births, marriages and deaths, including the certificates issued, far more secure.

The Department is determined to meet its obligations regarding the 2010 FIFA World Cup by facilitating the secure movement of FIFA officials and soccer fans. Initiatives being put in place range from the use of express lanes and a special events visa to the introduction of advance passenger processing (APP) linked to a Control Centre. These measures must be seen as part of a larger effort by the Department to improve the way immigration is managed in South Africa. What is required is a shift from immigration control to immigration management in order to facilitate the movement of people in the interests of national security and national development. As indicated in the Strategic Plan, the Department is committed to engaging with stakeholders and the public at large in further developing this approach to immigration.

The management of the many categories of economic migrants requires urgent attention. Our current approach and our permitting system need to become more flexible and proactive as we are competing internationally for the scarce skills we need. Another urgent priority in this area is the separation of economic migrants from the genuine refugees who are fleeing persecution and who cannot return to their countries of origin. Over 90% of those queuing at our Refugee Reception Centres are in fact

seeking work rather than asylum.

Globalisation brings many threats and risks as well as opportunities. These include an increase in transnational crime and exposure to terrorism. We must have a permitting system, movement control and ports of entry that allow us to screen foreign nationals and refuse entry to those who present risks or threats. At the same time the system should allow the more rapid processing of those persons who add value and who do not pose a risk. This requires the close cooperation of many government departments and the Department of Home Affairs is actively supporting the establishment of a National Border Management Agency.

Corruption continues to be a problem that plagues both the Department and the society in which we operate. The Department, under the leadership of the Minister, Dr Nkosazana Dlamini Zuma, is committed to the fight against corrupt activities wherever it occurs in Home Affairs: at front offices, Ports of Entry, in South African missions abroad, etc. The Integrity Management Unit's strategy is being capacitated to bring more deliberate focus to countering corruption and improving security across the organisation.

Under the able leadership of Minister Nkosazana Dlamini Zuma, Deputy Minister Malusi Gigaba and the incoming Director-General, management and staff will achieve our vision of a safe, secure South Africa where all of its people are proud of, and value, their identity and citizenship

The Department of Home Affairs environment is at once challenging and exciting. For me, it is difficult to conceive of a greater privilege than to be of service to the entire nation, all of whom must at one time or another visit a Home Affairs office. The service extends to our international guests who come to our marvellous country for business, pleasure, work or to

make a permanent home among us. We are hosts, too, to those whose unfortunate circumstances in their homeland propel them to seek sanctuary in the Republic of South Africa.

Farewell!

MAVUSO MSIMANG
DIRECTOR-GENERAL



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Building the New Home Affairs

DEPARTMENT OF HOME AFFAIRS 2010 – 2013

PART : ONE

Overview, Mandates and
Departmental Programmes



Building the New Home Affairs

1.1 STRATEGIC OVERVIEW

The Strategic Plan presented here will guide the Department of Home Affairs over the next three years (2010 – 2013). Essentially the document is a statement of how the Department intends to use its resources to achieve the following outcomes:

1. Secured South African citizenship and identity
2. Immigration managed effectively and securely in the national interest including economic, social and cultural development
3. A service that is efficient, accessible and corruption free.

These three outcomes reflect what Home Affairs is committed to do, within its mandate, to improve the lives of our people and ensure their security. Our mandate covers two core functions that are essential in the life of any nation. The first is to be the custodian of the identity of citizens and provide them with evidence confirming their status. The second function is to ensure the effective and secure management of immigration and to facilitate the movement of persons through ports of entry.

The outcomes-based approach to planning is a departure from the previous strategic plan, which was structured around six strategic goals. While there is continuity in terms of activities, the outcomes-based approach has helped the Department to prioritise and to produce a plan that is focused on achieving the end result. It will also enhance performance management and accountability.

The most serious challenge confronting the Department and the nation at large is securing the identity and status of citizens. The turnaround programme initiated by the Department in 2007 has resulted in faster average delivery times for identity documents, passports and permits. In addition, the security features of enabling documents are being greatly enhanced, starting with passports. A range

of measures have also been taken to secure the processing of these key documents, from application to production and delivery. New and more secure processes for births, marriages and deaths have been designed and are being rolled out in this financial year. Measures include, for example, live capture and verification of fingerprints against the database of fingerprints kept on the Home Affairs National Identification System (HANIS).

The initiatives referred to above have reduced errors, increased efficiency and reduced fraud. Surveys have found that this is particularly appreciated by the rural poor. What has become very evident, however, is that the only way to safeguard the identity of citizens is to secure the National Population Register (NPR). Currently, the fraudulent sale of identity and citizenship by corrupt officials and syndicates is widespread. This is very serious. Once you are registered as a citizen and given an ID number you are then entitled to all the rights of citizenry, including enabling documents such as an ID or passport. This represents a risk to national security, promotes identity theft and other crime and undermines the value and status of our documents when we travel abroad. The key strategy that Home Affairs has adopted to confront this challenge is to ensure that the early registration of birth becomes the only entry point to the NPR for citizens. To know who our citizens are, it is also necessary for the birth of all citizens to be registered and for all citizens of 16 years or older, in possession of a birth certificate, to be issued with an ID. As the Strategic Plan indicates, the Department has initiated a National NPR Campaign to ensure that these targets are achieved. The current Late Registration of Birth Process, which is the main route for identity fraud, will be replaced by a far more stringent process.

With regard to the secure and effective management of immigration, the largest challenges relate to economic migrants who seek employment or business opportunities in South Africa. These include

persons we want to attract to South Africa. This is a complex area and the migrants range from professionals with highly valuable or scarce skills to semi-skilled workers whose contribution to the economy has been no less valuable.

In 2010, as indicated in the Strategic Plan, a top priority is to ensure that the guarantees given to FIFA are met with respect to the Soccer World Cup. Preparations in support of the World Cup, such as initiating Advance Passenger Processing will assist in building the kind of permitting and movement control systems that are required for the effective management of immigration in the longer term, including economic migration.

The most urgent immigration challenge is to find feasible ways of separating genuine refugees from the large number of economic migrants, from Southern Africa and elsewhere, who are given a temporary right to work because they claim asylum under the Refugees Act. About 90% of persons in queues at refugee reception centres (and described as refugees by the media) are found not to meet the criteria set out in the United Nations or African Union conventions South Africa is signatory to. A further challenge that is just as serious is to ensure that our permitting system is streamlined, flexible and proactive enough to allow us to attract the persons we urgently require to grow our economy and create jobs. This in turn means that we must properly determine our needs and thus the categories of foreign nationals we want to work, and possibly settle, in South Africa.

With regard to security, it is crucial to national security and to governing the country that we know with certainty the identity and status of all those within our borders. South Africa must have in place adequate screening mechanisms to ensure that persons do not enter who are a risk or a threat. The Strategic Plan outlines a clear way forward with respect to managing immigration in the interest of

both national security and development. The key elements of the strategy are:

- Consult stakeholders, the public and across government and review and refine immigration policy and legislation.
- Review the current permitting regime and take interim steps to make it more simple, proactive and secure while the above process is underway.
- Develop integrated Home Affairs systems, including permitting and movement control, that ensure security and the faster facilitation of desirable migration.

Lastly, a major focus in the Strategic Plan is on transforming the Department so that it can deliver “A service that is efficient, accessible and corruption free”. Several closely related strategic drivers are used in this regard. The most important strategy is to capacitate staff and drive new culture and values through the organisation. Another strategic driver is exemplified by the output “To achieve a clean audit”. This achievement requires that a large number of systems and controls (governance, management and operational) are in place. Similarly, performance management requires systems as well as a change in values and behaviour by staff and managers.

1.2 GLOSSARY OF TERMS

ABBREVIATIONS	
AFIS	Automated Fingerprint Identification System
ALO	Airline Liaison Officer
APP	Advance Passenger Processing
BACM	Biometric Access Control Management
BMA	Border Management Agency
BMD	Birth, Marriage and Death
CAE	Chief Audit Executive
CFO	Chief Financial Officer
DDG: CS	Deputy Director-General: Civic Services
DDG: HR	Deputy Director-General: Human Resources
DDG: IMS	Deputy Director-General: Immigration Services
DDG: IS	Deputy Director-General: Information Services
DDG:LC	Deputy Director-General: Learning Centre
DG	Director-General
DHA	Department of Home Affairs
DRP	Disaster Recovery Plan
DRS	Disaster Recovery Site
EDMS	Electronic Document Management System
EPMO	Enterprise Programme Management Office
FIFA	Federation of International Football Association
HANIS	Home Affairs National Identification System
HR	Human Resources
ID	Identity Document
IDS	Intrusion Detection System
IMS	Immigration Services (new name for NIB or National Immigration Branch)
IMU	Integrity Management Unit
IPS	Intrusion Prevention System

ABBREVIATIONS	
IT	Information Technology
LRB	Late Registration of Birth
MCS	Movement Control System
M & E	Monitoring and Evaluation
MISS	Minimum Information Security Standard
MO No	Measurable Output Number
MOU	Memorandum of Understanding
MPSS	Minimum Physical Security Standards
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NIA	National Intelligence Agency
NIIS	National Immigration Information System
NPR	National Population Register
PFMA	Public Finance Management Act
PoE	Port of Entry
PR	Permanent Residence
RSA	Republic of South Africa
SA	South Africa
SADC	Southern African Development Community
SDIP	Service Delivery Improvement Plan
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Relevant, Timebound
SONA	State of the Nation Address
Target No	Target Number
TRP	Temporary Residence Permit
UK	United Kingdom
VPN	Virtual Private Network
WAIO	Who Am I Online

1.3 MANDATES

The mandates of the Department of Home Affairs 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:

Civic Services:

Births, Marriages and Deaths

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

Identity Documents and Identification

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

Citizenship

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

Travel Documents and Passports

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

Immigration:

- Immigration Act, 2002 (Act No 13 of 2002);
- Regulations made under the Immigration Act, 2002;

- Refugees Act, 1998 (Act No 130 of 1998);
- Regulations made under the Refugees Act, 1998;
- 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.

Other Mandates:

- Promotion of Access to Information Act, 2000 (Act No 2 of 2000);
- Regulations made under the Promotion of Access to Information Act, 2000;
- Public Holidays Act, 1994 (Act No 36 of 1994);
- Imprint Act, 1993 (Act No 43 of 1993);
- Films and Publications Act, 1996 (Act No 65 of 1996);
- Regulations made under 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 103 of 1994);
- Labour Relations Act, 1995 (Act No 6 of 1995);
- Regulations made under the Labour Relations Act, 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 (Act No 4 of 2000);
- Regulations made under the 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

1.4 CORE AND SUPPORT FUNCTIONS

In accordance with its mandates the Department of Home Affairs executes the core functions of Civic and Immigration Services. To achieve excellence in serving our customers these core functions will be delivered in accordance with the Department's service standards.

The core functions include the following key services:

CIVIC SERVICES

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

Purpose: To regulate and oversee the provision of enabling documents and citizenship

Functions:

The development and facilitation of a strategic channel management that will ensure optimal utilisation of home affairs services
 The monitoring of civic services at front office zones
 The regulating of all matters related to identification and identity documents
 The regulating of all matters related to population register, travel documents and citizenship
 The provision of support for the Civic Services Branch

IMMIGRATION

- Admissions
- Inspectorate

- Refugee affairs
- Foreign offices

Purpose: To manage the execution of the immigration and refugees acts

Functions:

- The co-ordination and rendering of support to foreign offices
- The strengthening of ports of entry and borders throughout the country
- The monitoring, evaluation and controlling of the permit functions, visas and large account activities
- The enforcement of compliance with Immigration and Refugees Acts and the management of holding facilities
- The provision of reception for asylum seekers in terms of the Refugees Act
- The management and coordination of IMS activities in different zones
- The provision of support for the Immigration Services Branch

KEY SUPPORT FUNCTIONS

Information Services

Purpose: To manage information resources to enable the Department to achieve its objectives in line with its mandate

Functions:

- The development and implementation of 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 projects in an integrated manner to realise the strategic objectives of the Department
- The development, implementation and management of knowledge and information

management (KIM) strategy and policies of the Department

- The representation of the Department at relevant structures and forums

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

Audit Services

Purpose: To provide an independent objective audit assurance and support 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

Human Resources

Purpose: To provide a strategic and transformed human resource service within the Department

Functions:

- The ensuring of effective development of human resources strategies and the alignment of the organisational structure to

the departmental strategic plan and objectives

- The ensuring of a responsive human resource administration service appropriate to the departmental defined best practice and providing a platform for holistic employee development and wellness
- The providing of a platform for sound employee relations, ensuring that departmental practices are legislatively correct and employee sensitive
- The providing of governance oversight for the monitoring and evaluation of key human resource strategies in line with applicable legislation, procedural requirements and standards applicable to functional areas

Communication Services

Purpose: To render an integrated communication and liaison service

Functions:

- The ensuring of effective corporate communication services
- The ensuring of effective external liaison and communication services
- The enhancement of public awareness and public education

All core and support functions are conducted by the Department of Home Affairs and not outsourced.

1.5 DEPARTMENTAL PROGRAMMES

1.5.1 The Department of Home Affairs is an important and integral part of central government. The aim of the Department of Home Affairs is to efficiently determine and safeguard identity and status, and regulate migration to ensure security, promote development and fulfil its international obligations. 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.

1.5.1.1 Programme 1: Administration

Administration provides for the overall management of the department and centralised support services.

1.5.1.2 Programme 2: Services to Citizens

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

- Management.
- Status Services regulates all matters relating to the national population register. These include: maintaining an accurate register of all citizens and immigrants who have acquired the right to permanent residence; registering births, deaths and marriages; providing travel and citizenship documents; providing financial assistance to citizens abroad who wish to return to South Africa but have no means of doing so; and determining and granting citizenship. Funding is mainly used to cover the costs of issuing identity documents for first time applicants.
- Identification oversees issues relating to identity, such as fingerprints, photographs and identity documents. Once personal details are recorded in the national population register, identity documents are issued. The subprogramme is responsible for storing fingerprints in the central database of the automated fingerprint identification system and its overall administration. Funding is mainly used for salaries and other personnel related costs.
- Hanis includes projects designed to develop, establish and maintain national identity systems. The subprogramme is responsible for the overall maintenance of existing systems and for ensuring they are rehabilitated when the technology becomes obsolete. Funding is mainly used for monthly maintenance costs.
- Civic Channel Management is a multi-

channel service for resolving customer queries. Funding is used to employ front office agents and back office agents. Funding is used to employ 110 front office agents (outsourced) and 39 back office staff. The number of agents will be increased in line with the high demand for the services provided by the customer service centre.

- Provincial Civic Services provides for civic services in the provinces and the necessary support functions. Provincial offices are responsible for collecting applications and processing enabling documents. Funding is mainly used for salaries and other personnel related costs.

Objectives and measures

- Improve the accuracy and reliability of the national population register by discontinuing the late registration of births process by December 2010.
- Improve specified services and products to eligible citizens and residents by reducing the time taken to issue valid documents:
 - First issue of an identity document: from 90 days in 2009/10 to 55 days in 2012/13
- Maintain service delivery levels by maintaining the turnaround time for:
 - Second issue of an identity document at 35 days from 2009/10 to 2012/13
 - Passports and travel documents at 10 days from 2009/10 to 2012/13

Service delivery and spending focus

The Department has reduced the average turnaround time for re-issuing identity documents to 30 days through operations management, process reviews and an identity document track and trace system. However, the turnaround time for first issues has increased to 90 days (compared to the target of 60 days for 2008/09), because first issues require birth records, permanent residence or naturalisation to be verified, which takes up to 2 months, and implementing the biometric access control management system

resulted in slower mass data inputs. The average turnaround time for passports during 2009/10 is 19 days. The target of 10 days could not be achieved due to difficulties with the new passport system.

Online fingerprint verification had been introduced at 226 offices by the end of September 2009. This technology enables front office personnel to verify the identity of clients on application, reducing the need to forward applications to the central identity document production facility in Tshwane. Temporary identity certificates can be issued on the spot. In 2008/09, the Department opened 45 new service points (20 permanent service points, 7 district offices and 18 Thusong service centres). An audit of the number of offices in the Department is currently under way, which will indicate how many offices have been opened.

The contact centre handled 1 163 832 contacts (calls, faxes and emails) in 2008/09. The abandonment rate was less than 1 per cent, and 96.25 per cent of calls were answered within 20 seconds. Currently, 110 trained call agents handle close to 135 000 contacts a month. From April to November 2009, 1 074 528 contacts were handled, and 96.08 per cent of calls were answered within 20 seconds. This means that more than 1 million queries a year can now be taken out of the Department's offices and resolved through the call centre. The Department has also increased staff at the office for second line queries from 22 to 39. The slow turnaround time for unabridged birth, marriage and death certificates (approximately 60 days) is due to outdated record management systems.

1.5.1.3 Programme 3: Immigration Services

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

- Management.
- Admissions controls visas, the admission of travellers at ports of entry, the processing of

applications for permanent and temporary residence permits, as well as work, study and other temporary permits. Funding is mainly used for salaries and other personnel related costs.

- Immigration Control deals with immigration matters in foreign countries, detects, detains and departs illegal immigrants in terms of the Immigration Act (2002), and provides policy directives on immigration matters. The subprogramme is responsible for: developing the strategy for deporting illegal immigrants; the operational management of services at the Lindela holding facility, which includes accommodation, catering, security and medical services for offenders; and liaising with embassies about the deportation of illegal immigrants. Funding is mainly used for salaries, operational costs for the holding facility, and transportation costs for deportees.
- Provincial Immigration Control provides for the delivery of immigration services in the provinces and the necessary support functions. Funding is distributed based on the number of employees at each province.
- Foreign Missions delivers core immigration functions in foreign countries. The subprogramme also acts as a portal for communication and information, communicates policies and procedures determined by civic services, and manages enquiries from foreign offices. Funding is mainly used for salaries in foreign missions and office and other equipment.
- Refugee Affairs considers and processes refugee asylum cases in line with the Refugees Act (1998). The subprogramme is responsible for processing and issuing section 22 asylum permits, referring appeals to the standing committee on refugee affairs for adjudication, and handing over unsuccessful applicants to immigration control for deportation. There are seven

refugee reception offices: Pretoria (Marabastad), Johannesburg (Crown Mines), Durban, Cape Town, Musina, Port Elizabeth and Tshwane Interim Refugee Reception Office. Funding is mainly used for salaries and office equipment.

Objectives and measures

- Improve immigration control and services by reducing the time taken to issue valid documents:
 - Refugee identity documents: from 3 months in 2009/10 to 45 days by the end of 2012/13
 - Temporary residence permits (work, business, corporate): from 4 weeks in 2009/10 to 3 weeks in 2012/13
- Maintain the standard of immigration control and services over the MTEF period:
 - Section 22 asylum permits: same day
 - Refugee status determination: 6 months
 - Permanent residence permits: 6 months
 - Temporary residence permits (study-, treaty-, exchange and retired persons): 1 week
 - Temporary residence permits (visitors-, medical and asylum transit): 1 day
 - Temporary residence permits (intra-company transfer permits): 10 days
 - Clearance time for movement of South Africans and foreign travellers: 1.5 – 2 minutes.
- Expand service delivery to large corporate accounts and grow the number of accounts serviced from 70 in 2009/10 to 100 in 2011/12

Service delivery focus

Since the inception of the large account unit in July 2007, the servicing of corporate clients has grown

very quickly. At the end of 2008/09, there were 52 corporate clients in the unit. The target for additional clients will increase from 10 to 20 in 2010/11.

Targeted turnaround times for applications for temporary residence permits and permanent residence permits have been met through better management and additional measures to enhance efficiency and credibility of the administrative process have been implemented with the establishment of a centralised adjudication centre. Asylum seekers at refugee status determination offices nationally have been processed within a day since October 2009. All seven of these offices are functioning at optimal service levels. The new law enforcement strategy provides a foundation for implementing a uniform and standardised policy on dealing with illegal immigrants.

The passenger processing target of 1.5-2 minutes per traveller is being adhered to at OR Tambo International Airport, Cape Town and Durban International airports. Proposals to change current operational practices at OR Tambo, the largest port of entry, were approved in March 2009 and include a new shift roster system and other operational management changes. Similar systems are being implemented at Cape Town and Durban. The Department is improving operations at key air, land and maritime ports by revising the roster system, implementing revised management models and improving the overall efficiency of immigration management at ports of entry.

