



strategic plan

2006/07 - 2008/09



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA



home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

Strategic Plan

2006/07-2008/09

Incorporating a 5 year strategic outlook, 3 year medium term
planning
and 1 year detailed planning

April 2006

Prepared by the Chief Directorate: Strategic & Executive Support Services,
Office of the Director-General
Department of Home Affairs, Cnr Petroleum and Maggs Street, Waltloo, Pretoria
Copyright: Department of Home Affairs
ISBN:

strategic plan 2006/07 - 2008/09

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



It is my privilege to present the sixth strategic plan of the Department of Home Affairs. The premise of our plan of work is based on our understanding that service delivery should be about human rights. In its functioning, the work of the Department of Home Affairs should therefore be a paramount pillar to Government's ability to fulfil these human rights. It is for this reason, that in line with Government's plan for the second decade of freedom, the Department has mapped out its role in contributing towards the fight against poverty and the creation of a better life for all.

We have used our previous strategic planning workshops to build on the progress we have made in addressing some of our organisational weaknesses that have been a hindrance to the fulfilment of its overarching objective. Our review had noted fundamental progress in the transformation of our organisation and its policy framework, but has also lamented some level of tardiness in the completion of all our targets for the previous year.

There are a number of highlights and achievements that we can build on from the previous strategic plan and some of them still need to be consolidated throughout the period of the MTEF.

As we continue to reposition immigration policy and activities of the National Immigration Branch (NIB), we finalised the Immigration Regulations and have now publicised the determinations regarding quota work permits. This and other policy initiatives will form an important basis for shaping the role of immigration management in realising the macro priorities of Government. One key area of participation that will benefit from these policies will be the Joint Initiatives for Priority Skills Acquisition (JIPSA) launched by the Presidency recently.

We have finally added to the number of mobile offices that have been deployed to the provinces to provide services to remote rural areas. Currently all provinces have an allocation of these mobile units. We have established a strong leadership and strategic vision for our work. The Department has furthermore restructured its organisational machinery to be best suited for our mandate and focus.

We have also succeeded in increasing our representation through transferred officials in foreign missions, and the need therefore to continue with the specific focus on deployments within Africa.

This year we remain well on course to finalise the population of the Automated Fingerprint Identification System (AFIS) which is an integral part to our finalisation of the Home Affairs National Identification System (HANIS).

The key priorities for the coming year, as identified in this strategic plan, are meant to build on this progress, but also address some of the limitations observed during the previous year.

If we are to succeed in our quest to improve service delivery we

need to re-organise and adequately capacitate the branch of civic services. The vast scope and functions of this branch, coupled with its outdated operating procedures, is directly responsible for the service delivery problems we are encountering at all levels.

We have recognised that the Department of Home Affairs requires a service delivery improvement module that covers our entire organisation from issues of capacity, systems, staff development, customer relations, infrastructure and technology. Although work is being done in different units, we do not have a sense of how it is all integrated towards the improvement of service delivery in the entire organisation.

We shall also finalise a tool to review the organisational performance of the Department and most importantly implement a system to ensure that all our managers take responsibility for poor performance

A review of both our capacity and procedures with regard to admissions is necessary if we are to improve levels of efficiency at ports of entry. All outstanding issues emerging from the launch of the NIB in this regard will also need to be finalised and implemented.

The introduction of a 24-hour service at all our major ports of entry is essential. We also have greater responsibility as current conveners of the Border Control Operational Coordinating Committee (BCOCC) to ensure that beyond our own line functions, an effective border control strategy is developed. There is also a real need for the BCOCC to prioritise some of the urgent tasks in the improvement of border control, and one such priority should be the need to revamp the infrastructure at our ports of entry. We need to ensure the proper

capacitation and functioning of all ports of entry. This is particularly going to be key in the light of the growing international responsibilities of our country that have stimulated growth in the volumes of people who visit our country. Specifically, we need to inculcate this plan as part of the country's preparation to host the 2010 FIFA world cup and similar upcoming international events.

We have done very well indeed to establish a leadership core within the Department, particularly at Head Office, but we still have serious capacity problems both in capital and human resource terms. We need to move with speed, during this year, in providing the necessary capacity in provinces in order to proceed with the decentralisation of some of the administrative functions that should be devolved to provinces. We also need to finalise the implementation of our plan to professionalise the organisational establishment of the Department.

Understandably, therefore, the filling of the outstanding posts and the training of staff at operational level, particularly those of immigration officers should be a key priority for the coming year.

Key amongst technology is to ensure the finalisation of the Electronic Document Management System (EDMS) project, the Smart ID card as well as the Refugee Smart Card. In the same vein, we shall ensure that a track and trace system for applications is developed in the short term while we are looking at a strategy, in longer term, to improve civic services systems.

The finalisation of the implementation plan emerging from the Council for Scientific and Industrial Research (CSIR) investigation is also paramount to the improvement of our service delivery. We need to ensure that we have adequately equipped offices to reduce the amount of inconveniences suffered by our clients

when accessing services. In this regard, we shall also add on the number of model offices by ensuring that at least one is built in each province.

We have sent a clear message through our campaigns and programmes that we care about the people we serve and that we are genuinely concerned with the quality of service we render to them. The year 2006 will be used to ensure greater impact. We simply do not have an option not to succeed, for the lives of many South Africans depend on the success of this plan.



N Mapisa-Nqakula
Minister Of Home Affairs

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



Our challenges are our burden and responsibility!

Quite often a question is asked, "Will Home Affairs ever change?" It would seem that the Department of Home Affairs is besieged with challenges we are incapable of solving. They relate to the quality of service, compliance with Batho Pele, professionalism, weak and disintegrated systems and processes, corruption, lack of capacity and an endless list of other problems people come across in their daily interaction with our Department. Sometimes a sympathetic observer may even formulate conspiracy theories when flooded with as fierce a barrage of problems and blunders as we at Home Affairs often have to deal with. Everybody wonders, including ourselves, will we ever get it right!