1.5.1.4 Programme 4: Transfers to Agencies

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

1.5.2 Multi year projects

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

Overview, Mandates and Departmental Programmes

DEPARTMENT OF HOME AFFAIRS 2010 – 2013

VOTE 4 : HOME AFFAIRS				
R' thousand	2009/10	2010/11	2011/12	2012/13
1. Administration	1,314,911	1,470,926	1,468,761	1,483,267
2. Services to Citizens	1,381,390	1,446,011	1,386,155	1,429,316
3. Immigration Services	1,255,631	1,219,694	1,238,469	1,275,848
4. Transfers to Agencies	1,311,852	1,582,953	910,135	956,415
Total	5,263,784	5,719,584	5,003,520	5,144,846
ECONOMIC CLASSIFICATION OF PAYMENTS				
CURRENT PAYMENTS				
Compensation of employees	1,659,064	1,896,203	2,134,760	2,243,740
Salaries and wages	1,430,041	1,632,111	1,837,056	1,933,325
Social contributions	229,023	264,092	297,704	310,415
Goods and services	2,054,841	2,096,225	1,841,657	1,827,464
Administrative fees	11,330	13,112	13,352	13,157
Advertising	21,052	15,418	16,017	15,346
Assets < than the threshold (currently R5000)	155,048	101,304	141,934	138,066
Audit cost: External	7,457	7,042	8,855	8,815
Bursaries (employees)	2,548	2,347	2,952	2,938
Catering: Departmental activities	12,368	11,718	12,086	11,798
Communication	51,727	54,936	47,281	45,487
Computer services	291,093	265,168	272,863	265,523
Consultants and professional service: Business and advisory service	170,079	150,969	176,724	174,547
Consultants and professional service: Infrastructure and planning	10	-	-	-
Consultants and professional service: Legal cost	6,766	6,347	7,981	7,945
Contractors	233,864	237,524	146,539	146,494
Agency and support / outsourced services	202,599	187,644	157,286	154,740
Entertainment	837	894	913	903
Inventory: Fuel, oil and gas	2,216	2,261	1,917	1,881
Inventory: Learner and teacher support material	214	250	263	257
Inventory: Materials and supplies	593	748	728	716
Inventory: Medical supplies	478	553	532	521
Inventory: Other consumables	8,157	7,972	7,165	7,082
Inventory: Stationery and printing	102,361	105,034	86,174	83,526
Lease payments (Incl. operating leases, excl. finance leases)	316,288	497,342	335,834	334,306
Property payments	82,806	78,412	98,004	97,554
Transport provided: Departmental activity	94,085	96,963	65,460	77,420
Travel and subsistence	188,475	177,696	168,149	162,592
Training and development	34,119	23,794	24,487	28,958
Operating expenditure	36,061	30,143	28,217	27,674
Venues and facilities	22,210	20,634	19,944	19,218
Interest and rent on land	-	-	-	-
Total current payments	3,713,905	3,992,428	3,976,417	4,071,204
TRANSFERS AND SUBSIDIES				
Provinces and municipalities	-	-	-	-
Departmental agencies and accounts	1,311,852	1,582,953	910,135	956,415
Households	4,607	4,884	5,177	5,436
Total transfers and subsidies	1,316,459	1,587,837	915,312	961,851
PAYMENTS FOR CAPITAL ASSETS				
Other fixed structures	-	-	-	-

Machinery and equipment	94,032	139,319	111,791	111,791
Transport equipment	21,963	23,281	24,678	24,678
Other machinery and equipment	72,069	116,038	87,113	87,113
Software and other intangible assets	139,388	-	-	-
Total payments for capital assets	233,420	139,319	111,791	111,791
PAYMENTS FOR FINANCIAL ASSETS	-	-	-	-
TOTAL PAYMENTS	5,263,784	5,719,584	5,003,520	5,144,846

PROGRAMME NAME:				
Administration				
R' thousand	2009/10	2010/11	2011/12	2012/13
Minister	1,725	1,816	1,916	2,012
Deputy Minister	1,420	1,496	1,578	1,657
Management	107,688	115,131	122,543	123,762
Strategic Support	177,895	112,558	119,756	122,440
Corporate Services	816,442	997,640	903,037	906,869
Office Accommodation	209,741	242,285	319,931	326,527
Total of subprogrammes	1,314,911	1,470,926	1,468,761	1,483,267
ECONOMIC CLASSIFICATION OF PAYMENTS				
CURRENT PAYMENTS				
Compensation of employees	229,171	289,966	308,830	324,597
Salaries and wages	202,896	256,883	273,451	287,413
Social contributions	26,275	33,083	35,379	37,184
Goods and services	1,032,447	1,081,801	1,066,773	1,065,441
Administrative fees	6,263	5,912	7,434	7,401
Advertising	8,125	7,439	9,308	9,241
Assets < than the threshold (currently R5000)	65,449	60,020	75,102	74,555
Audit cost: External	7,457	7,042	8,855	8,815
Bursaries (employees)	2,515	2,347	2,952	2,938
Catering: Departmental activities	6,331	5,833	7,298	7,245
Communication	8,737	8,032	10,050	9,977
Computer services	154,160	141,343	173,531	172,243
Consultants and professional service: Business and advisory service	136,237	124,942	156,336	155,201
Consultants and professional service: Infrastructure and planning	10	-	-	-
Consultants and professional service: Legal cost	6,766	6,347	7,981	7,945
Agency and support / outsourced services	10,481	9,911	12,463	12,407
Contractors	105,634	26,517	33,344	33,194
Entertainment	488	435	547	544
Inventory: Fuel, oil and gas	168	174	219	1,881
Inventory: Learner and teacher support material	90	87	109	109
Inventory: Materials and supplies	248	261	328	326
Inventory: Medical supplies	219	174	219	218
Inventory: Other consumables	1,675	1,565	1,968	1,959
Inventory: Stationery and printing	15,512	14,201	17,769	17,641
Lease payments (Incl. operating leases, excl. finance leases)	315,123	495,730	334,530	333,026
Property payments	81,742	77,116	96,970	96,534
Transport provided: Departmental activity	-	-	-	-

Overview, Mandates and Departmental Programmes

DEPARTMENT OF HOME AFFAIRS 2010 – 2013

Travel and subsistence	67,586	61,965	77,533	76,971
Training and development	13,929	8,128	11,508	16,434
Operating expenditure	8,349	7,912	9,948	9,904
Venues and facilities	9,153	8,368	10,471	10,395
Interest and rent on land	-	-	-	-
Total current payments	1,261,618	1,371,767	1,375,603	1,390,038
TRANSFERS AND SUBSIDIES				
Provinces and municipalities	-	-	-	-
Departmental agencies and accounts	-	-	-	-
Households	1,261	1,338	1,419	1,490
Total transfers and subsidies	1,261	1,338	1,419	1,490
PAYMENTS FOR CAPITAL ASSETS				
Other fixed structures	-	-	-	-
Machinery and equipment	52,032	97,821	91,739	91,739
Transport equipment	21,963	23,281	24,678	24,678
Other machinery and equipment	30,069	74,540	67,061	67,061
Software and other intangible assets	-	-	-	-
Total payments for capital assets	52,032	97,821	91,739	91,739
PAYMENTS FOR FINANCIAL ASSETS				
TOTAL PAYMENTS	1,314,911	1,470,926	1,468,761	1,483,267

PROGRAMME NAME:				
Services to Citizens				
R' thousand	2009/10	2010/11	2011/12	2012/13
Management	29,336	74,769	26,363	26,919
Status Services	192,933	205,665	114,400	116,024
Identification	118,353	126,976	135,244	140,033
Hanis	227,949	107,385	103,714	103,831
Civc Channel Management	128,043	194,135	214,591	218,670
Provincial Civic Services	684,776	737,081	791,843	823,839
Total of subprogrammes	1,381,390	1,446,011	1,386,155	1,429,316
ECONOMIC CLASSIFICATION OF PAYMENTS				
CURRENT PAYMENTS				
Compensation of employees	744,322	845,431	962,390	1,011,519
Salaries and wages	627,634	709,827	808,353	852,104
Social contributions	116,688	135,604	154,037	159,415
Goods and services	489,563	555,816	420,304	414,163
Administrative fees	1,766	1,993	1,598	1,600
Advertising	152	150	121	120
Assets < than the threshold (currently R5000)	49,276	12,153	40,663	39,456
Audit cost: External	-	-	-	-
Bursaries (employees)	23	-	-	-
Catering: Departmental activities	3,339	3,417	2,746	2,664
Communication	25,572	26,227	21,077	20,451
Computer services	40,137	41,202	36,437	35,458
Consultants and professional service Business and advisory service	15,596	16,029	12,881	12,499
Consultants and professional service: Infrastructure and planning	-	-	-	-
Consultants and professional service: Legal cost	-	-	-	-

Contractors	127,794	210,437	112,732	112,855
Agency and support / outsourced services	86,929	95,656	76,710	76,794
Entertainment	180	215	173	173
Inventory: Fuel, oil and gas	825	916	734	735
Inventory: Learner and teacher support material	8	-	-	-
Inventory: Materials and supplies	130	162	130	130
Inventory: Medical supplies	35	54	43	43
Inventory: Other consumables	3,589	3,932	3,153	3,156
Inventory: Stationery and printing	71,897	78,813	59,319	57,559
Lease payments (Incl. operating leases, excl. finance leases)	789	808	648	649
Property payments	737	808	648	649
Transport provided: Departmental activity	32	54	43	43
Travel and subsistence	52,014	53,359	42,881	41,608
Training and development	1,027	1,131	907	908
Operating expenditure	5,600	6,140	4,924	4,929
Venues and facilities	2,116	2,160	1,736	1,684
Interest and rent on land	-	-	-	-
Total current payments	1,233,885	1,401,247	1,382,694	1,425,682
TRANSFERS AND SUBSIDIES				
Provinces and municipalities	-	-	-	-
Departmental agencies and accounts	-	-	-	-
Households	3,082	3,266	3,461	3,634
Total transfers and subsidies	3,082	3,266	3,461	3,634
PAYMENTS FOR CAPITAL ASSETS				
Other fixed structures	-	-	-	-
Machinery and equipment	40,000	41,498	-	-
Transport equipment	-	-	-	-
Other machinery and equipment	40,000	41,498	-	-
Software and other intangible assets	104,423	-	-	-
Total payments for capital assets	144,423	41,498	-	-
PAYMENTS FOR FINANCIAL ASSETS	-	-	-	-
TOTAL PAYMENTS	1,381,390	1,446,011	1,386,155	1,429,316

PROGRAMME NAME:				
Immigration Services				
R' thousand	2009/10	2010/11	2011/12	2012/13
Management	62,832	84,605	84,253	85,603
Admissions	233,063	144,230	33,008	34,053
Immigration Control	223,281	210,332	223,980	221,416
Provincial Immigration Control	471,280	513,524	588,081	613,713
Refugee Affairs	111,416	101,281	133,101	137,009
Foreign Missions	153,759	165,722	176,046	184,054
Total of subprogrammes	1,255,631	1,219,694	1,238,469	1,275,848
SUMMARY OF ECONOMIC CLASSIFICATION OF PAYMENTS				
CURRENT PAYMENTS				
Compensation of employees	685,571	760,806	863,540	907,624
Salaries and wages	599,511	665,401	755,252	793,808
Social contributions	86,060	95,405	108,288	113,816

Overview, Mandates and Departmental Programmes

DEPARTMENT OF HOME AFFAIRS 2010 – 2013

Goods and services	532,831	458,608	354,580	347,860
Administrative fees	3,301	5,207	4,320	4,156
Advertising	12,775	7,829	6,588	5,985
Assets < than the threshold (currently R5000)	40,323	29,131	26,169	24,055
Audit cost: External	-	-	-	-
Bursaries (employees)	10	-	-	-
Catering: Departmental activities	2,698	2,468	2,042	1,889
Communication	17,418	20,677	16,154	15,059
Computer services	96,796	82,623	62,895	57,822
Consultants and professional service Business and advisory service	18,246	9,998	7,507	6,847
Consultants and professional service: Infrastructure and planning	-	-	-	-
Consultants and professional service: Legal cost	-	-	-	-
Contractors	436	570	463	445
Agency and support / outsourced services	105,189	82,077	68,113	65,539
Entertainment	169	244	193	186
Inventory: Fuel, oil and gas	1,223	1,171	964	928
Inventory: Learner and teacher support material	116	163	154	148
Inventory: Materials and supplies	215	325	270	260
Inventory: Medical supplies	224	325	270	260
Inventory: Other consumables	2,893	2,475	2,044	1,967
Inventory: Stationery and printing	14,952	12,020	9,086	8,326
Lease payments (Incl. operating leases, excl. finance leases)	376	804	656	631
Property payments	327	488	386	371
Transport provided: Departmental activity	94,053	96,909	65,417	77,377
Travel and subsistence	68,875	62,372	47,735	44,013
Training and development	19,163	14,535	12,072	11,616
Operating expenditure	22,112	16,091	13,345	12,841
Venues and facilities	10,941	10,106	7,737	7,139
Interest and rent on land	-	-	-	-
Total current payments	1,218,402	1,219,414	1,218,120	1,255,484
TRANSFERS AND SUBSIDIES				
Provinces and municipalities	-	-	-	-
Departmental agencies and accounts	-	-	-	-
Households	264	280	297	312
Total transfers and subsidies	264	280	297	312
PAYMENTS FOR CAPITAL ASSETS				
Other fixed structures	-	-	-	-
Machinery and equipment	2,000	-	20,052	20,052
Transport equipment	-	-	-	-
Other machinery and equipment	2,000	-	20,052	20,052
Software and other intangible assets	34,965	-	-	-
Total payments for capital assets	36,965	-	20,052	20,052
PAYMENTS FOR FINANCIAL ASSETS	-	-	-	-
TOTAL PAYMENTS	1,255,631	1,219,694	1,238,469	1,275,848

PROGRAMME NAME:				
Transfers to Agencies				
R' thousand	2009/10	2010/11	2011/12	2012/13
Film and Publication Board	39,797	55,217	61,943	64,814
Government Printing Works	334,822	97,228	129,002	135,666
Electoral Commission	937,233	1,430,508	719,190	755,935
Total of subprogrammes	1,311,852	1,582,953	910,135	956,415
ECONOMIC CLASSIFICATION OF PAYMENTS				
CURRENT PAYMENTS				
Compensation of employees				
Goods and services				
Interest and rent on land				
Total current payments				
TRANSFERS AND SUBSIDIES				
Provinces and municipalities				
Departmental agencies and accounts	1,311,852	1,582,953	910,135	956,415
Households				
Total transfers and subsidies	1,311,852	1,582,953	910,135	956,415
Other fixed structures				
Machinery and equipment				
Transport equipment				
Other machinery and equipment				
Software and other intangible assets				
Total payments for capital assets				
PAYMENTS FOR FINANCIAL ASSETS				
TOTAL PAYMENTS	1,311,852	1,582,953	910,135	956,415

1.5.3 Expenditure trends

Expenditure increased from R2.5 billion in 2006/07 to R5.3 billion (including transfers to agencies) in 2009/10, at an average annual rate of 27.4 per cent, mainly as a result of additional allocations made for: capacity building, an increase in the number of Department of Home Affairs offices, the refurbishment of existing offices, the Department's repair and maintenance programme, the Who Am I Online project, design and planning for the 2010 FIFA World Cup, the transformation of port control, the new passport system, and the Electoral Commission. In particular, the 27.3 per cent increase in expenditure in 2007/08 was due to service delivery improvement initiatives such as a track and trace system, the contact centre, and a queue management system. The 44 per cent increase in expenditure in 2008/09 related to transfers to the Electoral Commission to prepare for the 2009 elections, as well as increased allocations to the Film and Publication Board to expand its monitoring, research and compliance capabilities, and to the Government Printing Works for a new production facility.

Over the medium term, expenditure is expected to decline from R5.3 billion in 2009/10 to R5.1 billion in 2012/13 at an average annual rate of 0.8 per cent, due to a downwards adjustment to the allocation for the Electoral Commission in non-election years.

The Department receives an additional allocation of R150 million in 2010/11 for the Electoral Commission to prepare for the 2011 local government elections. The Department also receives R192.1 million over the medium term for salary adjustments. The entities also receive the following salary adjustments over the medium term: Electoral Commission, R30.4 million; Film and Publication Board, R3.5 million; and the Government Printing Works, R16.1 million.

1.5.4 Departmental Receipts

Revenue is mainly generated from fees charged for issuing passports and other official documents. A 20.8 per cent increase in revenue is expected in 2009/10, due to the projected increase in the demand for identity documents before the national, provincial and local government elections, and increases in the demand for travel documents related to the 2010 FIFA World Cup.

Departmental receipts	2009/10	2010/11	2011/12	2012/13
R' thousand				
Departmental receipts	429 489	455 256	482 575	506 704
Sales of goods and services produced by department	415 126	440 031	466 436	489 758
Sales of scrap, waste, arms and other used current goods	-	-	-	-
Fines, penalties and forfeits	14 164	15 014	15 915	16 711
Interest, dividends and rent on land	199	211	224	235
Sales of capital assets	-	-	-	-
Transactions in financial assets and liabilities	-	-	-	-
Total	429 489	455 256	482 575	506 704

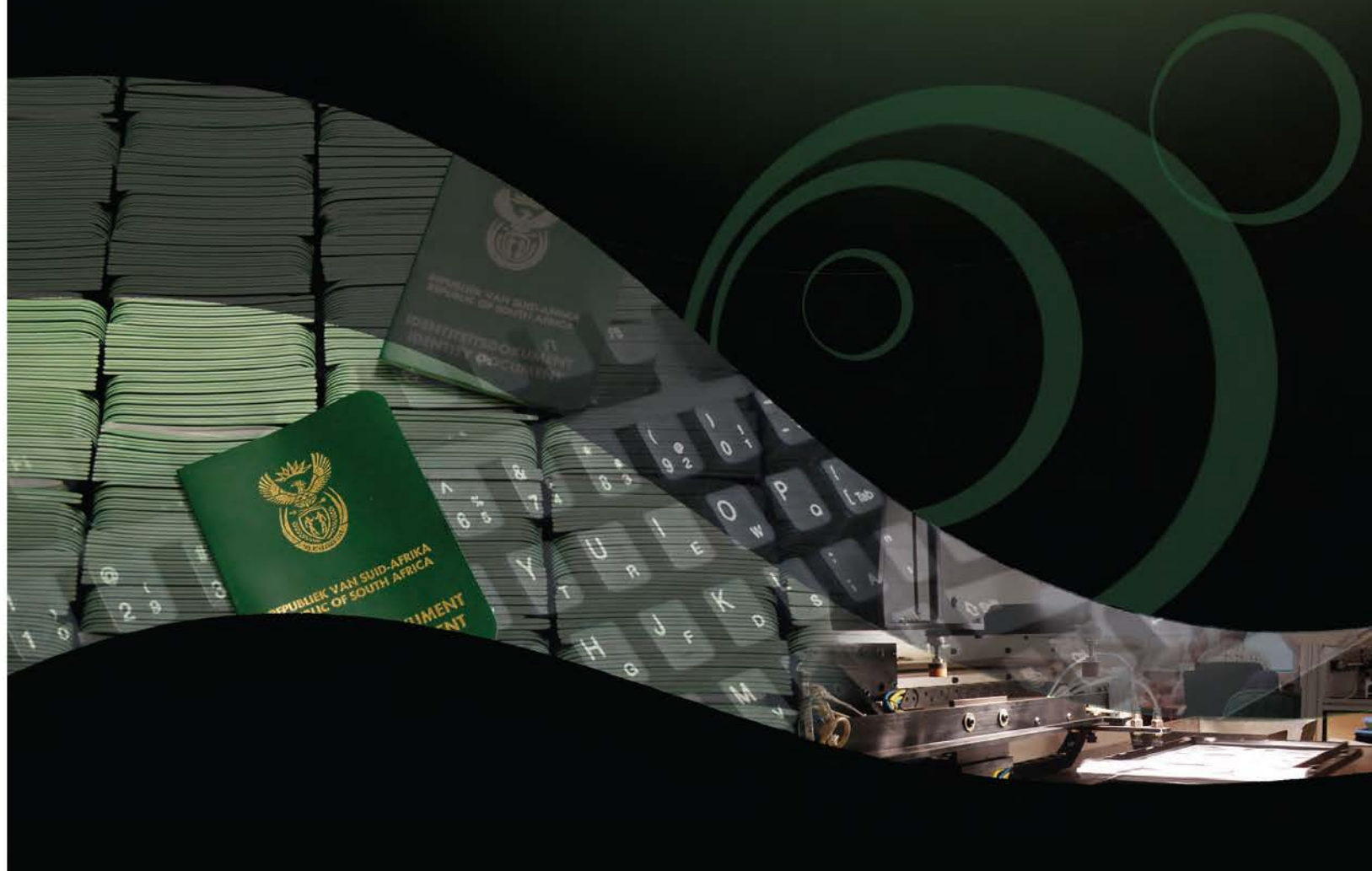
Building the New Home Affairs

DEPARTMENT OF HOME AFFAIRS 2010 – 2013



PART : TWO

Regulatory Framework



Building the New Home Affairs

2.1 POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

Policy and legislation relating to the civic mandate of the Department of Home Affairs requires reviewing and amending over the next three years. Priority areas will include identity, births and marriage. A major concern will be to protect the identity and status of citizens, as recorded on the National Population Register. Attention must also be paid to the positive role a secure identification system can play; for example, with regard to e-government, preventing crime and creating a secure business environment.

It is ten years since the publication of the White paper on International Migration that provides the policy basis for legislation. The broad policy fundamentals and intentions are still relevant and sound. However, in the light of experience and developments, it is also evident that there are areas that require attention: more detailed policy formulation, regulation and the management of implementation. There are specific policy gaps that need to be addressed, the most urgent being the need to manage economic migration more effectively. This includes the separation of economic migrants from refugees and the need to flexibly and proactively acquire the immigrants we need. More broadly, there is a need for an approach which seeks to manage immigration so as to minimise risks and maximise benefits within a complex global and regional environment. As indicated in the Strategic Plan the Department is embarking on a process of consultation with stakeholders to consider how this approach can be implemented most effectively.

The Department introduced the Film and Publication Amendment Bill, 2006, into Parliament in 2006 and the same has been passed by Parliament during 2008. The Amendment Bill was forwarded to the President for assent during 2008, however, the President had referred the Amendment Bill back to Parliament for re-consideration as the President had reservations on certain clauses of the Amendment Bill. The Amendment Bill was reconsidered by the Portfolio Committee on Home Affairs and forwarded to the President. The Amendment Bill has been assented to and signed into an Act of Parliament (Act No. 3 of 2009) by the President on 26 August 2009. The Amendment Bill amends the Films and Publications Act, 1996 (Act No. 65 of 1996) in order

to regulate films, games and certain publications, and furthermore to protect children from exposure to harmful or age-inappropriate material. Other amendments included will provide for the appointment and functions of compliance officers, as well as the composition, functions and management of the Film and Publication Board.

Other legislative changes planned over the MTEF period include the: Refugees Amendment Bill, 2010, Immigration Amendment Bill, 2010, Marriage Amendment Bill, 2010, Recognition of Customary Marriages Amendment Bill, 2010, South African Citizenship Amendment Bill 2010 and Births and Deaths Registration Amendment Bill, 2010.