Frankly, I believe that we are getting it right, everyday. Gradually, step-by-step, and despite our challenges, we are succeeding to turn around this Department that had suffered from inertia for years after the advent of the democratic dispensation. In this enormous task, we are confronted by twin challenges. It is nigh impossible just at once to transform a Department as huge as ours, with an entrenched culture of poor service delivery; and our people's expectations and demands cannot, and must surely

not, wait until we have achieved the goal of transforming our Department completely.

We must pursue both the tasks of transformation as well as service delivery at the same time. That is precisely what we are trying to do, amidst enormous pressure and a mountain of challenges. We are both impatient for speedy change ourselves and careful that we should not so hasten in what we are trying to accomplish that we end up creating weak and poor solutions. We have accepted that the challenge we face is mountainous and involves solving issues that ought to have been solved during the first decade of democracy. We have taken to our tasks with a profound sense of mission and an unyielding zeal to succeed in that mission. We expect of our people that they will continue to raise the bar of their demands and expectations of what we ought to be delivering to them, by obligation. We derive pleasure in having to fulfil our commitments and meet our challenges.

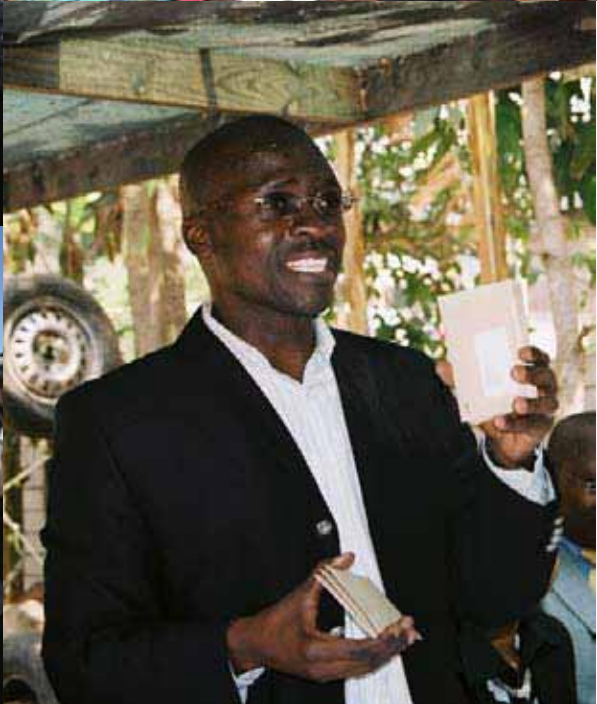
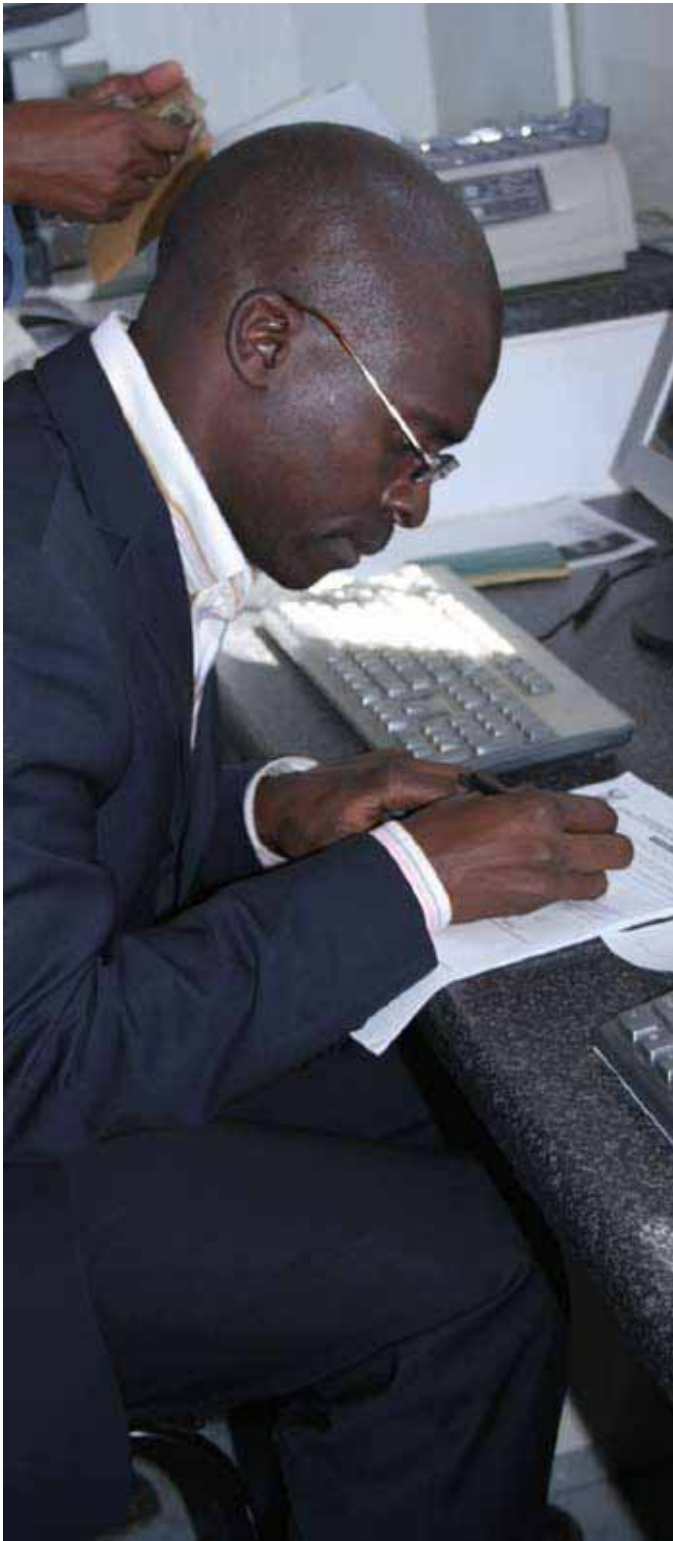
I am absolutely convinced that the leadership, management and staff of the Department of Home Affairs are committed to their responsibilities, bar a tiny minority of those that we continue to weed out. We have high expectations of those that bear the names of public servants of the democratic State and officials of Home Affairs, and have placed high standards before them. We are confident that the majority of our officials are committed to serving the people of South Africa with diligence, consistent with the highest service delivery standards. We are certain that had this not been the case, the essential services that we render to the people of South Africa would have collapsed.