2.2 VISION

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

2.3 MISSION

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

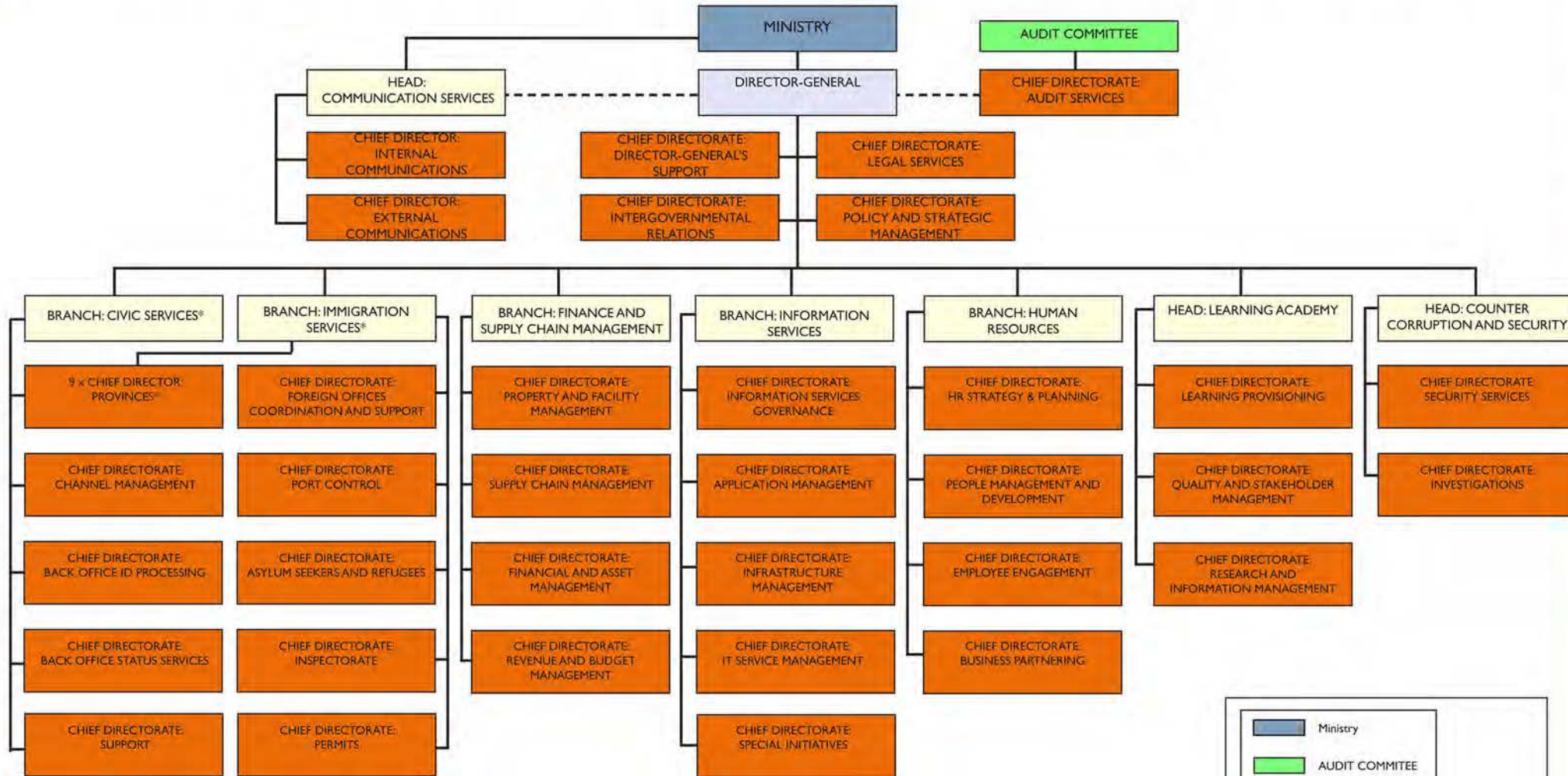
2.4 VALUE STATEMENT

The values of any organisation influence individual and organisational decision-making and behaviour. An essential part of the transformation of the Department is for all its officials to adopt and to live a clear and common set of values that align with the principles of Batho Pele and the wider transformation of the public service and society. The values serve as a framework on which to build the future and strengthen current actions. Change management within the Department is an important element in the turnaround of the Department. The managers and staff members of the Department of Home Affairs consider the following values to encompass common and paramount strengths, responsibilities and opportunities.

The DHA is committed to being:

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

APPROVED ORGANISATIONAL STRUCTURE: DEPARTMENT OF HOME AFFAIRS



 	Ministry
 	AUDIT COMMITTEE
 	SL 16
 	SL 15
 	SL 14

*Matrix management reporting with Civic and Immigration heads for Provincial Heads

The organizational structure of the Department of Home Affairs, which was approved in 2008 after extensive consultation between the Department of Home Affairs and the Department of Public Service and Administration, came under review during 2009. It was partially implemented in as far as the Senior Management Service level was concerned. The Department found that the zonal leadership arrangement resulted in limited accountability and responsibility whereby timeous responsiveness to service delivery requirements was not possible. Furthermore, positions at the back office of the Civic Services functions were reduced, as automation was the ultimate goal. The reduction in post establishment however happened ahead of the envisaged automation. In terms of the approved 2008 organizational structure, the positions of cleaners, grounds men and data capturers were omitted. These are critical functions at an operational level without which the Department would not be fully effective. In the final analysis, the 2008 structure was found to be misaligned to the departmental strategy.

In view of the above, the process of designing an organizational structure to address the abovementioned gaps, and to revert back to the provincial structure, was commenced in 2009. This proposed organizational structure will be subjected to the approval process as directed by the Minister of Public Service and Administration (Reference No. 17/4/1/3/6). It is the intention of the Department to have the structure approved by 31 March 2010 for implementation by 1 April 2010.

The proposed organizational structure will enable the Department to meet its service delivery mandate.

Table 1 below illustrates the job evaluation status for various occupational categories

Occupational Category	Number of jobs per occupational category	Jobs Evaluated
DIRECTOR- GENERAL	1	DPSA
DEPUTY DIRECTOR-GENERAL	8	100%
CHIEF DIRECTOR	43	100%
DIRECTOR	139	95%
DEPUTY DIRECTOR	397	89%
ASSISTANT DIRECTOR	944	99%
LOWER LEVELS	10970	86%

Table 2 below illustrates the number of post establishment for the Medium Term Expenditure Framework: MTEF

Proposed Multiyear Workforce Breakdown							
Branch	Baseline/Filled Posts	Year 1 (10/11)	Vacant posts to be filled	Year 3 (12/13)	Vacant posts to be filled	Year 5 (14/15)	Vacant posts to be filled
Civic Services	4485	5685	1200	6485	800	7184	69
IMS	2189	3309	1120	4425	1116	5541	1116
Support	585	925	340	1261	336	1597	336
DG	11	22	11	22	0	22	0
Totals	7270	9941	2671	12193	2252	14344	2151

This table above illustrates the posts in the proposed organizational structure.

Table 3 below illustrates the nature of appointments in the DHA

Staff Establishment	
Nature of Appointment	Total
Permanent	7270
Contract	2844
Internship	19
NYS (National Youth Service)	84
Statutory Appointment	1
Political Appointment	2
TOTAL	10220

In terms of human resource planning, the following competencies are required:

SENIOR MANAGEMENT SERVICE (SMS) COMPETENCIES:

Strategic capabilities and leadership; programme and project management; financial management; change management; knowledge management; service delivery innovation; problem solving analysis; people management and empowerment; client orientation and customer focus and communication.

MIDDLE MANAGEMENT SERVICE (MMS) COMPETENCIES

Concern for others, creative thinking, people-centered orientation, decision making, diversity citizenship, organizational communication effectiveness, problem solving analysis, self management, team membership and technical proficiency.

LIST OF TRAINING PRIORITIES

- Management Development Programmes (Emerging Management Development Programme, Advanced Management Development Programme, Executive Management Development Programme)
- Public Finance Management Act (PFMA)
- Supply Chain Management
- Project Management
- Mentorship Training
- Customer Care
- Civic Services Training (Births, Marriages Death, Citizenship, etc)
- Immigration Training (Port Control, Refugee Law, Law Enforcement, etc.)
- Public Service Massified Induction
- Adult Basic Education and Training (ABET)



Building the New Home Affairs

DEPARTMENT OF HOME AFFAIRS 2010 – 2013

PART : THREE

Strategic Implementation
Plan



Building the New Home Affairs

3.1 INTRODUCTION

The process of compiling the departmental Strategic Plan 2010/11 – 2012/13 commenced in November 2009. Two departmental strategic planning workshops were conducted with senior management, namely on 24 November 2009 and 11 December 2009. The process was characterised by a number of high level meetings and interactions with key managers in the Department in preparation for the workshops. Planning was significantly shaped by the new leadership cadre in the Department.

The Department has moved to an outcome-based approach to align itself with the new developments in the Presidency. Previously, the Department was more focused on the achievement of key outputs. The strategic planning workshops were used to define the key priorities and strategies to achieve set outcomes. The key priorities and strategies were informed by governmental priorities and guidelines defined by the Minister and Deputy Minister as well as by a comprehensive environmental analysis. The planning process also involved an assessment of the work conducted during the turnaround programme that stretched from 2007 to 2009. The challenge for the Department is to sustain and build on the achievements recorded during the turnaround, especially in the Civic Services and Immigration environment, but also to ensure that the support services of the Department reaches a satisfactory level of operational efficiency in support of core business. Heavy emphasis was also placed to ensure an understanding of the constitutional mandate of the Department.

The Department moved to a five year planning window during the 2009 planning cycle and this continued in 2010. The big difference was the focus on three key outcomes with subsequent priorities and strategies and not the strategic goal approach as in 2009. This allowed for more realistic and sound planning based on the human resource capacity available

and funding allocated to the Department. The major reasons for not achieving set targets and goals were identified as: weak strategy not based on sound analysis and hard facts, SMART principle (Specific-Measurable-Achievable-Relevant and Time-bound) was not applied adequately and lack of prioritising resulting in the previous plans containing too many targets.

The Department will furthermore place a heavy emphasis on the costing of strategic and lower level plans as well as the linkage to performance agreements. The greater emphasis on value for money and the increasing importance of performance information in support of stated achievements has also been incorporated in the planning process.

The Strategic Plan for 2010/11 is also a more concrete description of the future end-state towards which the Department is moving in 2014. An envisaged future end-state was defined with the following characteristics:

- Client-centric culture within a sound policy and regulatory framework
- Effective governance and leadership by managers that are committed to the public good and to the Department as a whole; and which is measured and monitored
- Staff members that are professional, skilled, responsive, flexible, motivated and performance measured
- Staff at all levels who focus on implementation and strive for operational efficiency and who are in control of their operating environment and processes
- End to end processes that can deliver products and services reliably to standards that are measured, maintained and improved
- Secure, efficient, cost-effective and enabled systems; and an environment for clients and for staff that meets acceptable and measured standards

- Sharing of knowledge and best practice by growing a dynamic and shared knowledge base and through management practices that cut across silos
- Core values that are embedded, visible and demonstrated.

The three outcomes that formed the basis for planning are:

- Outcome 1: Secured South African citizenship and identity
- Outcome 2: Immigration managed effectively and securely in the national interest including economic, social and cultural development
- Outcome 3: A service that is efficient, accessible and corruption free

The tables that follow represent the Department's plans for implementing initiatives to achieve its key priorities. Specific measurable objectives, measurable outputs, performance indicators / measures and targets have been defined and linked to the key priorities identified, so as to measure progress towards achieving the desired outcomes within a five year period. In the context of the tables comprising the strategic implementation plan the following definitions apply:

- **Outcomes** - Outcomes should relate clearly to an institution's objectives as set out in plans and are an indication of "what an organization wishes to achieve"
- **Measurable Objectives** - Identify very specific things that the Department intends doing or delivering in order to achieve its outcomes (measurable intention specified by means of outputs that enable the realisation thereof)

- **Measurable Outputs** - These are the products, goods and services that result from planned interventions and initiatives indicating the achievement of measurable objectives
- **Performance Indicators** - Specific quantitative and qualitative variables that define the units of measurement that will be tracked to record and report achievement of performance and output targets
- **Targets** - Quantifiable and qualifiable levels of the performance indicator (specification of outputs)

The tables contain the turnaround times for key enabling documents and services. More detail is provided in the Service Delivery Improvement Plan in part 4.

3.2 MEASURABLE OBJECTIVES, MEASURABLE OUTPUTS AND TARGETS (Table 4)

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
Outcome 1: Secured South African citizenship and identity							
PROGRAMME 2 SERVICES TO CITIZENS							
Measurable Objective 1.1: To ensure that registration at birth is the only entry point for South Africans to the National Population Register (NPR)							
1.1.1	New born children registered before their first birthday	Percentage (%) of new born children registered before their first birthday	1.1.1.1	70% of all new born children registered before their first birthday (average total births is 1 million per year)	80% of all new born children registered before their first birthday	90% of all new born children registered before their first birthday	DDG: CS
1.1.2	All Late registration of births (LRB) processed for the age group 15 years and above	Percentage (%) of late registration of births processed within stipulated time frame	1.1.2.1	100% of LRB applications collected are processed within 90 days	Not Applicable	Not Applicable	DDG: CS
1.1.3	Late Registration of Birth (LRB) application process amended	Status of amended Births and Deaths Act and Regulations	1.1.3.1	Births and Deaths Regulations amended to make provision for stringent measures (new process) for LRB cases	Births and Deaths Registration Act amended	Births and Deaths Registration Act implemented	DDG: CS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
Measurable Objective 1.2: To issue Identity Documents (IDs) to all citizens 16 years of age and above							
1.2.1	All citizens 16 years and above in possession of birth certificates issued with IDs	Percentage (%) of applications processed and IDs issued to citizens 16 years and above who are in possession of birth certificates	1.2.1.1	95% of all citizens 16 years and above in possession of birth certificates, reached through outreach campaigns, issued with an ID	99% of all citizens 16 years and above in possession of birth certificates, reached through outreach campaigns, issued with an ID	99% of all citizens 16 years and above in possession of birth certificates, reached through outreach campaigns, issued with an ID	DDG: CS
1.2.2	All citizens turning 16 years of age issued with IDs	Percentage (%) of applications received from applicants, through outreach campaigns, turning 16 years of age issued with IDs	1.2.2.1	95% of applications received from applicants, through outreach campaigns, turning 16 years of age issued with IDs	99% of applications received from applicants, through outreach campaigns, turning 16 years of age issued with IDs	99% of applications received from applicants, through outreach campaigns, turning 16 years of age issued with IDs	DDG: CS
Measurable Objective 1.3: To secure processes and systems to combat fraud and corruption							
1.3.1	Integrity and security of identity of citizens ensured	Number of regional and district offices with Live Capture functionality for passports	1.3.1.1	Live capture for passports rolled out to all regional and district offices	Not Applicable	Not Applicable	DDG: CS
		Number of offices with ID live capture functionality (large, medium and small office types)	1.3.1.2	Live capture for IDs piloted in 5 offices	Live capture for IDs rolled out to 40 high volume offices	Live capture for IDs rolled out to all remaining offices dealing with ID applications	DDG: CS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
1.3.2	Design of secure birth, marriage and death (BMD) and passport processes implemented	Percentage (%) of passport capturing offices compliant with the new passport process (live capture)	1.3.2.1	100% of passport capturing offices compliant with new passport process (live capture)	Not Applicable	Not Applicable	DDG: CS
		Percentage (%) of offices responsible for BMD processing compliant with the new BMD process	1.3.2.2	100% of offices responsible for BMD processing compliant with new BMD process	Not Applicable	Not Applicable	DDG: CS
Measurable Objective 1.4: To integrate key systems and upgrade IT infrastructure for improved security and data integrity							
1.4.1	Key systems integration and enhancements to improve data integrity and enable faster processing of Department's services ensured	Number of 3rd parties with access to HANIS	1.4.1.1	3rd Party verification implemented for SASSA, Housing and SABRIC	3rd Party verification implemented for Integrated Justice System Cluster, Correctional Services, SAPS and Justice	Not Applicable	DDG: CS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
PROGRAMME 1: ADMINISTRATION							
Measurable Objective 1.4: To integrate key systems and upgrade IT infrastructure for improved security and data integrity							
1.4.2	Technology refresh to improve stability, capacity, reachability and responsiveness in DHA offices (including upgraded data lines, bandwidth, IT equipment) accomplished	Number of IT devices refreshed	1.4.2.1	Refresh of IT equipment for 2000 devices (including 2010 priority POEs) completed	Refresh of IT equipment for 1500 devices and additional hospitals as identified by Civics and Refugee Centres completed	IT equipment for new users and additional hospitals as identified by Civics and Refugee Centres completed	DDG:IS
		Number of missions, ports of entry and high volume offices with data lines installed / upgraded	1.4.2.2	Installation and line upgrade for data lines in all missions with a DHA presence (12), 2010 priority ports of entry (10) and top 15 high volume offices completed	Installation and line upgrade for newly opened offices and Refugee Centers	Installation and line upgrade for newly opened offices and Refugee Centers	DDG:IS
		Number of ports of entry migrated to DHA's network	1.4.2.3	Not Applicable	Migration of ports of entry from SAPS network to DHA's Network (7 PoEs)	Not Applicable	DDG:IS

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Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
Outcome 2: Immigration managed effectively and securely in the national interest including economic, social and cultural development							
PROGRAMME 3: IMMIGRATION SERVICES							
Measurable Objective 2.1: DHA effectively contributing to the successful hosting of the 2010 FIFA Soccer World Cup (SWC)							
2.1.1	Facilitation of the entry and exit of visitors to 2010 FIFA SWC in line with government guarantees relating to DHA	Degree of compliance with regard to the fulfillment of FIFA guarantees	2.1.1.1	All FIFA guarantees (4) relating to DHA fulfilled by 11 July 2010	Not Applicable	Not Applicable	DDG:IMS
Measurable Objective 2.2: To implement an integrated immigration management system							
2.2.1	Full implementation of the Advance Passenger Processing (APP) system	Status of amendment of the Immigration Act to accommodate APP legislation	2.2.1.1	Amendment of the Immigration Act to accommodate APP legislation	Amendment to Immigration Act implemented and compliance enforced	Monitoring and evaluation of APP legislation	DDG:IMS
		Airlines in production on APP	2.2.1.2	Legislation enacted for passenger airlines	APP compliance expanded to other maritime categories	Not Applicable	DDG:IMS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
2.2.2	Fully operational Movement Control System (MCS) rolled out to enhance security and efficiency	Required level of system integration accomplished	2.2.2.1	Permitting, admission, departure, National Immigration Information System (NIIS) and HANIS systems integrated	Case management system integrated with NIIS system	Case management system integrated with all IMS/DHA systems	DDG:IMS
Measurable Objective 2.3: To review the policy and regulatory framework to manage economic migration and asylum seekers							
2.3.1	Refugee policies and legislation reviewed to efficiently determine refugee status	Status of amendment of Refugees Act and Regulations	2.3.1.1	Refugees Act and Regulations amended	Not Applicable	Not Applicable	DDG:IMS
2.3.2	Immigration policies and legislation reviewed and adopted	Status of stakeholder consultation on immigration policy Status of adoption of immigration policy	2.3.2.1	Stakeholders consulted on immigration policy	Immigration policy adopted	Not Applicable	DDG:IMS
Measurable Objective 2.4: To participate in and contribute towards the establishment and functioning of a Border Management Agency (BMA)							
2.4.1	Full participation in and contribution of Immigration Services within BMA	Status of full time Immigration presence at BMA (One official seconded)	2.4.1.1	Full time secondment of Immigration Services to BMA (One official seconded)	Not Applicable	Not Applicable	DDG:IMS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
Outcome 3: A service that is efficient, accessible and corruption free							
PROGRAMME 1 ADMINISTRATION							
Measurable Objective 3.1: To improve leadership capacity and capability							
3.1.1	Effective leadership on people management practices and service delivery implemented	Status of development of coaching clinics Percentage (%) of supervisors undergoing coaching clinics	3.1.1.1	Coaching clinics for supervisors in the Department (Level 7,8,10 &12) developed	Coaching clinics for 50% of the supervisors in the Department (Level 7,8,10 &12) implemented	Coaching clinics for the remaining 50% of supervisors in the Department (Level 7,8,10 &12) implemented	DDG: HR
		Number of leadership development interventions implemented	3.1.1.2	3 leadership development interventions implemented	4 leadership development interventions implemented	4 leadership development interventions implemented	DDG: HR
		Number of front office supervisors trained in management of customer services	3.1.1.3	400 front office supervisors (CS and IMS collectively) trained in management of customer services	400 front office supervisors (CS and IMS collectively) trained in management of customer services	400 front office supervisors (CS and IMS collectively) trained in management of customer services	DDG: LC
		Number of Front Office officials trained in customer services	3.1.1.4	1000 front office officials (CS and IMS collectively) trained in customer services	2000 front office officials (CS and IMS collectively) trained in customer services	3000 front office officials (CS and IMS collectively) trained in customer services	DDG: LC

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
3.1.1	Effective leadership on people management practices and service delivery implemented	Number of employees trained in operational excellence (uniform processes)	3.1.1.5	1000 front office (CS and IMS collectively) officials trained in operational excellence (uniform processes)	2000 front office (CS and IMS collectively) officials trained in operational excellence (uniform processes)	3000 front office (CS and IMS collectively) officials trained in operational excellence (uniform processes)	DDG: LC
		Number of employees trained in identified needs-based interventions (needs from personal development plans, legislative imperatives, etc)	3.1.1.6	1000 employees trained in identified needs-based interventions	2000 employees trained in identified needs-based interventions	3000 employees trained in identified needs-based interventions	DDG: LC
Measurable Objective 3.2: To ensure ethical conduct and a zero tolerance approach to corruption							
3.2.1	Implementation of Counter Corruption Strategy	Status of study conducted on causes and scope of corruption Status of recommendation implementation	3.2.1.1	Baseline study conducted on causes and scope of corruption in DHA	Recommendations of baseline study implemented	Monitoring and evaluation of recommendations of baseline studies through inspections and audit results	DDG: IMU
		Percentage (%) reduction in vetting backlog as per baseline	3.2.1.2	Vetting backlog reduced by 25% of baseline	Vetting backlog reduced by 50% of baseline	Vetting backlog reduced by 75% of baseline	DDG: IMU

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
3.2.1	Implementation of Counter Corruption Strategy	Status of processes certification and verification	3.2.1.3	Birth, marriage and death (BMD) and permit processes security certified and verified	To be informed by baseline study	To be informed by baseline study	DDG: IMU
		Percentage (%) increase in number of DHA physical facilities compliant with Minimum Information Security Standards (MISS) and MPSS (Minimum Physical Security Standards)	3.2.1.4	50% increase in number of DHA physical facilities compliant with MISS and MPSS against baseline	75% increase in number of DHA physical facilities compliant with MISS and MPSS against baseline	100% increase in number of DHA physical facilities compliant with MISS and MPSS against baseline	DDG: IMU
Measurable Objective 3.3: To obtain a clean audit report accomplished							
3.3.1	Development and implementation of supply chain, asset, revenue and financial management systems compliant with PFMA	Unqualified audit Zero qualification matters	3.3.1.1	Unqualified audit report	Clean report	Clean report	CFO
3.3.2	Procurement of goods and services as per agreed delegation of powers	Ability to procure goods and services effectively, efficiently and in an equitable manner	3.3.2.1	Procurement delegated to provincial managers	Procurement delegated to regions and area managers	Procurement delegated to district offices	CFO

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
3.3.3	Payments of goods and services as per agreed delegation of powers	Ability to pay invoices within 30 days	3.3.3.1	Payments delegated to provincial managers	Payments delegated to regions and area managers	Payments delegated to district offices	CFO
3.3.4	Business units enabled to manage their own budgets	Ability of programme and responsibility managers to manage their own budgets	3.3.4.1	Programme and responsibility managers enabled to shift funds between standard items	Programme and responsibility managers enabled to correct incorrect expenditure allocations	Programme and responsibility managers enabled to capture budget allocations (in terms of allocation of budgets into economic classifications and standard items)	CFO
PROGRAMME 2 SERVICES TO CITIZENS							
Measurable Objective 3.4: To ensure effective, efficient and accessible service delivery to clients							
3.4.1	Accessibility enhanced through initiation and establishment of additional service delivery points	Number of additional service delivery points opened	3.4.1.1	10 Additional service delivery points opened	20 Additional service delivery points opened	25 Additional service delivery points opened	DDG: CS
		Status of initiation of targeted number of new service delivery points	3.4.1.2	Opening of 45 new service delivery points initiated, entailing site identification, feasibility studies for Thusongs, needs assessments approved and handed over to DPW	Not Applicable	Not Applicable	DDG: CS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
3.4.2	Products and services rendered within specified time frames	Degree of compliance with specified timeframes in respect of number of days to issue IDs (First issues)	3.4.2.1	Applications for IDs (First issues) processed and issued within 55 days (on average)	Applications for IDs (First issues) processed and issued within 55 days (on average)	Applications for IDs (First issues) processed and issued within 55 days (on average)	DDG: CS
		Degree of compliance with specified timeframes in respect of number of days to issue IDs (Re-issues)	3.4.2.2	Applications for IDs (Re-issues) processed and issued within 35 days (on average)	Applications for IDs (Re-issues) processed and issued within 35 days (on average)	Applications for IDs (Re-issues) processed and issued within 35 days (on average)	DDG: CS
		Degree of compliance with specified timeframes in respect of number of days to issue machine readable passports	3.4.2.3	Applications for machine readable passports processed and issued within 10 days (on average)	Applications for machine readable passports processed and issued within 10 days (on average)	Applications for machine readable passports processed and issued within 10 days (on average)	DDG: CS
PROGRAMME 3 IMMIGRATION SERVICES							
Measurable Objective 3.4: To ensure effective, efficient and accessible service delivery to clients							
3.4.2	Products and services rendered within specified time frames	Degree of compliance with specified timeframes in respect of number of days to issue Section 22 permits	3.4.2.4	Sections 22 permits issued within 1 day	Sections 22 permits issued within 1 day	Sections 22 permits issued within 1 day	DDG: IMS

Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
3.4.2	Products and services rendered within specified time frames	Degree of compliance with specified timeframes in respect of number of months for status determination	3.4.2.5	Status determination finalised within 6 months (on average)	Status determination finalised within 6 months (on average)	Status determination finalised within 6 months (on average)	DDG: IMS
		Degree of compliance with specified timeframes in respect of number of days to issue a Refugee ID	3.4.2.6	90 days for issuance of a Refugee ID (on average)	45 days for issuance of a Refugee ID (on average)	45 days for issuance of a Refugee ID (on average)	DDG: IMS
		Degree of compliance with specified timeframes in respect of number of minutes to clear travellers	3.4.2.7	Travellers cleared within 1.5 – 2 minutes	Not Applicable	Not Applicable	DDG: IMS
		Degree of compliance with specified timeframes in respect of number of months to issue a permanent residence permit	3.4.2.8	6 months for issuance of a permanent residence permit (on average)	6 months for issuance of a permanent residence permit (on average)	6 months for issuance of a permanent residence permit (on average)	DDG: IMS

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Measurable Output No	Measurable Output	Performance Indicator / Measure	Target No	Target 2010/11	Target 2011/12	Target 2012/13	Delegation
3.4.2	Products and services rendered within specified time frames	Degree of compliance with specified timeframes in respect of number of weeks to issue a temporary residence permit (work, business, corporate)	3.4.2.9	4 weeks for issuance of a temporary residence permit (work, business, corporate) (on average)	3 weeks for issuance of a temporary residence permit (work, business, corporate) (on average)	3 weeks for issuance of a temporary residence permit (work, business, corporate) (on average)	DDG: IMS
		Degree of compliance with specified timeframes in respect of number of weeks for to issue a temporary residence permit (study, treaty, exchange, retired)	3.4.2.10	1 week for issuance of a temporary residence permit (study, treaty, exchange, retired) (on average)	1 week for issuance of a temporary residence permit (study, treaty, exchange, retired) (on average)	1 week for issuance of a temporary residence permit (study, treaty, exchange, retired) (on average)	DDG: IMS
		Degree of compliance with specified timeframes in respect of number of days to issue a temporary residence permit (intra-company transfer)	3.4.2.11	10 days for issuance of a temporary residence permit (intra-company transfer permit) (on average)	10 days for issuance of a temporary residence permit (intra-company transfer permit) (on average)	10 days for issuance of a temporary residence permit (intra-company transfer permit) (on average)	DDG: IMS

PART : FOUR

Key Support Services Strategies



Building the New Home Affairs

4.1 FINANCE AND CAPEX STRATEGY

4.1.1 Regulatory Framework

Mandate

The mandates of the Department of Home Affairs are embedded in specific acts; the key legislation that defines the broad mandates of support services for all government departments include mainly:

- The Public Service Act, 1994 (Proclamation No. 108 of 1994)
- The Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999)

The financial environment in particular is governed by the PFMA and its related regulations, planning and budgeting frameworks and guidelines; accounting practice notes and guidelines; audit practice notes and guidelines; expressed through financial systems with oversight managed through Treasury and Parliamentary processes.

Policy Developments and Legislative Changes

The key policy developments that have and will continue to impact on the financial environment include:

Budgeting Reforms

Greater emphasis on budgeting for performance at all levels: From 2007, the National Treasury began stepping up efforts to link the allocation of resources to expected performance outcomes from departments. In terms of programme budgeting, the National Treasury released a Framework for Managing Performance Information which guides the measurement and specification of programme performance as a follow-on to the Presidency's Government Wide Monitoring and Evaluation that specifies development indicators for the whole of government. These initiatives have resulted in a re-thinking of budget and programme structures and better formulated programme performance information to reflect the cost to government of meeting a specific service delivery or performance objective. This aims to promote accountability and transparency of public finances through the publication of financial information and associated indicators of service

delivery. This will allow for the development of norms for certain costs for standard comparison across departments. In terms of projects and public private partnerships, this has led to the introduction of the concept of 'value for money' which essentially measures whether the provision of an institutional function or service by a private party results in a net benefit to the institution, where net benefit is defined in terms of cost, price, quality, risk transfer or a combination thereof. This has fundamentally changed the basis upon which government makes procurement decisions.

Best practice infrastructure budgeting: Key to budgeting reforms has been the introduction of better models for infrastructure delivery over the MTEF. This has introduced greater clarity in the manner and approach to planning and budgeting for large scale infrastructure initiatives; and for all departments, the key principles have been incorporated into budgeting guidelines. These principles aim to better structure planning, taking into account all phases from design to implementation, project governance as well as project lifecycle costing and budgeting.

To support the implementation of the above mentioned budget reforms the Department has established a Budget Management Committee with an oversight function as its main responsibility. Furthermore, managers have been appointed as Programme and Responsibility Managers in terms of PFMA. This paves the way for the decentralisation of certain budget functions during 2010/11 financial year with the necessary delegation of powers.

Accounting and financial reporting reforms

The migration to the accrual basis of accounting will be enabled by the phased introduction of Generally Recognised Accounting Practice (GRAP) standards, revisions to the relevant financial reporting frameworks (annual financial statements), revisions to risk management and internal audit frameworks (to guide better quality internal audit and develop adequate risk management capacity) towards a full rollout. Government departments have to adapt to the way in which for example, certain classes of assets, are to

be accounted for and reflect the revised accounting in financial statements. In this regard the Department will be developing policies and standard operating procedures to ensure full compliance with the modified cash basis of accounting.

Integrated procurement and transparent financial management systems

Government will extend the application of strategic sourcing principles from just transversal contracts to supply chain management (SCM) throughout government to ensure value for money outcomes and will also revise the current SCM framework to align preferential procurement with the aims of the Broad Based Black Economic Empowerment Act, 2003. The Department has a functioning Bid Adjudication Committee with representative from all branches of the Department. To improve service delivery, the Department will be decentralising the procurement and payment of suppliers to Provinces as well as implementing the concept of demand management.

Government has proceeded with the initiative to standardise financial systems throughout government by standardising the provision of financial management system solutions through SITA. An integrated financial management solution for government may finally integrate human resource, supply chain and spending data for better management. The continued toning and improvements to the Standard Chart of Accounts reflected in the basic accounting system will refine in which manner transactions are accounted for and should allow for better accountability and tracking of spending, particularly for projects. The Department is in the process of implementing LOGIS (Supply Chain Management system) with the “Go Live” date of 1st April 2010 at Head Office and roll out to Provinces during the course of the financial year.

Auditing reforms

Part of the finance portfolio oversight responsibilities include reports by National Treasury to Parliament’s Standing Committee on Public Accounts (SCOPA) on: Progress on how departments are implementing the PFMA; progress with SCM compliance and in 2008, Cabinet further resolved that institutions should

submit corrective plans to the National Treasury with details on how they could rectify concerns raised in their audit outcomes. As such, it will be incumbent on departments to ensure compliance with financial legislation, log and address areas where corrective action is necessary.

Auditing performance information is a recent development in the auditing environment. The audit will initially focus on ensuring that the systems that collect verify and distribute performance information which is used to assess or determine a department’s progress complies with set standards but will evolve to auditing actual performance in time. This requires that departments ensure that adequate systems exist to manage performance information in terms of the requirements.

Changes to the way in which DHA will deliver services in the future will also determine how the finance function should transform over time to facilitate DHA service delivery. The finance strategic outlook aims to create that enabling environment through strategic governance and efficient financial services.

4.1.2 Finance Strategic Outlook and Implementation Plan

The following strategic outcome and strategic measurable objective of Home Affairs and the purpose of the Administration programme guide the measurable objectives of the finance function in creating a centre of excellence with effective and efficient support services:

Outcome 3: A service that is efficient, accessible and corruption free.

Measurable objective: To accomplish a clean audit report

The purpose of Administration programme is:

Overall management of the Department and centralised support services.

In order to achieve this objective, Finance will focus on the following areas and supporting objectives as outlined in table 5:

Table 5

To ensure that the finance strategy facilitates the development of service excellence in Home Affairs, there are specific challenges that have been identified under the responsibility of finance that need to be addressed; these are characterised by area and measurable objective below as follows:

Area	Finance Measurable Objective	Key Challenges/Needs	Importance	Level of urgency	Complexity	Risk/ Impact
Risk management and internal control	Effective financial governance and accountability through compliant practices and effective systems of risk management and internal control		Medium	High	Medium	High
Policies, procedures and delegations related to budgeting, SCM risk & audit			High	High	Medium	High
Compliance monitoring and reporting		Have a handle on areas of non-compliance (to prevent audit issues)	Medium	High	Medium	High
Procurement Transformation & SCM	Effective strategic sourcing of service providers to ensure value for money and accountability for delivery	Facilitate compliance	Medium	Low	Medium	Low
Supplier management strategy & model		Cost efficiencies in procuring products and services	Medium	Low	Low	Low
Contractor management strategy & model		Cost efficiencies in procuring services and performance on deliverables	Medium	Low	Medium	Medium
Capacitating finance	Professional and competent finance team who effectively advise, control and monitor business financing in their legislative mandate	Need for appropriately staffed finance team to advise the department and manage resources; lack of DHA skills/capacity to implement redesigned processes and controls	High	Medium	Low	High
Developing finance personnel		Efficient and appropriately skilled finance personnel	High	Medium	Low	High
Finance monitoring/reporting	Report on the management and use of resources in line with the departmental mandate	Need for a easily understood management reporting tool to provide a finance pulse for decision-making on strategic choices and funding available	Medium	Medium	Low	Low
Revenue collection	Effective revenue and cash management for the maximisation of revenue potential and the prevention of corruption	Serious shortcomings with current revenue collection systems, processes, banking of cash and related back office processes resulting in little information on revenue losses, corruption, etc	High	High	Medium	High
Cash management			High	High	Low	High
Product/service costing and tariff modelling		Need for detailed understanding of product costs, economic and non-economic tariffs and strategy. Need to have a model suitable to build in changes as well as new product potential	Medium	High	High	Low
Revenue maximization			Medium	Medium	Medium	Low
Footprint optimisation	Effective facilities and related asset management to ensure the effective functioning of offices	Expanding accessibility of DHA offices to citizens to enable access to rights	High	Medium	Medium	Low
Facilities management		Deteriorating offices affecting OHS standards, employee morale, DHA image and customer experience; need for a uniform office configuration (customer experience)	High	High	Low	Low
Asset management		Providing regular remote access to services in far flung areas	Low	Medium	Medium	Low

As alluded to above, some of the key risks in the finance environment in the Department of Home Affairs include:

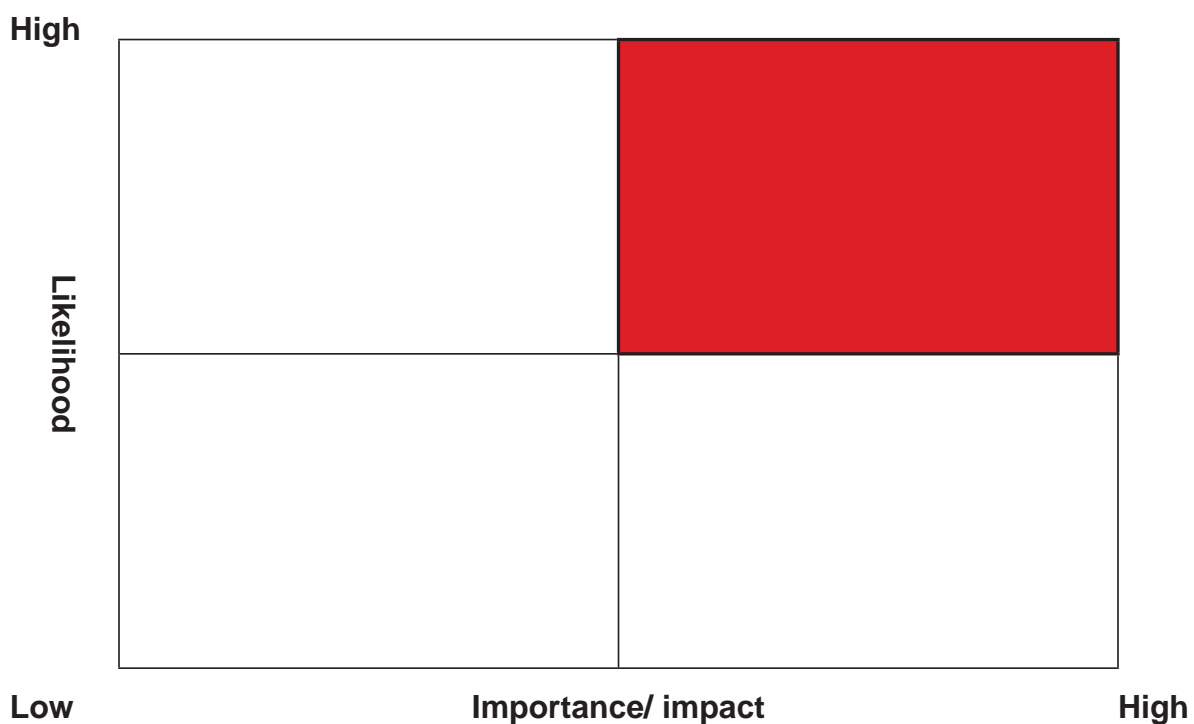
- The need for proper alignment between the budget and programme structure and the operations of the department, as well as the strategic planning outputs, the absence of which leads to weaknesses in managing finances against service delivery progress/ objectives for line managers
- The need for comprehensive and appropriately detailed financial information for management decision making
- Mechanisms in place to adequately and timeously identify non-compliance
- The need for sufficient competent finance capacity (in provinces specifically) to address risk or problem areas and facilitate decentralisation of certain functions
- The need for appropriate and constantly relevant (updated) finance training on budget and accounting reforms and their implications.

The Finance Strategy outlined below will articulate the key principles in each key area that will guide the manner in which financial management will be designed and over time to address key challenges, mitigate risks and transform the finance function to meet its measurable objectives.

4.1.3 Risk Management, Internal Control and Governance

Why is risk important?

Risk in this context is defined as real or potential threats that reduce the likelihood of achieving the department’s strategic goals and impact on performance, if realised. It is vital that those responsible for the stewardship and management of the department are able to identify, analyse, control and master risks. For DHA, it is vital that risks in the internal environment (in processes, systems, facilities or structures) and external environment (political, macro policy and judicial) are clearly identified and assessed with action plans in place to mitigate such risks that contribute to irregularities, unlawful conduct, breaches or corruption. In the context of transformation, it is the high impact, most likely risks that will be focussed on first in the roadmap.



How should internal control be designed?

Successful risk management follows from risk assessment, and is the process that achieves the most efficient combination of controls necessary to provide reasonable assurance to achieving business' objectives. It is strategically important that there are clearly defined policies, procedures and delegations that will allow for proper internal control and contribute to effective risk management.

Many organisations set up a responsibility centre for risk management which:

- Defines consistent approaches to managing risk
- Creates awareness and regularly reviews the fraud prevention plan
- Creates awareness on the applicable rules, policies and procedures
- Reviews compliance with internal controls and recommends improvements as required
- Promotes good governance and assists in compliance with prescripts, rules and regulations and norms and standards.

The Approach

Before embarking on any transformation, it is important that existing practices are captured and codified so as not to 'throw the baby out with the bath water'. The following steps are to be undertaken in implementing an embedded risk management and control system:

1. **Establishing 'the case for change'** – Why should the department do anything?
2. **Establishing 'the as-is'** – Where is the department now? There should be a clear understanding, assessment and documentation of the current process and environment.
3. **Establishing 'the to-be'** – Where does the department want to be in the future?
4. **Design/ develop** – this will involve the design of new or the adaptation of existing processes.
5. **Mobilise** – How does the department get there? There should be an identification of the barriers and enablers to implementing the changed process.
6. **Implement** – What needs to get done, where

and when?

7. **Embed the changes (integrate the approach) and review regularly**

Steps 1-3 have been walked through for all areas of risk and internal control; the department has moved into the 'develop and implement' steps for most problem areas. Step 7 will evolve over time.

Future viewpoint

Broadly, future governance in this area is envisaged as such, that a view of each programme or functional area will be developed, for which there should be associated business risks defined with its related control practices in various categories (example, the controls that contribute to the efficiency and effectiveness of operations, those ensuring the reliability of financial reporting, and those enhancing compliance with applicable laws and regulations). Where these controls are inadequate, they will be revised. Compliance monitoring will allow for a pro-active early warning of possible audit issues through proper data.

The key is continuous learning about the type of control practices that would produce the best results. The above will be important for DHA to meet legislative requirements and achieve an end to end coverage of compliance requirements.

4.1.4 Procurement and Supply Chain Management (SCM)

In terms of the Public Finance Management Act (1999) and the General Procurement Guidelines issued by the Office of the Accountant General (National Treasury) in terms of this act, there are Five Core Principles/ Pillars of Procurement (which we have expanded to six) with specific minimum standards:

Pillar 1

Value for money

This is an essential test to justify any procurement outcome. Obtaining best value for money means attaining the best available outcome when all relevant costs and benefits (price alone is not a reliable indicator) over the procurement cycle are considered.

- Pillar 2 Open and effective competition**

This principle requires openness and effective competition in the procurement process. To meet this requirement, the following should be tested: Do potential suppliers have reasonable access to procurement opportunities? Where market circumstances limit competition, departments must consider how their procurement methods can take this into account and still ensure an appropriate cost-benefit balance. Is adequate and timely information provided to suppliers to enable them to bid? Has bias been eliminated? What is the cost of bidding and is this cost a deterrent?
- Pillar 3 Ethics and fair dealing**

Departments must conduct their business in a fair and reasonable manner, with integrity and in accordance with ethical standards.
- Pillar 4 Accountability and reporting**

Individuals responsible for managing procurement and departments must be held accountable for their actions and the outcomes thereof. Transparency and openness to scrutiny is important.
- Pillar 5 Equity**

This principle allows for the advancement of government’s aims in terms of promoting participation of historically disadvantaged individuals and the development of small, medium and micro enterprises. The Preferential Procurement Policy Framework Act stipulates these priorities.
- Pillar 6 Policy and quality process**

This requires a defined framework of procurement laws, policies, practices and procedures that is transparent, objective, and compliant and institutionalises accountability and prevents corruption. The procurement process itself must also provide value for money with activities carried out in a cost effective manner. This implies that there must be minimal process delays and unnecessary costs and continuous improvement in the efficiency of internal processes and systems.