The plans contained in this Strategy Plan are pragmatic and re-

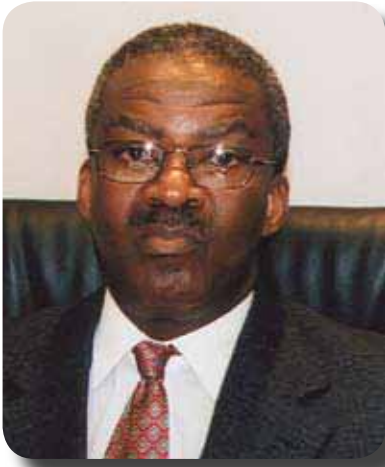
flect our impatience for change and a vision of that change. In the fullness of time, we shall emerge victorious.

A handwritten signature in black ink, appearing to read 'Malusi Gigaba'.

**Malusi Gigaba, MP
Deputy Minister**



PREFACE BY Mr M J MAQUETUKA, DIRECTOR-GENERAL OF HOME AFFAIRS



It is the second time since my ascendance to the throne of Director-General of the Department of Home Affairs that I have to write this preface. I am therefore grateful that I can announce that the past financial year has seen the DHA concentrating on the implementation of a number of initiatives embodied in our Turn-around Strategy and in our Strategic Plans. All of these strategies are aimed at improving the delivery service mechanisms of the Department.

We recognise the fact that we have a fundamental role in ensuring that the people of South Africa are provided with enabling documents in order for them to access other government services.

Much progress has been made in the implementation of the Home Affairs National Identification Systems (HANIS); for example in:

- ▶ Automated Fingerprint Identification System (AFIS), including The Back Record Conversion (BRC) project
- ▶ Electronic linking of all DHA offices
- ▶ Smart ID Cards.

In our support of the local government elections we supported

the IEC with the delivery of uncollected Identity documents to the better part of our citizens, working in partnership with the South African Post Office. Our staff in all our offices, nationally, worked extra hours to deliver this vital service.

Since August 2005 we embarked on a project to deal with the refugee backlog which resulted in us constructing modern Refugee Reception Centers in all the four major provinces where we process asylum seekers: these Centres are in Johannesburg, Cape Town, Port Elizabeth and Durban.

There are many challenges facing the Department, notwithstanding the progress we are making, and these are challenges which will be with us for some time. However, we are resolved to face and solve such challenges. To cite but a few – corruption, insufficient skills, competency and capacity, and efficient monitoring and evaluation.

One essential measure is to continue taking steps that enable the Department to systematically root out pockets of corruption.

During our preparation for this Strategic Plan we identified Capacity, Infrastructure and Systems to be the core critical challenges that we shall be confronting during the period under review.

This Strategic Plan for the period 2006/07 to 2008/09 focuses on nine (9) strategic objectives in which the previous critical intervention areas are embedded. It seeks to address, in particular, the challenges related to the transformation of the Civic Services Branch; revisiting the organisational model of the Department; managing the immigration function in line with the

Government's programme of AS-GISA and JIPSA, and combating corruption.

The key to the transformation of the Department of Home Affairs is the rendering of a professional service, and forging partnership with other stakeholders. This is being done in the spirit of *Batho Pele*.

We strive to be a Caring, Compassionate and Responsive organisation.

A handwritten signature in black ink, appearing to read 'Mzuvukile Jeff Maquetuka'. The signature is fluid and cursive.

Mzuvukile Jeff Maquetuka

**Director-General
Department of Home Affairs**

DIRECTOR-GENERAL AND DEPUTY DIRECTORS-GENERAL OF HOME AFFAIRS



**Mr. MJ Maqetuka
Director-General**



**Mr. PK Nkambule
CFO**



**Mr. JR Chavalala
Civic Services**



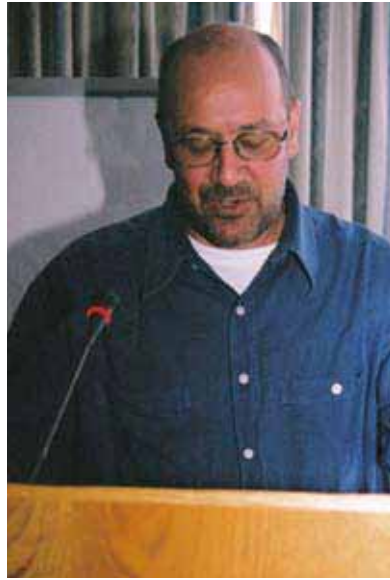
**Ms. T Cele
Service Delivery**



**Ms. O Diseko
Corporate Services**



**Mr. K Hlahla
GITO**



**STRATEGIC PLANNING WORKSHOP
2006/7 TO 2008/9**



Table of Contents

PART 1: SETTING THE SCENE	14
1. Introduction	14
PART 2: BUSINESS DEFINITION	14
2. Mandates	14
2.1 Civic Services.....	14
2.2. Immigration	15
2.3 Other Mandates	15
2.4 Vision.....	16
2.5 Mission	16
2.6 Mission Success Factors	16
2.7 Corporate Value System	17
2.8 Core Functions	17
2.9 Key Stakeholders	18
2.10 DHA STRATEGIC DELIVERY MODEL	19
2.11 Organisational Structure	20
2.12 Departmental Programmes	22
2.13 Multi year projections	23
PART 3: FIVE YEAR STRATEGIC OUTLOOK	26
3.1 Introduction	26
3.2 Aligning Home Affairs with Governmental Strategic Objectives	26
PART 4: STRATEGIC CHANGE PLAN (ONE AND THREE YEAR PLANNING)	29
4.1. Introduction	29
4.2. Strategic Objectives for the Department of Home Affairs.....	31
Strategic Objective 1: Develop and implement an organisational model that ensures that the Department has people in the correct places, with the requisite capacity and capabilities, to enable it to meet its mandate.	31
Strategic Objective 2: Provide a service to all clients that reflects and institutionalises the principles of Batho Pele	34
Strategic Objective 3: Provide credible, secure and accurate enabling documents to all who are entitled.....	36
Strategic Objective 4: Manage and maintain the integrity of the National Population Register (NPR).....	36
Strategic Objective 5: Manage and maintain all records associated with enabling documentation .	36
Strategic Objective 6: Manage the immigration function at ports of entry and participate in protecting the integrity of South Africa’s borders (internally and at POEs).....	37
Strategic Objective 7: Manage immigration and refugee affairs in a manner based on human rights principles	38
Strategic Objective 8: Eradicate and combat corruption to protect the integrity of the Department.	39
Strategic Objective 9: Effectively contribute to intergovernmental and international initiatives in pursuit of national objectives as well as with other institutions of interest.....	40
4.3 Programme and sub-programme plans.....	41
4.4 Corporatisation of Government Printing Works (GPW)	42
5 Summary	43

ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Treatment
ASGISA	Accelerated and Shared Growth Initiative for South Africa
AU	African Union
BCOCC	Border Control Operational Coordinating Committee
CD: COM	Chief Director: Communication
CD: GR	Chief Director: Governance Relations
CD: SESS	Chief Director: Strategic and Executive Support Services
COO	Chief Operating Officer
CFO	Chief Financial Officer
CSC	Client Service Centre
CSIR	Council for Scientific and Industrial Research
DDG: CoS	Deputy Director-General: Corporate Services
DDG: CS	Deputy Director-General: Civic Services
DDG: NIB	Deputy Director-General: National Immigration Branch
DDG: SD	Deputy Director-General: Service Delivery
DFA	Department of Foreign Affairs
DG	Director-General
DHA	Department of Home Affairs
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industry
EDMS	Electronic Document Management System
FOSAD	Forum of South African Directors-General
G&A	Governance and Administration
GITO	Government Information Technology Officer
GPW	Government Printing Works
HANIS	Home Affairs National Identification System
HANIS DRS	Home Affairs National Identification System Disaster Recovery Site
HIV	Human Immunodeficiency Virus
HR	Human Resources

IBSA	India-Brazil-South Africa
ID	Identity Document
IEC	Independent Electoral Commission
IEDMS	Integrated Electronic Document Management System
IICC	Investigation Information Co-ordinating Committee
IRPS	International Relations Peace and Security
ISRDP	Integrated Sustainable Rural Development Programme
IT	Information Technology
JCPS	Justice Crime Prevention and Security
JIPSA	Joint Initiative for Priority Skills Acquisition
M & E	Monitoring and Evaluation
MAC	Ministerial Advisory Committee
MOU	Memorandum of Understanding
MPCC	Multi-purpose Community Centre
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NEPAD	New Partnership for African Development
NIB	National Immigration Branch
NPR	National Population Register
PFMA	Public Finance Management Act
POE	Port of Entry
R & D	Research and Development
RBP	Results-based planning
RSA	Republic of South Africa
SA	South Africa
SADC	Southern African Development Community
SESS	Strategic and Executive Support Services
SMC	Strategic Management Committee
URS	Urban Renewal Strategy

PART 1: SETTING THE SCENE

1. Introduction

This Strategic Plan covers the MTEF of 2006 – 2009, with the main focus being on the 2006-2007 financial year. At the annual Planning Lekgotla, the Minister, Deputy Minister and the Director General gave direction in respect of strategic priorities, including the way in which the Department should be organised and managed to ensure the effective implementation of the plan. Over a hundred senior managers were present, and they were guided by the following principles in drafting the strategic plan:

- ▶ The plan should be truly strategic and thus should be confined to a limited number of critical strategic objectives.
- ▶ The plan should focus on the transformation of the core business of the Department – Civic Services and Immigration – and the role of all other services in supporting this mandate.
- ▶ Outcomes should be coordinated; timeframes should be realistic and indicators should

be as concrete and measurable as possible.

After intense and enthusiastic deliberations a strategic plan was drafted that is markedly different to previous plans. It incorporates the key elements of the Turnaround Strategy presented to Cabinet in 2004 and the 2005 / 2006 strategic change plan that was subsequently developed.

First and foremost is that the plan is structured around nine high-level strategic objectives, rather than a large number of individual initiatives. The second departure is that plan provides a more systemic and integrated response to the key challenges faced by the Department. In particular, four strategies are foregrounded as being critical in transforming service delivery:

- ▶ Devolution of powers and functions to provinces to enable delivery to happen efficiently and effectively.
- ▶ Widening access to the services provided by the Department through a large-scale

expansion of service delivery points.