The key challenge for Home Affairs has been in supply chain management – ensuring that the right goods and services are delivered to the right place, in the right quantity, with the right quality, at the right cost and at the right time; and managing large contracted deliverables in terms of value for money. Supply chain management is the integration of the key business processes of demand, acquisition, logistics and disposal for the provision of goods and services in an effective, efficient and economic manner.

The areas that will receive the most focus are:

DEMAND MANAGEMENT	Planning/ preparation: To date, the focus has been on ensuring that a procurement strategy exists and that there is sufficient market research information (establishing a database of suppliers and service providers).
	Due to the issues raised about value for money, there has been some reviews of major contract for quick wins; but a more fundamental approach is required in the planning phase for strategic sourcing – ensuring that there is adequate procurement justification (proper business cases with sound assumptions), better scheduling (applying critical path thinking) and adequate resourcing.
ACQUISITION MANAGEMENT	Procurement process: While systems and processes exist and are tested, there needs to be tighter specifications and terms of reference, as well as tools available to create efficiencies in the process.
PERFORMANCE MANAGEMENT	Contract management: Ensuring delivery requires proper contract management in terms of master agreements and systems in place for performance management (balance scorecards and benefits tracking).
GOVERNANCE	Governance is a new focus introduced in the turnaround – this will require refinement to structures and decision making processes as the turnaround ideas are implemented and improved.

4.1.5 Capacity and Skills Development for Finance

Financial Management Capability Maturity Model

The purpose of a financial management capability model is to provide a tool that a government department can use to:

- Determine its financial management requirements based on the nature, complexity and associated risks of its operations: As the size or complexity of an organisation or the risk associated with its activities increases, so does the need for more sophisticated financial management capabilities. As a first step, senior management would systematically analyze the cost and effectiveness of each key activity. The purpose of this analysis would be for management to determine what financial risks it faces and which ones must be controlled; what financial information is needed to meet both internal and external accountability requirements; and what financial information it needs to support its operational and policy responsibilities.
- Assess its financial management capabilities against established requirements: The second step would be for management to

determine, based on the results of its assessment, the level of financial management capability it needs to meet its responsibilities. Organisations with operations involving largely expenditures and complex policy formation might require enhanced financial control capability.

- Identify any gaps between what the organisation requires and what it is capable of, in terms of financial management. If the assessment process reveals a discrepancy between the necessary level of capability and the actual level, management would be expected to review its earlier analysis to determine whether the discrepancy is the result of either a deficiency needing to be remedied or an overstatement of the required capability. Having identified these gaps, an organisation can then address any significant imbalance between its requirements and its capabilities and, subsequently, work toward developing the appropriate level of financial management capability.

This type of model provides a structured approach to developing an evolutionary development path towards more sophisticated financial management practices directly related to the needs of the business, as is necessary.

Table 6 below sketches the 5 stages of maturity through which an organisation's financial management capabilities may wish to evolve:

Stage	Key Characteristic
Stage 1: Initial	Start up: adhoc isolated controls, no policies & procedures
Stage 2: Repeatable	Financial control: compliance with minimum requirements
Stage 3: Defined	Enhanced Financial control: control processes tailored to needs with cost efficiency in mind
Stage 4: Managed	Financial Management: Maintains effective financial controls; quantitative info for decision-making; implement effective financial management (costing, benchmarking, performance measurement)
Stage 5: Optimising	Enhanced Financial Management: Fully integrated with management

This model will be instrumental in identifying for Home Affairs what should be in place to develop into a more effective financial function that can facilitate service delivery. The aim is to develop into 'stage 4: a managed state' and adopt full financial control and financial management by the end of the five year period.

4.1.6 Budgeting and Planning

The emphasis of DHA's budget process

A good budget process is characterised by several essential features, particularly that developed objectives must comply to SMART principles. For DHA's purposes, the budget process implemented will:

- Take a long term perspective
- Establish linkages to broad organisational strategic goals
- Focus budget decisions on results and outcomes, taking into account value for money in business decisions
- Allow ownership on deliverables and financing of those initiatives and operations to vest with branch managers, and in doing so, allow for strategic manoeuvring
- Involve strategic (top-down) and tactical (bottom-up) participation and effective communication with external stakeholders on priorities.

Interpreting the above characteristics, the following Four Principles of the Budget Process can be derived which will be applied:

Principle 1 Identify broad strategic outcomes
 This principle provides for the development of a set of broad outcomes that establish the general direction of the Department and is the basis for the development of policies and programmes, including the service types and levels that will be provided. These outcomes are developed based on: the legislated mandate of the department; an assessment of the needs of the customers it services; as well as a definition of the preferred future state of such services and such customers.

Principle 2 Develop approaches to achieve strategic outcomes
 This principle provides for the development of specific policies, programme plans and operational

strategies to define how the Department will go about achieving its long-term outcomes. Programme objectives should relate to broad strategic outcomes and objectives and measures should be developed to measure progress/ success/ failure. It is important that programme plans are aligned and any dependencies, economies and interrelationships between programme initiatives should be clearly identified and mapped out for maximum service impact and delivery, but also to ensure that these are adequately planned and resourced. Financial policies (tariffs, revenue, project costing, contract pricing, spending, procurement, etc) must be designed with the services and implications thereof in mind.

Principle 3 Develop a budget consistent with plans to achieve strategic outcomes and measurable objectives

This principle provides for the preparation of a financial plan, a capital improvement plan, and budget options/ choices. The development of a financial roadmap is essential to ensure that the services to be provided through planned systems and channels are affordable and sustainable in the future. Through financial planning, decision makers are better able to understand the long-term financial implications of current and proposed policies, programmes, initiatives and assumptions and decide on a course of action to achieve its objectives and outcomes. A budget that moves toward the achievement of these objectives, within the constraints of available resources, should be prepared and adopted. This requires a defined budget process

with mechanisms to identify and prioritise initiatives, understand their implications, make service choices and cost them.

Principle 4 Evaluate performance and make adjustments

This principle provides for the establishment of processes to monitor and evaluate progress in meeting programme service delivery and financial performance objectives. Based on this review, the Department may need to make adjustments to the budget and to plans if the objectives and outcomes are to be achieved.

One of the key shifts resulting from the implementation of the above principles will be a change to the budget and programme structure of the department in an attempt, firstly, to ensure that there is clearer accountability for financial inputs that are linked to some form of service delivery output; and secondly, to provide a more effective mapping of the organisational structure to the budget structure for clearer ownership and a more appropriate grouping of projects and activities contributing to a specific objective. These shifts will ensure that even if the method of service delivery changes and results in a different manner of recording spending information, this spending will still be attributed to the most appropriate programme objective and accountability lines maintained.

There are various approaches to budgeting that have emerged since the introduction of New Public Management, most of which aim to ensure a more rational, performance oriented approach to public sector budgeting.

The planning programming budgeting system is the most sophisticated of all and is based on defined goals and objectives in each functional area of government. A function (or department) consists of different programmes, each of which is broken into various activities that meet the same programme objectives. Performance indicators and measures are established, measured and reported for each

programme objective. There is also an emphasis on exploring various delivery options to achieve programme objectives efficiently. This approach has been criticised for its separation of the administrative structure from the functional structure of an organisation. While to a large extent, DHA has attempted to implement the above approach up to determining programme objectives, the shortcoming is that the basis of a credible programme budget is establishing the budget required for each activity of a programme; however, DHA uses a combination of incremental budgeting for normal programme operations and zero-based estimates* for projects (service improvement initiatives and major system developments).

The challenge for the immediate term is to ensure that thorough (accurate) input based budgets are developed for each programme's operations and central support while service improvement initiatives have attached cost estimates. The medium term should see all input based operational budgets confirmed (through historical spending and performance analysis) and a baseline set with service improvement initiatives costed from zero and central support benchmarked using formulae based cost estimates. Efficiency benchmarks should be established for central costs such as accommodation charges, personnel equipment, etc; and product and service costs should be matched to revenue. The long term aims for a more credible budget based on the application of the above towards value for money service options.

4.1.7 Monitoring and Reporting

The basic principles underlying a sound budgetary control system is as follows:

Clear divisions of responsibility

Levels of responsibility must be identified and set out in appropriate regulations and delegations.

Consistency

It is essential that a consistent and/or clearly agreed basis of comparison is applied in determining levels of spending, costing norms, efficiency standards, performance measurement, and so forth.

Timely, relevant and accurate information

The information system should be designed to meet the needs of business and not just finance. Government’s accounting system was designed to produce financial accounts, with management information a by-product, thus making the linkage between service delivery, financial information and norms more complex. Part of the improvements finance needs to embark on, is the institutionalisation of financial dashboards that provide all of the back linkages to performance information and volumetrics important for this department on key products and service lines. This would greatly enhance the visibility of decision making impacts in financial terms, create a better understanding of the role of managers versus finance, allow for a more collective approach to managing finances, and accountability for delivery as well as the associated financial outcomes. This needs to provide the type of information that will allow the users of that information to make informed decisions about business, service delivery, spending and revenue management (or losses).

These principles will guide the revision or development of more appropriate, relevant and informative reporting to management on budget implementation progress and the links with performance to assist in decision making.

It should be borne in mind that the Integrated Financial Management System (IFMS) to be introduced by the National Treasury within the next 5 year period will have a significant impact on the manner in which finances, asset and human resource data is captured, managed, monitored and used. The rollout to national departments, testing and implementation/use will require some re-training.

4.1.8 Revenue Collection and Management

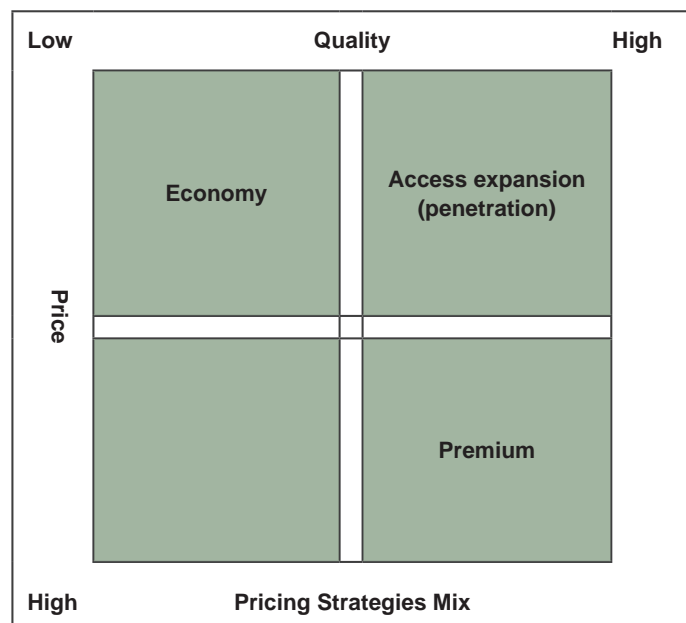
The Department of Home Affairs essentially provides specific legislated products and services to a varied customer base: the Department serves South African citizens from the cradle to the grave, providing

them with identification and the ability to access and exercise their rights; other government departments, providing them with certainty of identity as a basis of their own service provision; visitors, potential skilled workers and entrepreneurs.

To develop an appropriate revenue strategy, the starting point is to clearly understand its customers, the products or services they require and the manner in which they prefer to access them (channels). Because of the variety of customers requiring and accessing numerous different services in their lifetime, the revenue strategy will begin by looking at product and service lines.

The operating model sufficiently allows for a focus on pricing every product and service to a customer through a specified channel. There are many ways to price a product/ service; the department currently uses a product costing approach but are exploring the use and appropriateness of activity based costing. Reflecting an accurate cost for each product simply allows for the development of an appropriate tariff policy and structure and treatment of cost.

Figure: Tariff Setting



Tariff setting in the department will be guided by three important policy objectives, namely:

- Economic policy objective: This requires efficient resource allocation thereby ensuring consumers pay for the costs incurred by the supplier in delivering the services
- Financial policy objective: This requires that short and long term financial viability be safeguarded
- Social policy objective: This requires cost re-allocation to safeguard specific vulnerable consumer groups. The combination of tariffs and subsidies where applicable must be sufficient to cover the full cost of the subsector.

Essentially, tariff setting starts with economic policy objectives in order to ensure efficient resource allocation within the economy and cost absorption. The economic tariff is then adjusted to yield a financial tariff which over time ensures the financial viability of subsector providers (such as Government Printing Works); and final adjustments are made to satisfy social policy objectives, mainly where the welfare of vulnerable groups need to be safeguarded through the provision of subsidies (or even cross-subsidies).

It is envisaged that a complete map of product and services will be developed reflecting their total costs to produce and deliver and their volumes, the attached subsidies for government approval and the final tariff; all of which can be adjusted and amended with due consideration of circumstances. The Department has developed a costing model and in 2010/11 financial year it will engage in a process of revising its tariffs.

The issue of combating corruption begins at the point of cash collection of the tariff charged for a product/service delivered by the Department. Cash management is a significantly large problem in the department and the lack of proper procedures, systems, documentation and losses has been part of the basis for qualified audit. It is thus critical that

revenue collection procedures (how the department collects and manages cash to the bank) is addressed as proper tariffs and policies will have minimal impact on actual revenue if this is being eroded by corruption, negligence, theft, etc. To this extent the Department has implemented an Integrated Receipting Engine and will be monitoring the functioning of the system during 2010/11 financial year and implement a portal at Head Office as the monitoring tool.

The following issues become important in dealing with revenue management:

- Establishing adequate revenue information: Determining the revenue potential based on product and service volumes, tariffs and subsidies; determining the revenue baseline in terms of actual annual revenue collection and ensuring a regular revenue thermometer that measures performance in terms of collection against potential and aims to eliminate the 'losses gap'.
- Establishing clear procedures and practices in terms of revenue collection and monitoring compliance
- Dealing decisively with loss, theft and corruption – this requires mechanisms to easily identify the magnitude, frequency and involved parties
- The need to regular reporting on all of the above for decisive management decision making.

These stepping stones are important to be reached to ensure that the Department is collecting revenue commensurate with the services provided and these are provided to government for further investment. Once this level of maturity is reached, the Department plans to consider the introduction of new commercial revenue sources (mainly for identity verification to facilitate other services) and exploring a revenue retention strategy (maximising revenue to fund service delivery improvement initiatives).

4.1.9 ASSET MANAGEMENT PLAN 2010-2012

The asset management plan deals with plans for the acquisition, maintenance, disposal and management of assets within the Department. The strategy covers both immovable and moveable assets.

Immovable

Head Office

The Department is in the process of refurbishing Government owned building to be utilised to accommodate its Ministry. It is envisaged that the building will be ready for occupation by 30th April 2010. With regard to Administrative head office, the Department has acquired through Public Works a leased building in the Central Business District (CBD) and the occupation date will be 1st April 2011. However the Civics Services will still occupy the Home Affairs building at corner Jacob Maré and Bosman Street.

This is an interim arrangement as the Department will be engaging in a process of acquiring its permanent Head Quarters through a Public Private Partnership process.

Other Offices

The Department is currently leasing its properties for Provincial and District offices through the Department of Public works. During the 2010/11 financial year the Department will be engaged in the process of developing its acquisition strategy for the sourcing of its office accommodation as well as the maintenance strategy. The strategy will be driven by the quest of the Department to increase accessibility of its services to all communities in the country. Furthermore the Department will engage in a process of establishing a Chief Directorate for Facilities and Property Management.

Residential accommodation

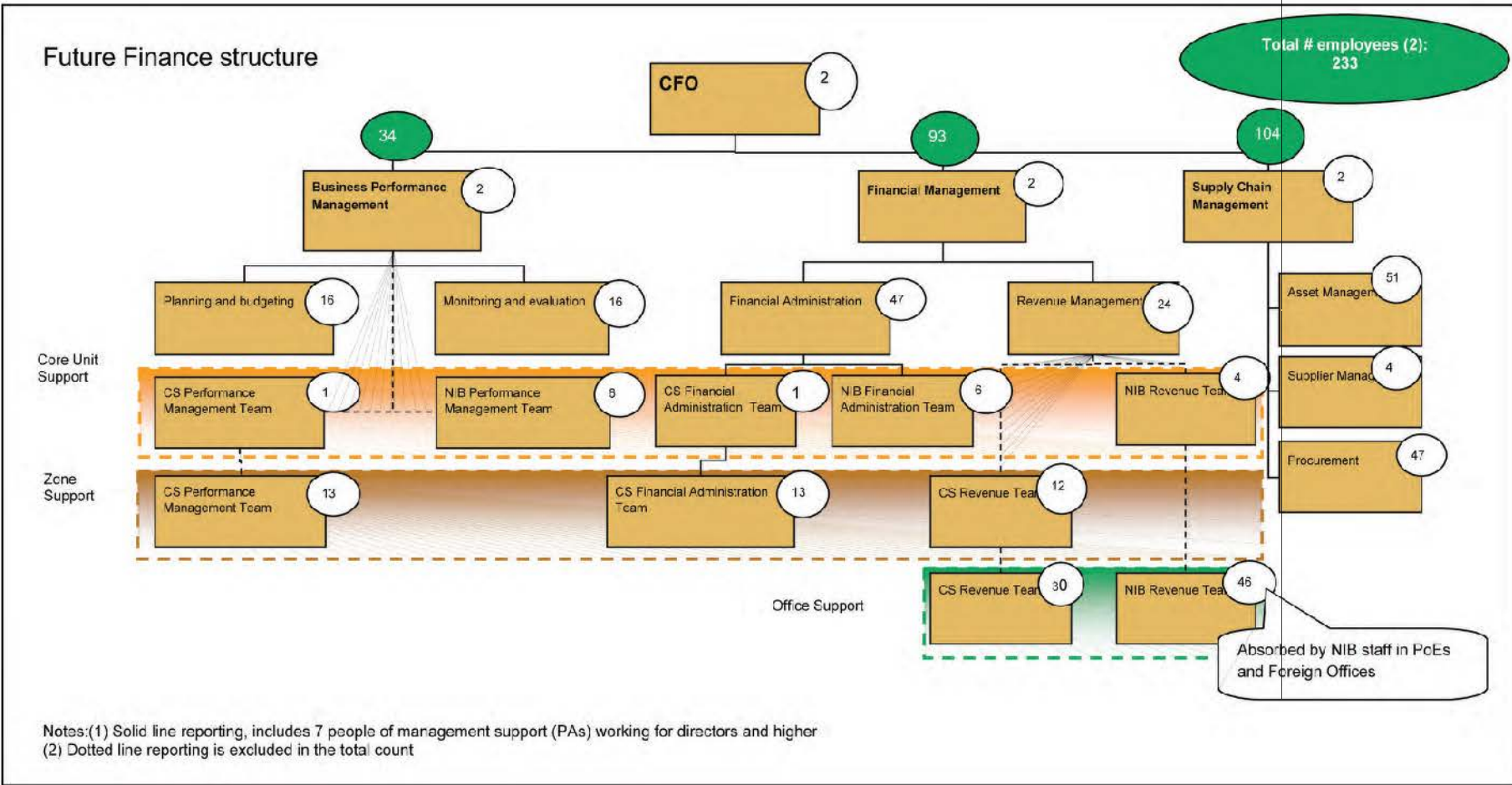
The Department provides services in certain countries abroad. In this regard there are DHA officials who are posted abroad to deliver those services and the Department has to provide them with residential accommodation. Currently the properties are leased through DIRCO and the Department will consult with DIRCO on the development of its strategy to acquire its own residential accommodation abroad.

Movable

The Department is continuously improving its asset management function. The Department implemented the Baud Asset Management system in the financial year 2009/10. The Baud system will improve the management of assets and accountability.

In improving the accuracy and completeness of the assets register, the Department has taken a decision to re-implement the Logis System in the 2010/11 financial year. The Logis procurement system will provide a facility for the processing of orders and payments, furthermore the system will update the assets register and assist in the management of committees.

In order to meet the National Treasury requirement for recording assets at fair values where actual costs cannot be established, the Department will engage in a process of valuating all assets recorded at R1 values in the asst register to ensure accuracy, efficient and economical manner.



4.2 HUMAN RESOURCES STRATEGY

4.2.1 Introduction

The honourable Minister and the Director-General of Home Affairs are unwavering in pursuing transformation of the Department to the new envisioned end-state model and embarked on a turn-around programme to improve processes, turnaround times and the quality of service delivery. In order to attain the desired end state, the Department has to transform to an end state operating model, focussing on embedding and institutionalising the turnaround transformation outcomes in order to create a sustainable business model and platform for the future. While this was achieved to a significant extent, much still needs to be done to improve people management practices, increase productivity and eradicate corruption in the Department.

A large component of realising the “new” DHA is implementing the People or Human Resource Strategy. It has to be emphasised that the People Strategy or Human Resource Strategy does not refer to a strategy that should exclusively be delivered by the Human Resource function / branch of the DHA and neither is the focus on the Human Resource (HR) function and its people exclusively. The Human Resource Strategy from a strategic perspective is an over-arching strategy for the DHA with regard to all people related dimensions in order for the Department to deliver on all its mandates and on the macro policy.