- ▶ Implementation of an integrated capacity development plan.
- ▶ Transformation of the systems of the Department, using appropriate technology.

The Department has already committed resources on a large scale to a wide range of projects that support all four of the above strategies. Therefore the current strategic plan indicates how such initiatives will be planned, coordinated and managed so as to ensure effective implementation and integration. Meticulous monitoring and evaluation of the plan will be critical to ensure that synergy is realised and that implementation is on track.

The Department of Home Affairs is committed to establishing itself firmly as a modern, efficient and client focussed public service provider and it is trusted that this plan provides the impetus towards the considered agenda.

PART 2: BUSINESS DEFINITION

2. Mandates

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

2.1 Civic Services

2.1.1 Births, marriages and deaths

- ▶ The Births & Deaths Registration Act, 1992 (Act No 51 of 1992) as amended
- ▶ The Regulations promulgated in terms of the Births and Deaths Registration Act, 1992 as amended
- ▶ Delegations by the Minister in

terms of the Births and Deaths Registration Act, 1992

- ▶ The Marriage Act, 1961 (Act No 25 of 1961)
- ▶ The Regulations promulgated in terms of the Marriage Act, 1961
- ▶ Recognition of Customary Marriages Act, 1998 (Act No 120 of 1998), that came into effect on 15 November 2000
- ▶ The Regulations in terms of the Recognition of Customary Marriages Act, 1998 (Government Gazette No 21700, 1 November 2000) that came into effect on 15 November 2000

2.1.2 Identity documents and identification

- ▶ Identification Act, 1997 (Act No 68 of 1997)

- ▶ The Regulations in terms of the Identification Act, 1997

2.1.3 Citizenship

- ▶ The South African Citizenship Act, 1995 (Act No 88 of 1995) as amended
- ▶ The Regulations in terms of the South African Citizenship Act, 1995 as amended
- ▶ Delegations in terms of Section 22 of the South African Citizenship Act, 1995

2.1.4 Travel documents and passports

- ▶ South African Passports and Travel Documents Act, 1994 (Act No 4 of 1994) as amended
- ▶ South African Passports and Travel Documents Regula-

- › tions, 1996 as amended
- › Machine Readable Passport System Manual

2.2. Immigration

- › The Refugees Act, 1998 (Act No 130 of 1998)
- › The Regulations made in terms of the Refugees Act, 1998
- › The Immigration Act, 2002 (Act No 13 of 2002)
- › The Regulations made in terms of the Immigration Act, 2002
- › The Criminal Procedure Act, 1977 (Act 51 of 1977)
- › The Universal Declaration of Human Rights as adopted by the General Assembly of the United Nations on 15 December 1948

2.3 Other Mandates

- › The Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996)
- › Public Service Act, 1994 (Act No 103 of 1994) as amended
- › The Regulations made in terms of the Public Service Act of 1994, as amended, 2001
- › Delegations in accordance with the Public Service Act, 1994
- › Labour Relations Act, 1996

- › (Act 66 of 1996)
- › Public Finance Management Act, 1999 (Act No 1 of 1999) as amended
- › Employment Equity Act, 1998 (Act No 55 of 1998)
- › Basic Conditions of Employment Act, 1997 (Act No 75 of 1997)
- › Skills Development Act, 1998 (Act No 97 of 1998)
- › Skills Development Levies Act, 1999 (Act No 9 of 1999)
- › South African Qualifications Authorities Act, 1995 (Act No 58 of 1995)
- › Promotion of Access to Information Act, 2000 (Act No 2 of 2000)
- › Exchequer Act, 1975 (Act No 66 of 1975)
- › Public Holidays Act, 1994 (Act No 36 of 1994)
- › Imprint Act, 1993 (Act No 43 of 1993) as amended
- › Film and Publication Act, 1996 (Act No 65 of 1996)
- › Treasury Regulations, 2001 (Government Gazette No 22219 dated 9 April 2001)
- › White Paper on the Transformation of the Public Service, Government Gazette No 1227, 24 November 1995

- › White Paper on Transformation of Public Service Delivery: Batho Pelé (Government Gazette No 18340, October 1997)
- › White Paper on Reconstruction and Development (Government Gazette No 16085, November 1994)
- › White Paper on Public Service Training and Education, July 1997
- › White Paper on Affirmative Action in the Public Service (Government Gazette No 18800, April 1998)
- › White Paper on the Human Resource Management (Government Gazette No 18594, December 1997)
- › White Paper on an Integrated National Disability Strategy, 1997
- › Growth, Employment and Redistribution (GEAR) Strategy, 1996
- › Promotion of Administrative Justice Act, 2000
- › Intergovernmental Relations Framework, Act 15 of 2005

2.4 Vision

The VISION of the Department of Home Affairs:
RENDERING A WORLD-CLASS SERVICE

2.5 Mission

The MISSION of the Department is to:
COMMIT ITSELF AS REQUIRED BY STIPULATED MANDATES TO DETERMINE AND CONFIRM STATUS OF PERSONS BY PROVIDING ENABLING DOCUMENTS IN THE INTEREST OF PROMOTING AND PROTECTING THE NATIONAL INTEGRITY

2.6 Mission Success Factors

In the quest for realising the mission of the Department the following factors have been identified as critical to ensure compliance with stakeholders, customers and staff members' expectations:

**Client focus orientation
Reliable documentation
Quality service
Accessibility of services
Professional staff orientation
Compliance with mandates
Corruption free system
Business process & systems redesign
Change management**

2.7 Corporate Value System

The value system of the Department indicates the difference between right and wrong in the operating environment in accordance with what is personally and socially acceptable. The value system provides fundamental beliefs that influence individual and organisational decision-making and behaviour. The managers and staff members of the Department of Home Affairs consider these values to encompass common and paramount strengths, responsibilities, and opportunities. The elements of the value system of the Department of Home Affairs are:

Ethical Conduct: We live and work in unity with our core values and are responsive in our conduct to our stakeholders and customers who have placed their trust in us to address the many issues that confront us. We value our diverse workforce and create a work environment that is free from prejudice and discrimination. We respect differences among people and ideas. We treat each other and those whom we serve with fairness, dignity, and compassion.

Adaptability: Adaptability reflects the commitment to creativity and innovation, thus enabling adaptation to ever-changing environments and customer requirements. We must be prepared to reallocate our resources and build on our strengths - current and emerging - as we develop a set of objectives and goals that will help us to realise our vision.

Transparency: Transparency is the creation, publication and dissemination of knowledge in an environment where all employees, stakeholders and customers are viewed as interrelated parts of a holistic organisation system.

Professionalism: We exemplify the highest standard of dedication, trust, co-operation, pride and courtesy in the work environment. Not only do we value professionalism as an integral part of service delivery, but also as the spark that engages our staff members and informs and enhances our stakeholders and customers, locally and world-wide.

Accountability: We excel as responsible stewards of taxpayer's resources. We strive to improve our performance and have an obligation to respond to the expectations placed upon us by stakeholders and customers. These expectations include inclusiveness of access and the quality of service delivery.

Productivity: We will increase our value to all stakeholders and customers to the extent that we set priorities and make the difficult choices that will lead to the enhancement of service delivery. It implies active and enthusiastic involvement of both management and staff members in the rendering of world-class service.

These values are not abstractions; rather, they operate at several discernible levels, including the theoretical and the applied. They serve as a framework on which to build the future and strengthen current actions. Change management within the Department is also an important project of the turnaround of the Department.

2.8 Core Functions

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

The core functions include the following key services:

2.8.1 Civic Services

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

2.8.2 Immigration

- ▶ Admissions
- ▶ Inspectorate
- ▶ Refugee affairs
- ▶ Information co-ordination
- ▶ Policy directives
- ▶ Counter-xenophobia

2.9 Key Stakeholders

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

Table 1: Key stakeholders

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 raw resources to the DHA	Effective and efficient execution of functions
Alliances	Form partnerships to improve service delivery	Effective and efficient execution of functions
DHA staff members	Responsible for creating products and services to meet customer requirements	Sufficient allocated resources and a decent working environment
Foreign visitors	Foreigners visiting the country on a temporary basis including tourists, business fraternity, etc.	Effective and efficient admission and departure as well as processing of applications.
International community	Bi-lateral and multi-lateral interaction, consultation and co-operation with regard to common interest and forming of relationships.	Mutually beneficial international relationships.

2.10 DHA STRATEGIC DELIVERY MODEL

Background and Purpose of the Model

The Model emerged from the strategic planning process that was initiated at the strategic planning workshop of 23 – 25 March 2006. The Model relates critical elements of the strategic plan in respect of what must be done to radically change the way services are delivered by the DHA over the next 5 years.

Three closely linked strategies and programmes are foregrounded in the plan as being critical in transforming service delivery:

- ▶ **A programme of devolution of powers and functions to provinces** to enable delivery to happen efficiently and effectively, which will take place in phases as the capacity of the provinces is developed. This is closely related to the programme of widening access to the services provided by the Department through a large-scale expansion of service delivery points and supporting infrastructure. Infrastructure is defined as all that is required to support delivery, including processes, systems and physical plant such as buildings.
- ▶ **A programme for implementing an integrated capacity development plan.** The heart of this programme is a clear set of priorities for developing human resources and the necessary infrastructure that enable services to be delivered. Most priority interventions will involve an integrated response by several business units.

- ▶ **Transformation of the systems** of the Department, using appropriate technology. There are two critical dimensions: the “soft” side of transforming systems, such as building human capacities and changing management processes; and the “hard” side that involves providing enabling technology.

The main purpose of the Strategic Delivery Model is to provide a conceptual framework for integrated planning over the next five-years, in order to ensure the success of the strategies outlined above.

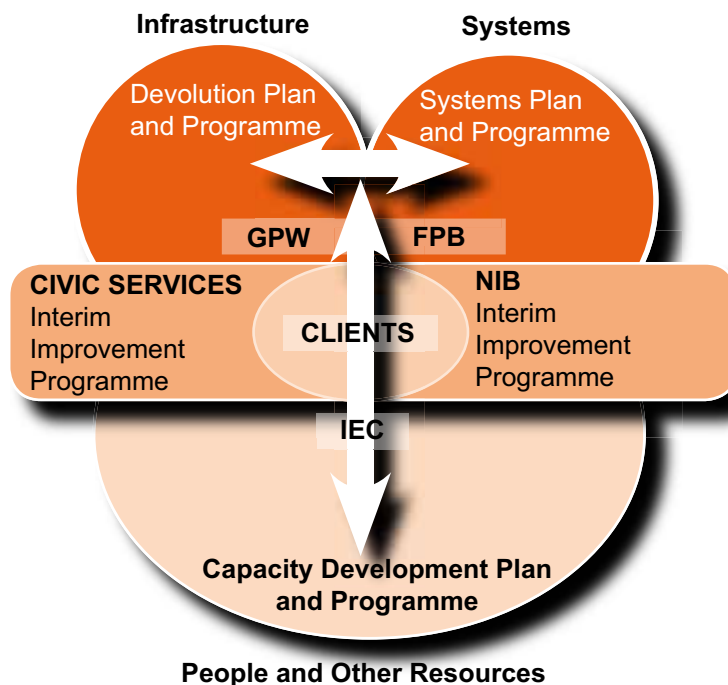


Figure 1: DHA STRATEGIC DELIVERY MODEL: 2006/07 – 2011/12

2.11 Organisational Structure

As an organisation with diverse mandates and functions, the Department's mission is carried out by a number of organisational units, provincial offices and foreign missions. Service delivery is brought to customers through a network of provincial/district offices and service points, mobile units as well as offices abroad. The Department's strategic plan demonstrates how these diverse, crosscutting functions are integrated and linked to support the goals of the Department.