Change management remains an important element of the turnaround process and therefore the

implementation of the HR strategy is critical to realising the new DHA. HR Strategy 2014 seeks to ensure sustainability by transforming and integrating three strategic dimensions of the HR Strategic Model namely :

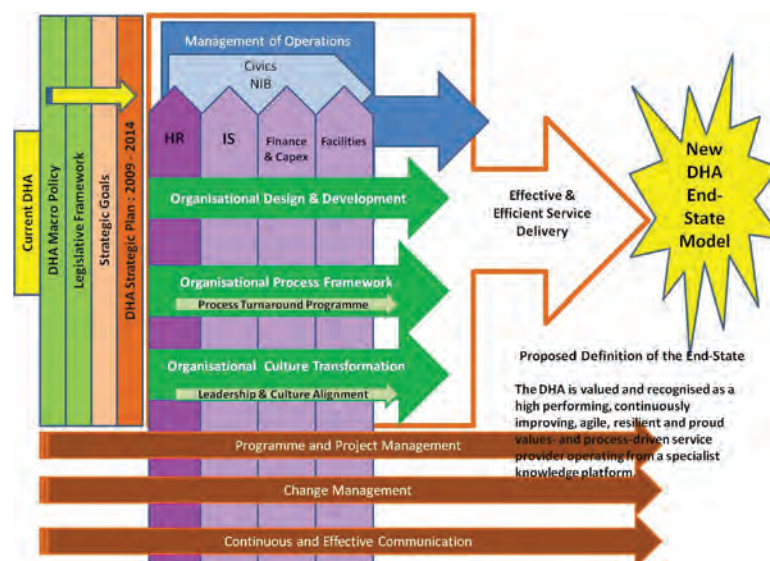
- 1) Organisational Design and Development
- 2) Organisational Process Framework
- 3) Organisational Culture Transformation (where leadership, management, people and skills development have been identified as top priorities).

HR Philosophy

The HR Strategy 2014 aligns with the strategic direction of the DHA for the next five years. In order to develop, establish and maintain a service delivery model that would transform the DHA into a centre of excellence for affirming the identity and status of persons (strategic goal derived from the DHA Macro Policy), a three-pronged approach is followed. Organisational sustainability is created through transformation and integration of the three different strategic dimensions. These are designing, developing and executing an organisational culture transformation, developing and implementing a strategically aligned process framework and aligning the organisational design and development framework to the strategic vision of the DHA. This alignment will be cascaded down to the HR Annual Performance Plan (APP).

For ease of reference and for clarity, a DHA Strategic Model developed by HR is presented below. The DHA Strategic Model provides the context in which the HR Strategy 2014 is developed.

Strategy 2014 : DHA Organisational Transformation



The three Strategic Dimensions are depicted by the three dark green arrows. Management of the Operations, the Support functions and the Strategic Dimensions are aligned to establish and sustain effective and efficient service delivery. The three brown arrows at the bottom depicts Programme and Project Management, Change Management and Continuous and Effective Communication that are integral to the DHA 5 year strategic outlook and the strategic implementation plan, for successful realisation of the new DHA end-state model.

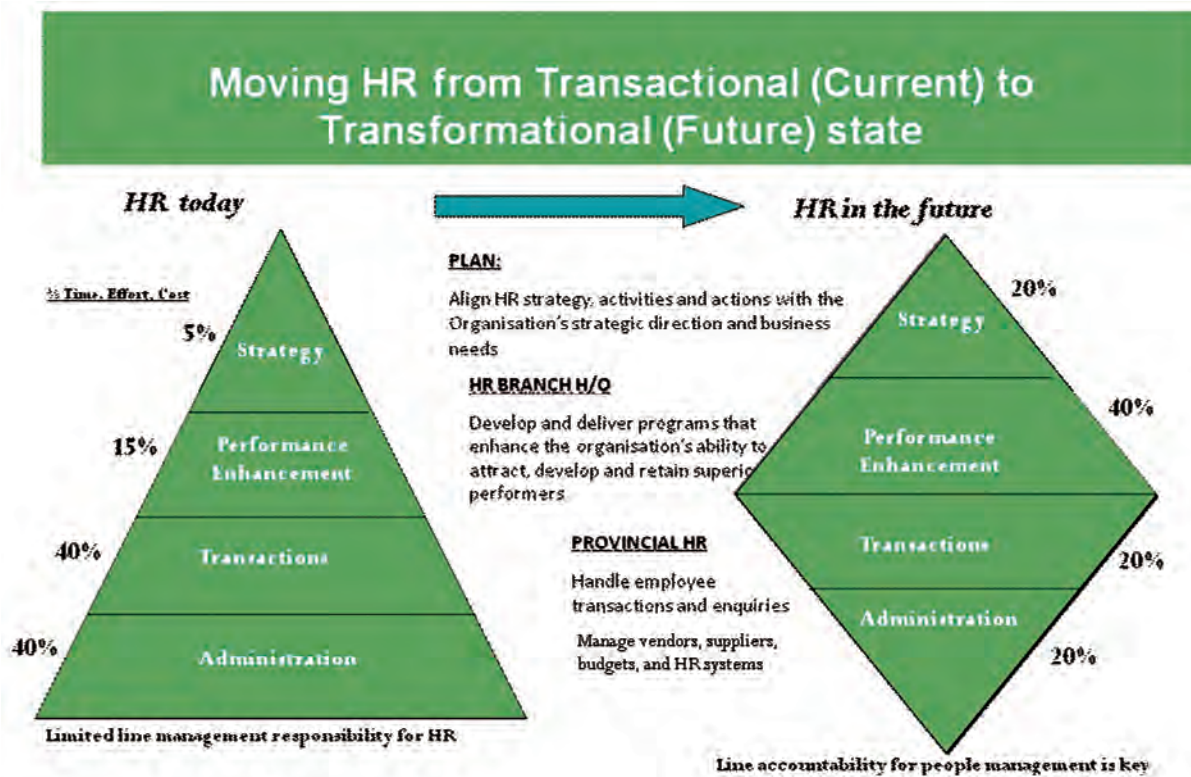
The DHA has reviewed the Structure (Organisational Design and Development) and Process Dimensions. It is imperative for the DHA to additionally, but critically, integrate and implement a well designed and structured People or Human Resource Strategy. The Executive of the DHA has already identified leadership and management, including governance as one of the highest priorities for the next phase of transformation. The second priority identified by the Executive is people (culture and productivity) and skills development to ensure a competent workforce.

4.2.2 Human Resources Purpose

The purpose of the Human Resource Branch is to support achievement of the third strategic outcome of DHA, which is aimed at “A service delivery that is efficient, accessible and corruption free.” In order to render effective support to the DHA in attaining in particular outcome 3, HR itself need to change from a transactional (current state), where the majority of time is spend on administration and transactions, to a transformational (future state), where the majority of time can be spend on enhancing the performance of DHA.

To support this strategic outcome (A service delivery that is efficient, accessible and corruption free), HR will :

- Achieve organisational effectiveness by building capability and capacity that will transform DHA into a high performing organisation
- Develop and implement an efficient and effective HR Branch that will support DHA strategic objectives



The change to a transformational state will result in an increased focus on performance enhancing initiatives to ensure continuous improvement within the Department. The step change in thinking will require a solid change management process to ensure that implementation of transformation is sustainable as well as building and enhancing the skills requirements for DHA to achieve the strategic outcomes.

4.2.3 Principles

Values

Values drive organisational cultures which, in turn, are physically demonstrated by the behaviour of individuals. To transform the current organisational culture, a zero tolerance approach will be applied to ‘the living of the values’ by DHA employees, including those at the highest level in the Department.

Driver values for the DHA are:

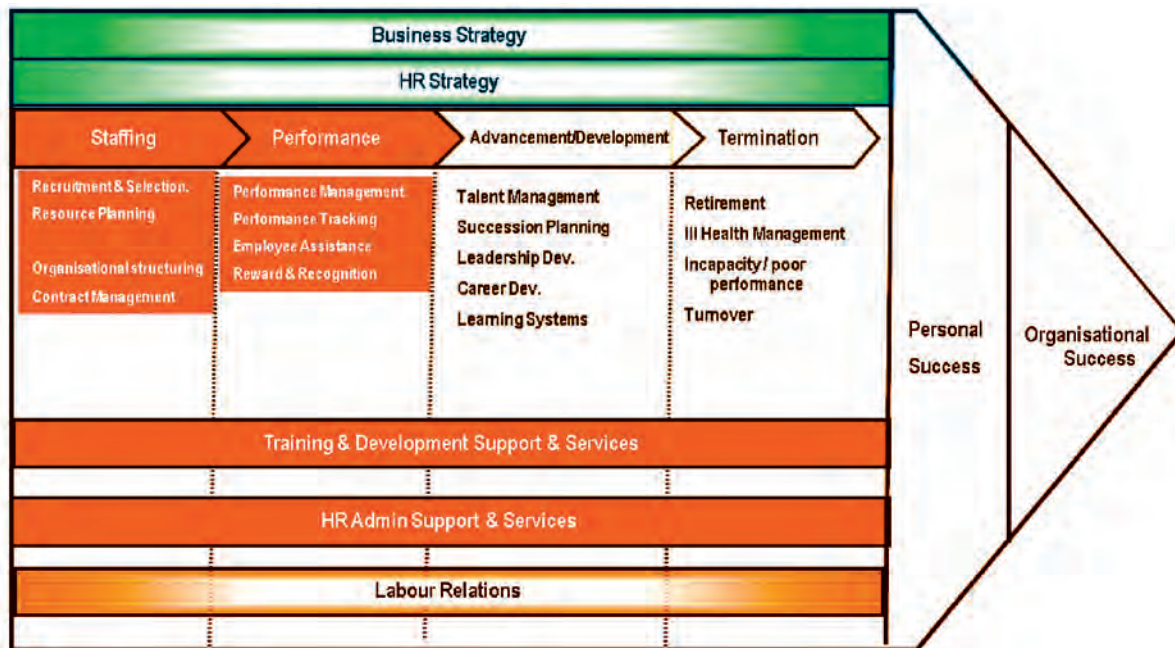
- **People-centred and caring**
- **Patriotic**
- **Professional and having integrity**
- **Corruption free and ethical**
- **Efficient and innovative**

In order to support the outcomes and objectives of the Department, Human Resources will adhere and live these values.

4.2.4 Human Resources Model

In order to improve customer service and become more people centric as well as to ensure a process that informs recruitment turnaround times, we will implement a new Human Resources Model. The purpose of this model is to ensure that Human Resources issues are resolved as close as possible to the source of the problem. HR will follow a HR value chain as depicted below:

HR Model Value Chain



The HR model shows the alignment between the DHA strategy (business strategy) and the HR strategy. It is formulated according to the employee life cycle where an employee enters the organisation until the employee’s employment are terminated. All aspects of each of the phases in this life cycle are described. HR will focus specifically on the staffing and performance aspects of this model (in red) as this will ensure the desired focus on the objectives. The three components at the bottom of the model, Training and Development, HR Admin Support and Services and Labour Relations indicate the importance of these strong support functions through all aspects of the model.

The HR Model will ensure that the required focus is maintained at specialist levels and together with the transformation and process re-engineering, this will ensure more effective turnaround times that will result in higher customer satisfaction.

4.2.5 Strategic Alignment of the HR Strategy

The direction of the Department has been reviewed with a focus on service delivery imperatives. Three outcomes were identified to direct the Department in delivering on its mandate.

One of the Outcomes is:

A service delivery that is efficient, accessible and corruption free

The HR Strategy 2014 addresses this Outcome and the vision of the DHA:

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

In aligning the HR Strategy 2014 with the DHA Vision, Marco Policy and Strategy, a definition of the new DHA end-state model has been accepted and agreed.

The DHA is valued and recognised as a high performing, continuously improving, agile, resilient and proud values- and process-driven service provider operating from a specialist knowledge

platform. With regard to the 8 statements pertaining to the desired DHA end state that was described in the 2009/10 Strategic Plan, the following are specifically HR related:

- Staff members that are professional, skilled, responsive, flexible, motivated and performance measured
- Staff at all levels who focus on implementation and strive for operational efficiency and who are in control of their operating environment and processes

Elements of a number of the remaining statements also have a bearing on HR, e.g.

- Core values that are embedded, visible and demonstrated: integrity, professionalism, patriotism, accountability, innovation
- Client-centric culture within a sound policy and regulatory framework
- Effective governance and leadership by managers that are committed to the public good and to the Department as a whole; and which is measured and monitored

In accepting and committing to this definition of the new DHA end-state model, the HR Strategy 2014 was designed and developed.

Themes of the HR Strategy 2014

Appreciating the Strategic Alignment and Fit of the HR Strategy 2014 to the DHA strategic vision and

Critical Success Factors for Change

Strategic Objectives

Change invoked by focusing on aligning business with a new strategy

Change resulting from new leadership or leadership going through fundamental change

Creating a culture that supports change at a personal and organisational level. Implementing new behaviours and culture change

Implementing new systems, products, processes and procedures. Moving of business premises.

Strategic Benefits

Strategic Alignment and Change Management

Leadership Alignment

Culture Alignment and Fit

Operational Excellence

the vision of a new end-state model, the following diagram depicts the main themes of the HR Strategy 2014.

Strategic Alignment and Change Management

In order to achieve the DHA five year strategic outlook it is critical that the HR strategy is aligned to the strategic outcomes.

“Making Change Stick” is a Critical Success Factor (CSF) for sustainability in realising the vision for the DHA. Unless the Department invests the required energy and focus on Change Management (depicted in the DHA Strategy Model as one of the brown arrows at the bottom of the diagram) no sustainable results will be achieved and the new envisioned DHA will not come into “being”.

Leadership Alignment

A Critical Success Factor (CSF) for a sustainable Organisational Cultural Transformation is Leadership Alignment. This is depicted in the light green arrow within the dark green arrow in the DHA organisational transformation model.

A values-driven Leadership is the sound and solid foundation on which the new DHA will be built between 2010 and 2014. Organisational Transformation is not possible if Leadership is not aligned to the new vision, the strategic intent and the envisioned end-state model. Leadership values and behaviours must “lead” the way for the rest of the organisation to transform. To this end, a DHA leadership brand must be identified and brought into being.

Cultural Alignment and Fit

The DHA Organisational Transformation Model depicts the foundation of the DHA strategic implementation plan as Organisational Culture Transformation. Unless the values and belief systems of the people of the DHA transform and align with the new end-state model definition, the new envisioned end-state model will not be realised. This transformation demands acquiring and implementing new behaviours.

The Organisational Culture Transformation (depicted in the light green arrow within the DHA organisational transformation model) is valued as the most critical and fundamental theme for the DHA to achieve its vision which is facilitated and supported by the HR Strategy 2014. Most of the energy and focus for 2010 and 2011 will be to initiate, instil and establish a sound cultural transformation from old attitudes and behaviours to new and aligned ethics, attitudes and behaviours.

The HR Strategy 2014 prescribes a values-driven or-

ganisational culture to underpin and secure a sustainable DHA for enablement of the new end-state model.

Operational Excellence

The turnaround programme (light green arrow within the dark green arrow depicted in the DHA Organisational Transformation Model) addresses the last theme which is Operational Excellence. Operational Excellence however is dependent on the other three levels that should be effectively addressed. The DHA Strategy 2014 makes provision for continuity of the turnaround programme that commenced in January 2008. The HR Strategy 2014 dedicates priority energy and focus to the HR transition project to ensure HR Functional Effectiveness.

4.2.6 Outcomes and Objectives (2010 – 2014)

The HR Strategy, in support of the DHA strategic 5 year outlook and implementation plan, broadly speaks to a number of areas or themes that are concretised in the outcomes, objectives, outputs and targets, outlined below

- It talks to the issue of organisational culture transformation, especially leadership transformation as well as performance enhancements, values and change management.
- It also looks at organisational capacity and capability in terms of organisational design and structure
- Skills development and retention forms part of the HR framework within the HR strategy
- The transformation of HR itself, including the inculcation of values and principles and the implementation of a new HR operating model to enhance HR effectiveness and improve customer service is comprehensively reflected in the strategy

The mentioned issues relate to DHA Outcome 3 and are further unpacked at the annual performance plan and business plan level and ultimately linked back to the performance agreements of managers.

The main strategic outcome for the Human Resources Branch is to support the Department of Home Affairs in delivering a service that is efficient, accessible and corruption free. In order to achieve this we will implement the following strategic objectives between 2010 and 2014:

Measurable Objective

- To improve leadership capacity and capability.

Output

- o Effective leadership on people management practices and service delivery. This will be achieved by :
 - Development and implementation of coaching clinics for supervisors in the Department (employees on salary levels 7,8,10 and 12).
 - Implementing conversations in leadership interventions.
 - Developing and implementing a DHA qualification.
 - Training 80% of employees on customer service and service excellence.

Measurable Objective

- To improve organisational culture, efficiency and productivity.

Output

- o Achieving improved organisational culture and productivity through:
 - Developing and implementing service delivery standards (with a focus on the desired impact on clients)
 - Reducing absenteeism
 - Filling vacant funded positions

- Ensuring compliance to the performance management regulatory framework
- Conducting employee satisfaction survey to identify gaps in people management practices so as to inform people management improvement programmes

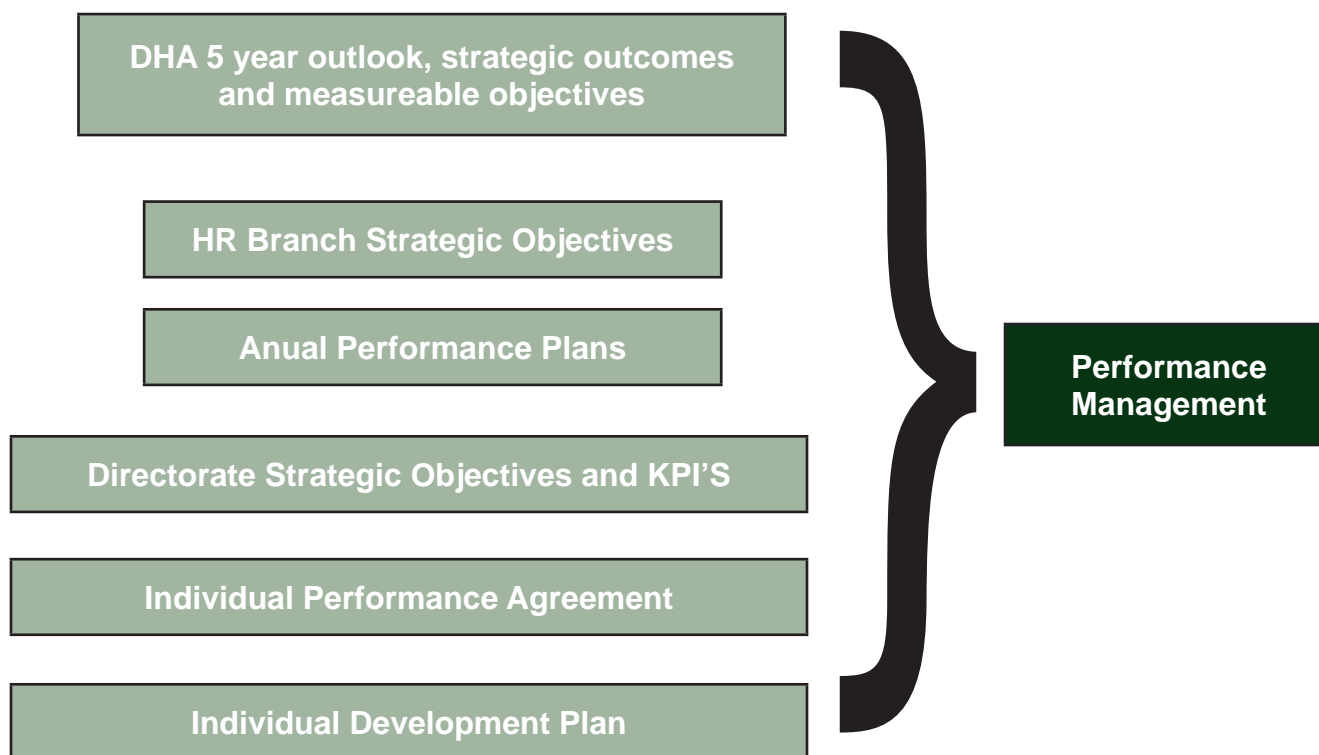
Measurable Objective

- To ensure ethical conduct and a zero tolerance approach to corruption.

Output

- o Addressing misconduct within improved turnaround times through:
 - Finalisation of cases within determined number of days (viz. 60 days during 2010/11, 55 days during 2011/12, 48 days during 2012/13)
 - Training employees with regard to understanding fraud, corruption, code of conduct and disciplinary processes
 - Implementing the Labour Relations Strategy at all levels in the Department (SMS – senior management service, MMS – middle management service - and supervisory levels)

Strategically the HR Strategy is aligned to the DHA 5 year outlook, objectives and outputs. This is illustrated as follows:



4.2.7 Human Resources Framework

It is critical to ensure that an integrated approach is followed to achieve the HR Strategic objectives and the alignment to the HR Model. It is for this reason that an integrated HR Framework will be used to classify all aspects of HR under the objectives of:

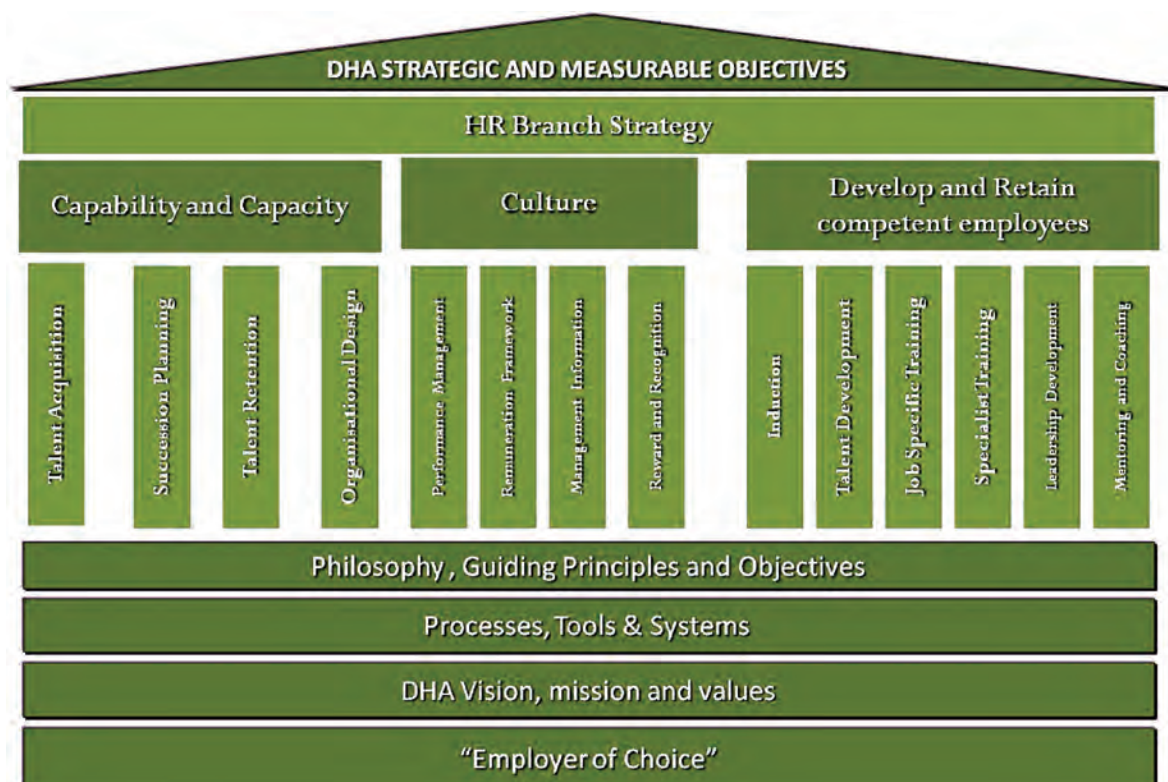
- Improving leadership capability and capacity
- Organisational culture transformation
- Development and retention of people

The Human Resources or People Management Framework, illustrate the integration of the HR Branch through the three Strategic Dimensions in the DHA strategy which are :

- Organisational Design and Development
- Organisational Process Framework
- Organisational Culture Transformation

The Human Resource Strategic Framework indicates the details on the HR integration to deliver an efficient and effective Human Resources Service according to the HR Model that is aligned to the DHA outcomes and measurable objectives.