Critical policy developments in progress in the Department, notably the enactment of the Immigration Act, e-governance and the implementation of Home Affairs National Identification System (HANIS), have necessitated the fundamental redesign of the departmental organisational structure and business processes. Since function should always precede structure it is necessary to ensure throughout that the departmental organogram remains aligned with operational needs. Consequently, the DHA structure is dynamic and should throughout reflect the changing nature of the organisation. Alignments are made to the structure through extensive consultation with various role-players. The Head Office and Provincial structures have been approved. The current approved structure of the Department is indicated on page 21.

In terms of the new organogram, the Department will be structured into six (6) Branches namely:-

- ▶ Branch Information Services (GITO)
- ▶ Branch Corporate Services
- ▶ Branch National Immigration
- ▶ Branch Civic Services
- ▶ Finance and Supply Chain Management
- ▶ Chief Operations Officer

The revision of the personnel establishment in terms of the new structure is dependent on the human resource initiative of "Professionalising the Department" and as soon as it has been approved an integrated establishment review will be phased in within the MTEF period.

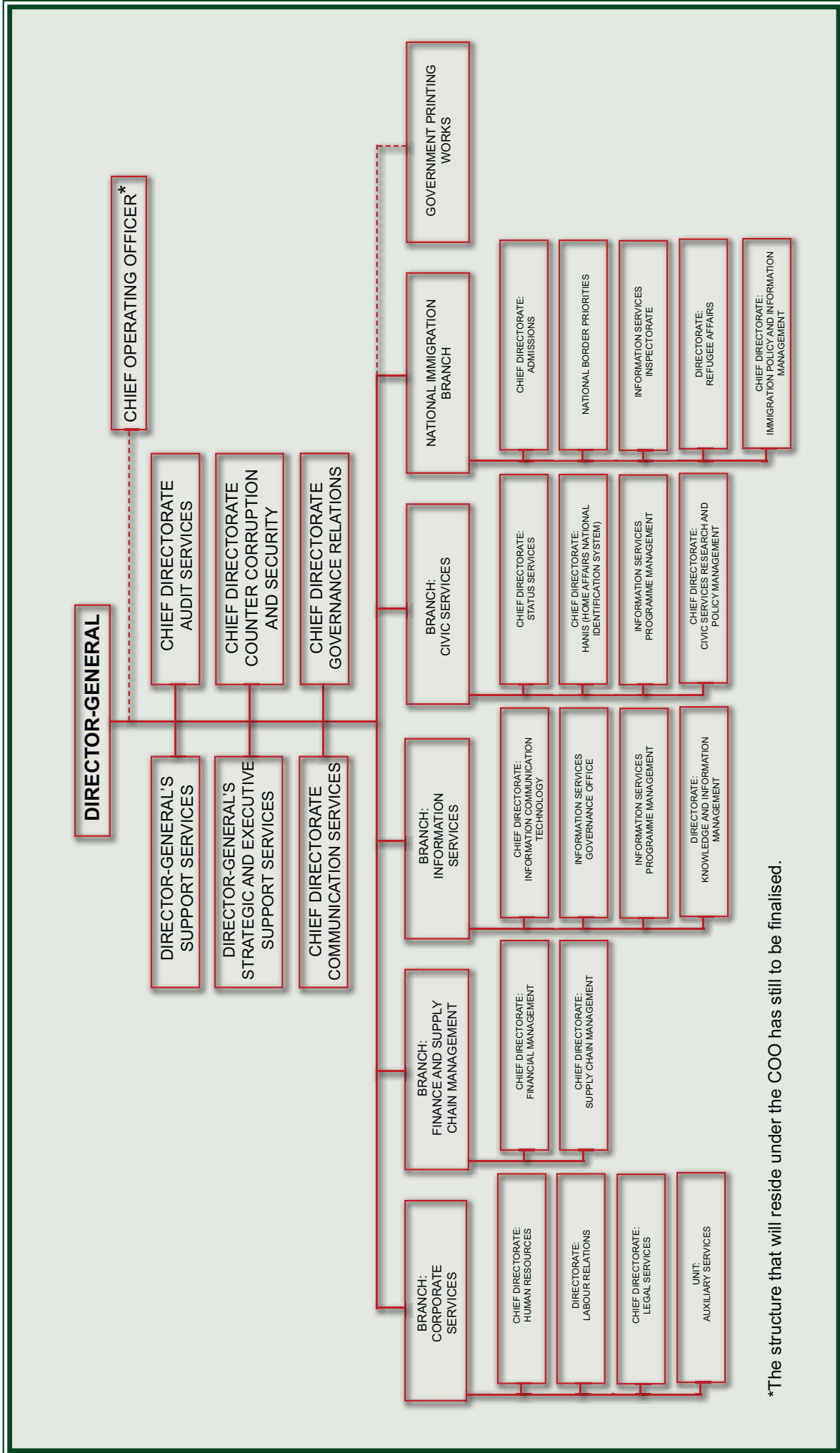
The Branch Service Delivery was abolished during the structural review process. The post of Chief Operations Officer (COO) will be created.

The COO will be responsible for the following:*

- ▶ Chief Directorate: Audit Services
- ▶ Chief Directorate: Communication Services
- ▶ Chief Directorate: Counter Corruption and Security
- ▶ Chief Directorate: Governance Relations
- ▶ Provincial Managers
- ▶ Unit: Operational Client Service Centre.