This structuring does not refer to the different directorates within the HR Branch but to the outputs that needs to be achieved thus cutting through all directorates and ensuring that directorates and information sharing are integrated. The foundation of this framework is supported by the HR philosophy, guiding principles and objectives (linked to the outcomes and measurable objectives), processes and systems, the overall vision and mission of DHA and building an organisation that is considered as the Employer of Choice in the Public Sector.



4.2.8 Implementation

Instilling the new DHA End-State Model

Values-driven organisations need values-driven leadership. The Minister and the Director-General have specific mandates to take accountability for. The DHA mandates the Head: Policy and Strategy to internalise and execute strategy effectively to the lowest level. One of the key performance areas (KPAs) and related key performance indicators (KPIs) of the Head: Policy and Strategy is to ensure zero tolerance at all levels (including upwards) for non-embedding of the driver values and the new organisational culture. Every employee's, including all leadership and management, performance review will include KPAs and KPIs related to the driver values and the organisational culture. HR will ensure alignment of performance agreements to the envisioned end-state model. This will ensure the achievement of the desired end-state which is as follows:

- Client-centric culture within a sound policy and regulatory framework
- Effective governance and leadership by managers that are committed to the public good and to the Department as a whole; and which is measured and monitored
- Staff members that are professional, skilled, responsive, flexible, motivated and performance measured
- Staff at all levels who focus on implementation and strive for operational efficiency and who are in control of their operating environment and processes
- End to end processes that can deliver products and services reliably to standards that are measured, maintained and improved
- Secure, efficient, cost-effective and enabled systems; and an environment for clients and for staff that meets acceptable and measured standards
- Sharing of knowledge and best practice by growing a dynamic and shared knowledge base and through management practices that cut across silos
- Core values that are embedded, visible and demonstrated

Risks

The most critical risk for the DHA not to realise its new envisioned end-state model is if the Strategic

Value Chain and the Critical Success Factors (CSFs) of the HR Strategy 2014 is violated, disrupted or not effectively implemented.

HR Model

The HR Model prescribes that the required focus and energy from the Top 200 managers down should be given to create, establish and maintain a value- and process-driven organisational culture. Leadership alignment in terms of a values-driven leadership is a pre-requisite for success.

The Organisational Structure should be designed and developed in alignment with the HR Strategy 2014 to ensure strategic alignment and enablement, with emphasis on business partnering. Misalignment of the organisational structure to a process-driven organisational culture will be detrimental to the new envisioned end-state model. Operational excellence should be created through maintaining the momentum already created through the turnaround programme. Without operational excellence service delivery will not be effective or efficient and the organisation will not be able to become a centre of excellence as intended. The above three themes refer to the three Strategic Dimensions previously mentioned in the DHA Organisational Transformation model (three dark green arrows).

Last, but not least, Change Management is critical to ensuring the establishment and sustainability of the new envisioned end-state model. Change Management is depicted by one of the bottom brown arrows on the DHA Transformation Model.

Leadership Alignment

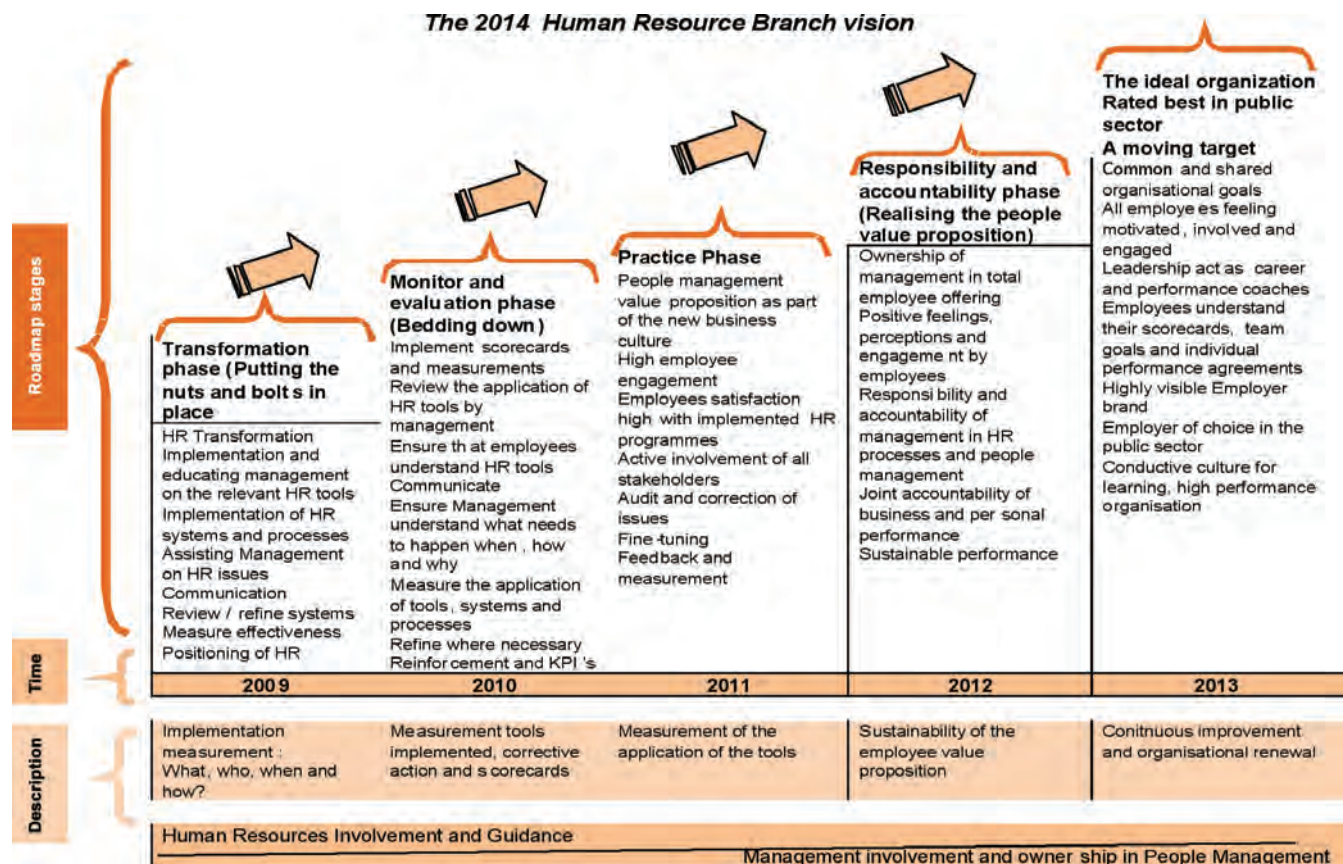
If Leadership (at least the Top 200) does not radically transform and align to become a values-driven leadership with new and aligned attitudes and behaviours (aligned to the new end-state model), nothing will be achieved and the status quo will rule. The new envisioned DHA is primarily and critically dependent on radical and effective leadership transformation. Leadership transformation will enable the DHA organisational transformation to the new end-state model.

In order to ensure that the implementation and transformation of the HR Branch and DHA as a whole is sustainable, the following roadmap will be followed.

This will ensure the realisation of the HR 2014 vision of an ideal organisation that is rated the best in the public sector. This roadmap involves the following phases :

- Transformation phase (putting the nuts and bolts in place)
- Monitor and evaluation phase (bedding the change down)
- Practice phase (will give management and employees the opportunity to get used to the changed methods)
- Responsibility and accountability phase (Realising the people value proposition)
- The ideal organisation that is rated best in the public sector and is a moving target

The first three years is aimed at efficiency (doing the right things) and the last two years at effectiveness (doing thing right and adding value). Thus the 2014 vision is effective and efficient.



4.2.9 Evaluation of Effectiveness

To ensure the successful implementation of the HR Strategic Plan 2010 – 2014, the objectives must be measured and evaluated. In order to do this, the HR Dashboard as well as the HR Balanced Scorecard will be utilised. Below is the illustration of the HR Balanced Scorecard that will form part of the visual management within the Branch to track progress on a monthly basis.

Key Support Services Strategies

DEPARTMENT OF HOME AFFAIRS 2010 – 2013

The HR dashboard will be used to report on progress at executive level.

HUMAN RESOURCES DASH BOARD															
HR CAPACITY				JOB EVALUATION			EMPLOYEE ENGAGEMENT			DIVERSITY MANAGEMENT			PERFORMANCE MANAGEMENT		
Description	HR	DHA	%	Description	Value	%	Description	Value	%	Description	Value	%	Description	Value	%
Ratio of posts in the human resources component vs Department's total post establishment	307	12337	24.5	% of Posts on the establishment that are evaluated in the past 12 months	10124	82	Average turn around time to fill vacancies in the department during the past 12 months	90 days		% deviation from the department's employment equity target for black			Employee who received performance awards/ performance bonuses	2496	40
Filled Posts	117	7272	1.6										Average Monetary value performance bonus granted per employee	10000	
Ratio for HR Practitioner posts vs HR Administrator posts	207 Practitioners	84 Admin	24	% of evaluation results that were deviated from by the competent/ delegated authority in the past 12 months	0	0	Annual turnover rate of staff in the department (Number of staff losses/exits during the past 12 months /total number employees x100)	281	39	% deviation from the department's employment equity target for women			% of remuneration budget spent on performance bonus	22792	1.5
% of HR annual budget in relation to the Department's total annual budget	103'237'	4'816'608	2.1	Average turn around time to complete a job evaluation during the past 12 months	2 weeks		Average direct recruitment cost per employee during the past 12 months (advertising fee + agency fee + traveling	R50000		% deviation from the department's employment equity target for persons with disabilities			% of Assessments completed within the timeframe determined on DHA PMDS	6229	
Duration that HR Practitioners acted in	XXX		XX				Ratio of number posts filled through the appointment						% of employees who formally disagree with assessment		

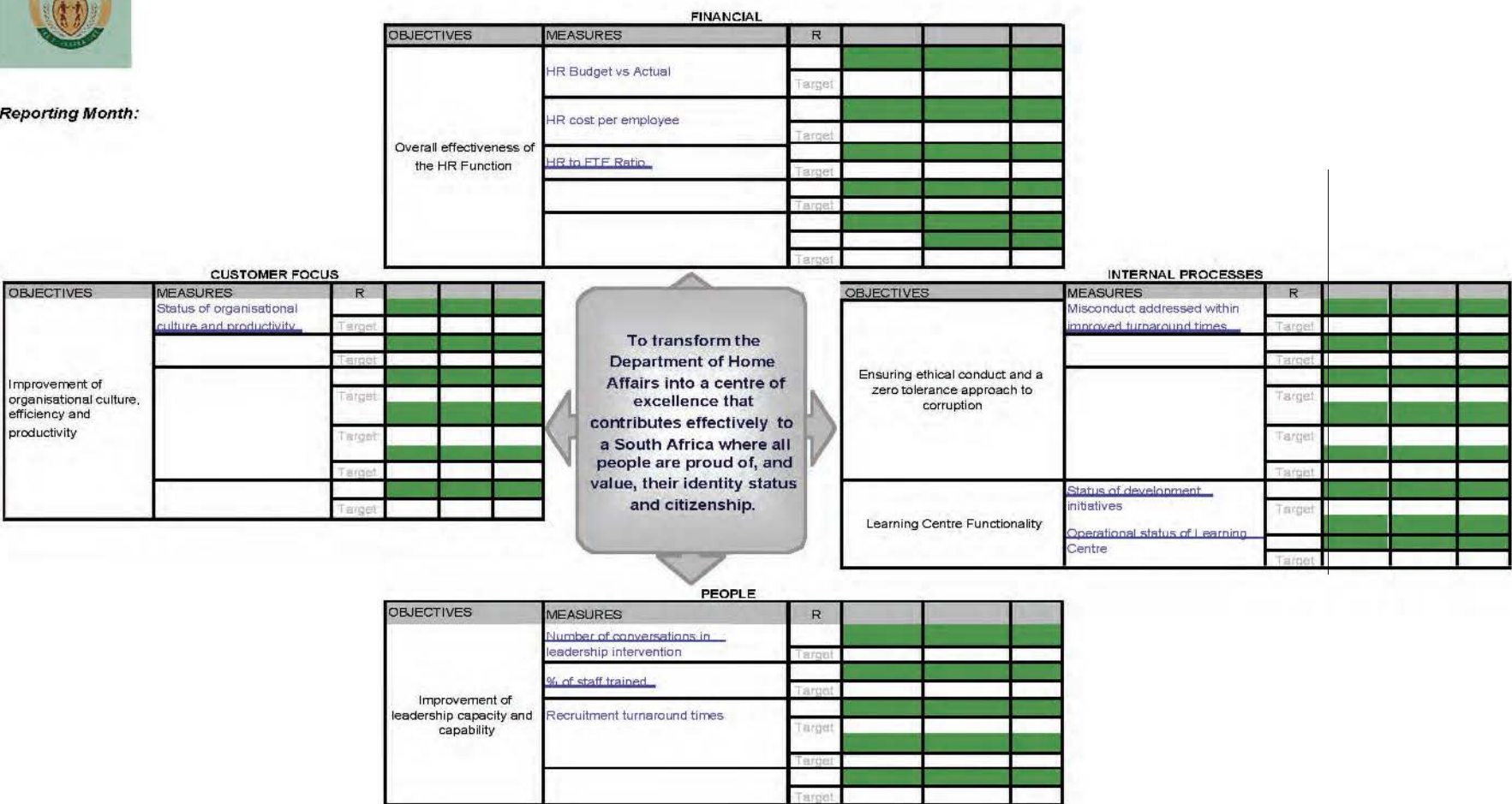
higher vacant posts during the past 12 months (Total number of workdays acted / number of HR Practitioners acted)							of non employees vs number of posts filled through the transfer or appointment of serving employees during the past 12 months						results
Duration that HR Administrators acted in higher vacant posts during the past 12 months (Total number of workdays acted / number of HR Administrators acted)	XXX		X X	REMUNERATION		EMPLOYEE WELLNESS		EMPLOYEE RELATIONS		EMPLOYEE RELATIONS			
				% of employees whose remuneration exceeds the salary scale attached to their posts			Number of EW interventions during this financial year			% of disciplinary actions concluded during the 12 month			% of disputes settles in conciliation
				average turnaround time to finalize application for incapacity leave	12 days					% of appeals not concluded within 30 days			% of arbitration awards made in favour of DHA
										% of grievances resolved of those lodged			% of grievance not concluded within 30 days

The Balanced Scorecard approach will be used to monitor effectiveness on a monthly basis. This Scorecard will be populated to reflect progress on the HR strategic objectives. The scorecard will look as follows:

HR BALANCED SCORECARD



Reporting Month:

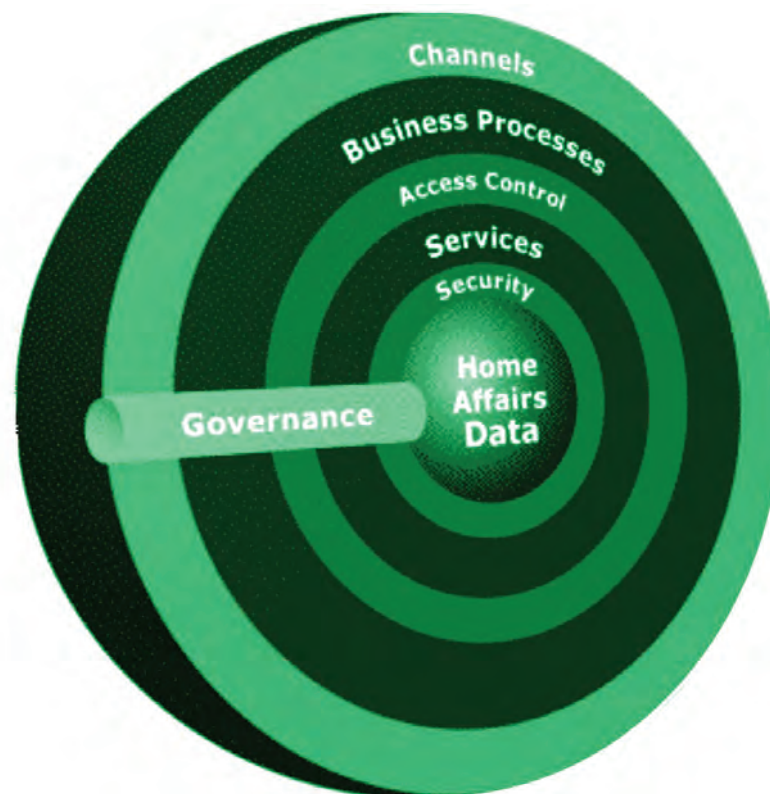


4.3 INFORMATION SYSTEMS STRATEGY

4.3.1 Guiding Principles

The fundamental purpose of the Information Services (IS) branch in the Department of Home Affairs (DHA) is to support the operations of the Department by providing a stable and secure technology-based offering to all its customers and stakeholders. This is guided by the following fundamental operating principle: primarily operational efficiency while providing strategic support to the business.

Figure 14 Information Services Architecture



The above figure is illustrative of the Home Affairs data that is protected in its core by information services security. All other services access this protected data, via biometrics access control. This data is further controlled by business and its processes of how, who and what data is allowed to be viewed by the different channels of Home Affairs e.g. regional offices, mobile units, Thusong centres, hospitals, self-service kiosks and the internet. All of these processes above are protected by the overall governance of the Department of Home Affairs.

The Department of Home Affairs has crafted its strategy for 2010 – 2013. Three outcomes have been defined to direct the Department to deliver on its mandate. One of the outcomes is for the department to provide “A service that is efficient, accessible and corruption free”.

The IS Strategy 2010 - 2013 is aligned to this strategic outcome. The mission of the IS branch is based on the overall principle of stabilising and securing the technology foundation on which the Department's services and offerings are provided. This technology foundation includes the following disciplines: data, services, business processes, applications, security, and the people required to support these areas. Any initiative conducted by the IS branch, needs to be viewed holistically with a well-defined, clear and logical target end-state in mind. This can only be achieved by taking a process-centric view on the business utilising enterprise architecture principles and best practices.

The three year strategic plan detailed below is based on a continuous improvement cycle, with a main objective "To integrate key systems and upgrade IT infrastructure for improved security and data integrity". In order to achieve this objective, the following outputs need to be realized.

- Ensure key systems integration and enhancements to improve data integrity and enable faster processing of Department's services
- Strengthen the security of systems and infrastructure of DHA
- Technology refresh to improve stability, capacity, reachability and responsiveness in DHA offices (including upgraded data lines, bandwidth, IT equipment)
Improve IT Operational Efficiency (including disaster recovery systems (DRS) for key systems, service management, knowledge and information management or KIM and governance)

4.3.2 IS STRATEGIC OUTPUTS

The strategic outputs of the IS branch for the next three years are:

4.3.2.1 Ensure key systems integration and enhancements to improve data integrity and enable faster processing of departmental services

- Movement Control System (MCS) integrated at all ports of entry with visa system in missions to provide near real time data

- NPR data clean up (removal of duplicates and data inconsistencies) to ensure data integrity and business rules integrated with systems to prevent duplicates
- Capability to capture 100 000 back-record conversion (BRC) fingerprints on HANIS (infrastructure, scanning, space on database)
- 3rd Party verification technology implemented – Integrated Justice System (IJS), SAPS, Correctional Services, Justice, SASSA, Housing and SABRIC
- Live capture implemented at all passport capturing offices
- National Population Register (NPR) / birth, marriage and death (BMD) enhancements – (Special characters/ both parents' details on certificate) developed and implemented
- HANIS re-alignment (archives upgrade, accu-face conversion, store multiple photo's, auto status change, move of National Identification Information System (NIIS) records and interface to NIIS)

4.3.2.2 Strengthen the security of systems and infrastructure of DHA

- Biometric Access Control Management (BACM) – Persal, BAS and VISA roll out
- BACM implemented at all passport capturing offices with passport live capture including all mobile units
Implement Intrusion Detection System (IDS) / Intrusion Prevention System (IPS) in 400 offices
- Secure file transfer mechanism implemented (replacement of file transfer protocol or FTP with secure file transfer protocol)
- Certification for email, Advanced Passenger Processing (APP) and commercial verification issued

4.3.2.3 Technology refresh to improve stability, capacity, reachability and responsiveness in DHA offices (including upgraded data lines, bandwidth, IT equipment)

- Refresh of IT equipment for 2000 devices (including 2010 priority ports of entry)
- Installation of 600 IT devices for priority projects (mobile units, hospitals and new refugee centers)

Installation and line upgrade for priority data lines (Missions, ports of entry and offices)

- Ensure connectivity in 170 new hospitals for birth registration
- Quality of service for key applications (both enablement and applications prioritisation – BAS, Persal, BACM, Passport, NIIS, HANIS, MCS, APP)

4.3.2.4 Improve IT operational efficiency (including DRS for key systems, service management, KIM and governance)

This will be based around building the techniques, tools, practices and capabilities within the IS branch to truly become a strategic partner to business.

- Establish disaster recovery plan for DHA
 - o DRS for key systems (Email, Production)
 - o Back-up plan for EDMS, Case Management
- Re-define / re-align Enterprise Architecture and Master Systems Plan
Re-align the Master Systems Plan Blueprint using a recognised enterprise architecture framework and methodology; this will provide a detailed roadmap for the IS branch to follow; it will provide a blueprint of the current business and IT landscape as well as the desired future state through governing processes that guide development and implementation of initiatives / solutions / requirements over a three to five year period.
- Develop and implement IT Asset Management policies and processes (including acquisition, retirement and disposal)
- IT asset audit
- Licensing management (Microsoft, Novell, Oracle, WINET) – Ms office upgrade
- Key vendor management
- 100 % Quality and Risk Management System (QRMS) developed
- Development and Implementation of Knowledge and Information Management Policies and Procedures (archival, records management and KIM strategy)

4.3.3 STRATEGIC IMPLEMENTATION PLAN

CURRENT ENVIRONMENT AND CHALLENGES

The following highlight a number of key issues/ challenges faced by the IS unit in pursuing the different objectives:

Ensure key systems integration and enhancements to improve data integrity and enable faster processing of departmental services

- The National Population Register is based on legacy technologies. The integrity of the data is severely compromised by data inconsistency, duplicated / missing data elements;
- Immigration data stores are managed on legacy and expired light-weight personal computer (PC) based technologies;
- The immigration and visitor data is segmented and siloed in separate data stores (Asylum Seekers, Deportation, Visitors and Visas, Movement Control) with no cohesive and integrated structure; and
- Insufficient security around data stores create opportunities for fraud and corruption adding to the corruption in data integrity.

Technology refresh to improve stability, capacity, reachability and responsiveness in DHA offices (including upgraded data lines, bandwidth and IT equipment)

- Network instability leading to delays in processing of key services, e.g. ID, Passport and BMDs
- Poor management of network, i.e. utilization, reachability, availability; no monitoring tools – National Operating Centre (NOC) or Security Operating Centre (SOC)
- Old infrastructure, e.g. old routers and switches

Improve IT operational efficiency (including DRS for key systems, service management, KIM and governance)

- Satellite IS services are being developed in reaction to urgent operational requirements without the guidance and governance of a strategic blueprint or framework. This results

- in small silo or pocket applications that are not integrated or formally linked to a cohesive data structure
- No consistent, well managed service level agreements / operational level agreements
- Inherited contracts with issues hindering implementation
- Lack of controls in procurement of IT Assets; leading to irregular expenditure and corruption
- Lack of capacity

4.3.4 BUDGET

IS PROJECT COSTS

ENVISAGED CASHFLOW		Budget
		2010/11
		R'000
PROGRAMME 1: ADMINISTRATION		
TRANSVERSAL IT PROJECTS		
1A	INFORMATION SERVICES INFRASTRUCTURE (GOODS AND SERVICES - CUR)	45,917
1B	INFORMATION SERVICES INFRASTRUCTURE (PAYMENT FOR CAPITAL ASSETS)	42,083
2	WHO AM I ONLINE (WAI0) (GOODS AND SERVICES - CUR)	394,250
3	SERVER ROOM CONSOLIDATION (GOODS AND SERVICES - CUR)	863
4	E-MAIL AND INTERNET (SERVICES - CUR)	4,294
5	ONLINE VERIFICATION (SERVICES - CUR)	9,957
6	INFO SERVICE PROGRAMME OFFICE (GOODS AND SERVICES - CUR)	5,180
1	SUB TOTAL PROGRAMME	502,544
PROGRAMME 2: SERVICES TO CITIZENS		
HANIS PROJECT		
7	ID INFRASTRUCTURE HANIS (GOODS & SERVICES - CUR)	66,726
8A	HANIS DRS (GOODS & SERVICES -CUR)	25,659
8B	HANIS DRS (PAYMENT FOR CAPITAL ASSETS)	15,000
	SUB TOTAL PROGRAMME 2	107,385
PROGRAMME 3: IMMIGRATION SERVICES		
9	NATIONAL IMMIGRATION INFORMATION SYSTEM (NIIS) (GOODS & SERVICES -CUR)	11,208
	SUB TOTAL PROGRAMME 3	11,208
	GRAND TOTAL PROJECTS	621,137

4.3.5 DETAILS OF PROPOSED INFORMATION TECHNOLOGY ACQUISITION OR EXPANSION IN REFERENCE TO AN INFORMATION TECHNOLOGY PLAN

The Master Systems Plan of the Department of Home Affairs is in place but due process needs to be followed to re-align it to ensure that the plan meets MISS requirements.

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

Civic Services

- National Population Register (NPR), ID Track and Trace, Machine Readable Passport System, Home Affairs National Identification System (HANIS), Certificate via Terminal System (CVT), Electronic Document Management System (EDMS), Online Verification, Biometrics Control Management Systems (BACM).

Immigration Services Branch

- Movement Control System (MCS), National Immigration Information Systems (NIIS), Case Management Systems (CMS), Visa System and Manual systems, Biometrics Control Management Systems (BACM)

Finance and Supply Chain Management

- BAS, ProQuote, BAUD Asset Management System, LOGIS, Q&A and Property Management System, Payment and Receipting Management Systems (PRMS), Biometrics Control Management Systems (BACM)

Human Resources

- PERSAL, Vulindlela and Personnel Files, Biometrics Control Management Systems (BACM)

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

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

4.4 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 commitment 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.

Table 7 below contains some of the most critical services that the core business (Civic Services and Immigration Services) of the Department of Home Affairs deliver.

Table 7: Service Standards for Key Products and Services

KEY SERVICE	SERVICE BENEFICIARIES	CURRENT STANDARD / BASELINE	2010/11 TARGET	BATHO PELE	IMPACT / BENEFITS	
Products and services rendered within specified timeframes	<ul style="list-style-type: none"> Issuance of late registration of birth (LRB) applications 	All SA citizens	4 months	3 months	Service Standards	Risk reduction and reduced fraudulent activities. Enhanced integrity of NPR.
	<ul style="list-style-type: none"> First issue of ID documents 	<ul style="list-style-type: none"> All SA Citizens Permanent residents (Persons to whom permanent residence was granted) 	50.9 days	55 days	Service Standards	Improved service delivery, reduction in turnaround times
	<ul style="list-style-type: none"> Re-issue of ID documents 	<ul style="list-style-type: none"> All SA Citizens Permanent residents (Persons to whom permanent residence was granted) 	43.7 days	35 days	Service Standards	Improved service delivery, reduction in turnaround times and applications for temporary IDs
	<ul style="list-style-type: none"> Issuance of passports 	<ul style="list-style-type: none"> All SA Citizens 	25 days	Machine readable Passport applications – 10 days	Service Standards	Improved service delivery, reduction in turnaround times and compliance with international standards for issuance of documents
	Efficient and effective services provided through the Client Service Centre	<ul style="list-style-type: none"> All clients 	96% of calls answered	96% of calls answered within 20 seconds at the contact centre	Service Standards Increasing Access Providing Information	Improved service delivery, improved image, reduction in number of enquiries at frontline offices

National Immigration Branch

KEY SERVICE		SERVICE BENEFICIARIES	CURRENT STANDARD / BASELINE	2010/11 TARGET	BATHO PELE	IMPACT / BENEFITS
Improved service delivery to large corporate accounts and growth in number of accounts serviced	Large accounts serviced	<ul style="list-style-type: none"> Large companies 	52 large accounts	85 large accounts serviced (including SMMEs)	Increasing Access Service Standards	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"> Issuance of permanent residence permits (PR) 	<ul style="list-style-type: none"> Foreigners (foreign investors) 	6 months	6 months	Service Standards	Improved service delivery and reduction in turnaround times
	<ul style="list-style-type: none"> Issuance of visas 	<ul style="list-style-type: none"> Foreigners 	5 days	5 days	Service Standards	Improved service delivery and reduction in turnaround times
	<ul style="list-style-type: none"> Issuance of a temporary residence permit (work, business, corporate) 	<ul style="list-style-type: none"> Foreigners 	4 weeks	4 weeks	Service Standards	Improved service delivery and reduction in turnaround times
	<ul style="list-style-type: none"> Issuance of a temporary residence permit (study, treaty, exchange, retired) 	<ul style="list-style-type: none"> Foreigners 	1 week	1 week	Service Standards	Improved service delivery and reduction in turnaround times, economic development
	<ul style="list-style-type: none"> Issuance of a temporary residence permit (intra-company transfer permit) 	<ul style="list-style-type: none"> Foreigners 	15 days	10 days	Service Standards	Improved turnaround times, economic development
	<ul style="list-style-type: none"> Travellers cleared 	<ul style="list-style-type: none"> SA citizens Foreigners 	15 – 2 minutes	15 – 2 minutes	Service Standards	Improved turnaround times

KEY SERVICE		SERVICE BENEFICIARIES	CURRENT STANDARD / BASELINE	2010/11 TARGET	BATHO PELE	IMPACT / BENEFITS
	<ul style="list-style-type: none"> Issuance of section 22 asylum permits 	<ul style="list-style-type: none"> Foreigners 	1 day	1 day	Service Standards	Improved service delivery and reduction in turnaround times.
	<ul style="list-style-type: none"> Issuance of a Refugee ID 	<ul style="list-style-type: none"> Foreigners 	90 days	90 days	Service Standards	Improved service delivery and reduction in turnaround times.
	<ul style="list-style-type: none"> Temporary residence permits (visitors medical, asylum) 	<ul style="list-style-type: none"> Foreigners 	1 day	1 day	Service Standards	Improved service delivery and reduction in turnaround times.

4.5 Overview of Employment Equity Plan for Department of Home Affairs

INTRODUCTION

The 2009 – 2014 DHA Strategic Plan aimed at achieving a compliance rate of between 60 – 100% on gender, disability and youth targets. There are prescripts that require the Department to address the inequality and under-representation of identified groups. The Cabinet took a Resolution in 2005 regarding 50/50 representation for Senior Management Services and Middle Management Services by 31 March 2009. The Government has committed to the Millennium Development Goals on achieving Gender Equality in 2014 in employment. It is therefore required for departments to report to the Department of Public Service and Administration on their achievement, progress and status of gender parity. The reporting includes the annual report to the Department of Labour on Employment Equity.

The Strategic Plan of the Department is in line with the Employment Equity (EE) Plan of 2008-2011. The achievement of outcome 3 of improving service delivery that is efficient, accessible and corruption free is based on implementing the transformative prescripts to address the imbalances in the Department as per the 2008/9 EE Report. The transformation in the Department will be reflected in achieving the objectives and numerical targets of its Employment Equity Plan.

The EE Plan 2008 -11 indicates clear targets that are informed by the South African demographics in particular the designated and the non-designated. The Department will recruit employees with different skills based on gender, race and disability targets to improve service delivery.

EMPLOYMENT EQUITY PLAN

The Employment Equity Plan is informed by the current situation, prescripts and the Strategic Plan outcome in rendering service delivery and

accessibility. The Plan will support the measurable objective that seeks to improve leadership capacity and capability in the Department. This objective will work towards equity at the following levels:

- Senior Management Services as per the Cabinet Resolution on 50/50 representation (March 2009-not achieved)
- Middle Management indicates that males are still dominating and there is a need to recruit more women
- Lower level is dominated by females and this is where development and skills training can be prioritized to identify potential management talent.
- Employment Equity targets for people with disability as per the DPSA is 2%.

DHA EMPLOYMENT EQUITY PLAN AND AFFIRMATIVE ACTION

The Department is committed to equity as stated in the objectives of the EEA:

“Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce”.

The Departmental policy statement in the Employment Equity Plan outlines the approach to achieve equity and state: “The department is committed to contributing to processes that will redress the past imbalances and inequities imposed by apartheid legislation and policies”. The employment equity plan is implemented through affirmative action as prescribed by the

Employment Equity Act as an instrument to address the imbalances and promote equity in the Department.

Affirmative Action in the DHA is based on the following targets and categories:

Females in Senior Management

The Department will, through advance management courses, give preference to female middle management to feed into senior management recruitment. This will prepare a pool of developed and trained management to be specially recruited to the senior management cadre. Selection of participants to this scheme must deliberately focus on gender, in particular females in order to provide medium term solutions. DPSA adopted an 8 - Principle Action Plan for Promoting Women’s Advancement and Gender Equality in the Public Service Workplace in August 2008 during the Public Service Management week. The action plan is targeting women at SMS level for decision making responsibilities. The implementation of the plan of action will empower the majority of women that are located at level 13 (Director).

Females in Middle Management

Females are not well represented in salary levels 9 -12 and the picture is bleaker than at senior management level. These levels themselves need to be transformed so that they move towards addressing the required representation. An approach need to be adopted within the prescripts to ensure that there is a movement of competent recruits from designated groups at lower levels into levels 9 and 12 to address the imbalances. This approach should also consider the lower levels through development, training and skills

development to create a sufficient pool from the designated groups to move into the middle management level.

People with disabilities

The Department of Home Affairs needs to establish partnerships with Disability Organisations to provide assistance in the recruitment of persons with disability.

The Department must avail resource to address the needs of people with disability and create a conducive environment. The Department will also implement the JOBACCESS 2006 - 2010 Framework. This cabinet document managed by DPSA contains intervention strategies for the recruitment and retention of people with disabilities.

Affirmative Action in DHA

An Audit on Affirmative Action in the Public Service conducted by the Office of the Public Service Commission made some recommendations for implementation such as:

(a) Compliance

- Implement the EE Plan targets on gender and disabilities
- Periodical monitoring of targets especially with regard to middle and senior management as well as people with disabilities and regular updates

(b) Implementation

- Line managers to implement EE Plan and achieve the targets
- Training on the implementation of employment equity must be regarded as compulsory at all levels
- All manager's performance assessments to account on

implementation and achievement of targets

(c) Empowerment

- Employment equity criteria to be applied to all advertisements for new employees, induction and training of newly appointed employees

(d) Employment equity and Human Resource Planning

- Establishment of management linkage between employment equity and HRP

(e) Employment equity and the positioning of HR function

- Definition of roles and responsibilities assigned to a designated official with specific delegations and performance targets, including powers and functions of

HR Units and all managers

- HR units to be repositioned to have a strategic outlook of employment equity issues

Affirmative Action Measures in terms of the Employment Equity Act

Departmental affirmative action measures must seek to-

- identify and eliminate the employment barriers, including unfair discrimination, which adversely affect people from designated groups
- make sure that diversity in the workplace is based on equal dignity and respect of all people
- This will be achieved through:

- ensuring equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce and
- retaining and developing people from designated groups and implement appropriate training measures, in terms of the Skills Development Act, 1998 (Act No 97 of 1998).
- In ensuring fair labour practice, no employee shall lose his/her job or be demoted to achieve affirmative action. Affirmative action shall not be part of a decision where restructuring or retrenchment is inevitable.
- Affirmative action shall be limited to the stated objectives and may not result in any workplace transformation and organisational change.

4.6 Monitoring and Evaluation (M&E)

The new monitoring and evaluation system in the Department will align with the new developments in the Presidency with regard to planning and monitoring and evaluation. The shift towards an outcomes based planning approach is central to this. The Department is in the process of developing a M&E strategy, processes and structure that will provide for its needs to ensure that relevant management information is available to improve decision-making within the organisation.

The quarterly progress reviews have helped to improve the planning framework implemented by the Department. The use of metrics for managing the operational environment is a key principle that was developed through the turnaround programme in the Department and the expansion of this concept to more products and services will be strengthened through key committee structures such as OPSCO (Operations Committee). Attendance of OPSCO meetings has also been strengthened by the attendance of chief directors and zone managers at selected meetings. It is currently chaired by the Director-General and the relevant Deputy Directors-General (DDGs) attend.

More emphasis will also be placed on improving performance management in the organisation. The verification of performance information by the Internal Audit and M&E unit in the Department on a quarterly and annual basis is in line with the initiative from National Treasury to ensure that the tax payer gets value for money. The Department will also implement an online reporting tool during the 2010/11 financial year that will simplify the process of monthly and quarterly reporting and ensure better alignment between individual and organisational performance management. The reporting tool will also include a dashboard functionality to allow managers to manage their business more effectively.

PART : FIVE

Tables, Key Stakeholders,
Contact Details and Key Definitions



Building the New Home Affairs

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5.2 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 8 below:

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 customary 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 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

5.3 Contact Details: Department of Home Affairs (DHA), Republic of South Africa

Ministry

Minister: Dr N C Dlamini Zuma				
Pretoria	Private Bag X741 Pretoria 0001	2nd Floor Executive Block Corner Maggs and Petroleum Street Waltloo Pretoria	[t] +27(0)12 810 8099	[f] +27(0)12 323 3716
Cape Town	Private Bag X9102 Cape Town 8000	8th Floor, Room 810 120 Plein Street	[t] +27(0)21 465 3456/7	[f] +27(0)21 461 4191

Deputy Ministry

Minister: Mr. M.K.N Gigaba				
Pretoria	Private Bag X741 Pretoria 0001	2nd Floor Executive Block Corner Maggs and Petroleum Street Waltloo Pretoria	[t] +27(0)12 810 8081	[f] +27(0)12 321 6491
Cape Town	Private Bag X9102 Cape Town 8000	8th Floor, Room 840 120 Plein Street	[t] +27(0)21 465 3456/7	[f] +27(0)21 461 4191

Director-General

Director General: Mr. Mavuso Msimang				
Pretoria	Private Bag X114 Pretoria 0001	2 nd Floor Executive Block South Corner Maggs and Petroleum Street Waltloo Pretoria	[t] +27(0)12 810 8911	[f] +27(0)12 810 7307
Cape Town	Private Bag X9102 Cape Town 8000	8th Floor, Room 810 120 Plein Street	[t] +27(0)21 465 5012 or 465 2477	[f] +27(0)21 461 2708

Policy and Strategic Planning

Head : Dr J.Carneson				
Pretoria	Private Bag X114 Pretoria 0001	1 st Floor Executive Block South Corner Maggs and Petroleum Street Waltloo Pretoria	[t] +27(0)12 810 8012/3	[f] +27(0)12 810 7133

Client Contact Centre

Mr Hennie Meyer				
Pretoria	Private Bag X114 Pretoria 0001	Operational Block Corner Maggs and Petroleum Street Waltloo Pretoria	[t] 0800 601190	[f] +27(0)12 810 7567

5.4 Key Definitions

Adjudication Committee	Panel of persons deciding on the merit of refugee applications
ALO	Airline Liaison Officer: SA Officials placed at key airports abroad to assist with immigration matters
APP	Advance Passenger Processing System enabling the processing of passenger information in advance before they reach SA
BACM	Access governed by fingerprint identification
Coaching Clinics	Workshops during which expertise can be exchanged and official needing assistance can be coached by HR practitioners
Conversations	Training interventions to enhance leadership skills
DRS	Back-up system to prevent loss of data in case of a disaster and to allow for continuation of services
DHA Qualification	Formal one year training at the DHA Learning Centre leading to a recognised DHA Qualification in the field of Civics or Immigration or Refugee Affairs
Duplicates:	Duplication of information on the NPR in terms of either one person having more than one ID number on the NPR or two different persons sharing the same ID number on the NPR
Economic migrants	“Refugees” moving to SA due to economic reasons (to better their own economic position)
Enabling documents	Documents enabling incumbents to access rights and fulfil certain obligations, e.g. an Identity Document
FIFA guarantees	Undertakings by SA government pertaining to FIFA members during the soccer world cup in June 2010 in SA. Deals with entry and exit permits for FIFA family and spectators, work permits for FIFA family, immigration and check-in procedures and IT solutions for safe entry and exit at ports of entry
HANIS	Home Affairs National Identification System: Database containing personal identifying data (e.g. fingerprints)

HANIS re-alignment	Enhancement of HANIS to improve data integrity and enable faster processing of Department's services
Live capture:	Process of capturing fingerprints directly onto the AFIS system by means of an electronic device (fingerprint reader)
LRB: Late Registration of Births:	All births registered beyond the period of 30 days after birth are classified as late registrations of birth
Machine Readable Passports	Passports of which the particulars can be "read" directly by a passport reading machine at a port of entry
Nationality verification	Process as part of LRB to make sure if the nationality claimed by the applicant is true
NPR	Database containing personal particulars of SA citizens and Permanent Residents
NPR Data Clean-up	Removal of incorrect data from the NPR
Photo digitisation:	Process by which photos are directly scanned onto the ID (Identity Document)
Real time movement control system	End point capturing of foreigners' movements that reflects immediately on the MCS mainframe
Refugee Reception Office	Centre where asylum seekers can apply for refugee status
Risk based methodology:	Methodology enabling IMS to manage immigration in such a way that risks are minimised and benefits to SA are maximised
Service delivery points	Locations where DHA renders a service, e.g. offices, Thusong Centres, Hospitals, Mobile Trucks
Service Delivery Standards	The standard of service delivery that can be expected from DHA by its customers
System integration	Linking of various DHA as well as other departments' systems to enable transversal access to information
Vetting	Security screening of officials