*The structure that will reside under the COO has still to be finalised.

DEPARTMENT OF HOME AFFAIRS APPROVED ORGANISATIONAL STRUCTURE MARCH 2006



*The structure that will reside under the COO has still to be finalised.

2.12 Departmental Programmes

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

The departmental budget is structured into three programmes. The previous programme structure of four programmes was reduced to three programmes with effect from 1 April 2005. The Department's standing objectives, encompassed with this Plan, will be resourced and accomplished through these programmes.

2.12.1 Programme 1: Administration

Administration conducts the overall management, administration and information systems support for the Department. The programme provides for policy formulation by the Minister, Deputy Minister and the Department's senior management. Other functions include: organising the Department; providing centralised administrative, legal and office support services; managing departmental personnel and financial administration; determining working methods and procedures; and exercising control through Head Office.

2.12.2 Programme 2: Delivery of Services

Delivery of Services was formed by combining the previous Services to Citizens and Immigration programmes since there is such a close relationship between the two kinds of service. The new programme delivers the Department's core services, using provincial office infrastructure, mobile units, client service centre, multi-purpose centres, border posts, refugee reception centres and foreign offices. The programme provides services to citizens by granting rights and powers to members of the population, and dealing with travel and passport matters, citizenship and population registration. It also controls immigration according to South Africa's skills and investment needs, and controls visitors who enter the country temporarily.

The programme comprises seven subprogrammes:

- ▶ Travel Documents and Citizenship issues passports and other travel documents; provides financial assistance to citizens abroad; and determines and grants citizenship and its forfeiture.
- ▶ Population Register maintains a register of citizens and immigrants who have acquired the right to permanent residence, as well as registers births, deaths and marriages.
- ▶ Service Delivery develops systems for improving the Department's service delivery.
- ▶ Admissions issues temporary and permanent residence permits.
- ▶ Immigration Control deals with the deportation of illegal immigrants.
- ▶ Refugee Affairs is tasked with the administration

of refugees and asylum seekers.

- ▶ Board and Committees consider all the appeals made against the decisions of the Standing Committee for Refugee Affairs.

2.12.3 Programme 3: Auxiliary and Associated Services

The main function of Auxiliary and Associated Services is to fund the Film and Publication Board, the Government Printing Works and the Independent Electoral Commission. Expenditure for departmental vehicles and capital works is also included in this programme.

- ▶ Film and Publication Board funds the classification work of the Film and Publication Board and the Film and Publication Review Board.
- ▶ Government Printing Works provides for the augmentation of the Government Printing Works Trading Account for supplying printing and stationery to Government.
- ▶ Government Motor Transport funds the purchase of vehicles for departmental use, as well as allocations under the subsidised motor transport scheme.
- ▶ Independent Electoral Commission (IEC) provides for the establishment and composition of the IEC to manage elections and referendums, and makes provision for the establishment of an electoral court, in terms of the Independent Electoral Commission Act (1996).
- ▶ Property Management manages the properties occupied by the Department.

2.13 Multi year projections

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

2.13.1 Programme Purpose and Measurable Objectives

EXPENDITURE ESTIMATES AND MEASURABLE OBJECTIVES			2006/07	2007/08	2008/09
			R'000	R'000	R'000
Administration			491 210	516 497	578 173
Purpose:	Provide for the overall management of the Department and provide information systems support to line functions	Current	445 704	485 622	543 065
		Capital	45 506	30 875	35 108
Delivery of Services			1 712 400	1 898 017	2 099 949
Purpose:	Deliver core services of the Department through the provision of services to citizens by granting rights and powers to members of the population, and control immigration according to South Africa's skills and investment needs	Current	1 287 236	1 379 867	1 594 642
		Capital	425 164	518 150	505 307
Measurable Objective:	Grant specified rights and citizenship to eligible persons by issuing valid documents within the targeted delivery period and control the immigration of various categories of foreigners into and out of the country within the prescribed delivery targets				
Auxiliary and Associated Services			596 795	639 286	1064 463
Purpose:	Provide support to the Film and Publication Board, Government Printing Works and Independent Electoral Commission (IEC). Provide for the upgrading and maintaining buildings and accommodation. Purchase vehicles for departmental use	Current	472 577	565 684	987 430
		Capital	124 218	73 602	77 033
Measurable Objective:	Make timely transfer payments to the Film and Publication Board, Government Printing Works and the Independent Electoral Commission, and provide support services to ensure effective service delivery				
SUB TOTAL		Current	2 205 517	2 431 173	3 125 137
		Capital	594 888	622 627	617 448
TOTAL			2 800 405	3 053 800	3 742 585

2.13.2 Presentation per Programme

Key departmental objectives	2006/07	2007/08	2008/09
	R'000	R'000	R'000
Administration	491 210	516 497	578 173
Delivery of Services	1 712 400	1 898 017	2 099 949
Auxiliary and Associated Services	596 795	639 286	1 064 463
TOTAL	2 800 405	3 053 800	3 742 585

2.13.3 Presentation per Economic Classification

Economic Classification	2006/07	2007/08	2008/09
	R'000	R'000	R'000
Compensation of employees	1 055 481	1 208 866	1 388 007
Goods and services	788 867	781 223	886 755
Interest and rent on land	–	–	–
Financial transaction in assets and liabilities	–	–	–
Unauthorised expenditure	–	–	–
Transfers and subsidies	361 169	441 084	850 375
Purchase of capital assets	594 888	622 627	617 448
TOTAL	2 800 405	3 053 800	3 742 585

2.13.4 Programme allocation for the year ending 31 March 2007

Programme / Subprogramme	2006/07
	R'000
Administration	491 210
Minister	887
Deputy Minister	688
Management	175 572
Corporate Services	188 518
Information Services (GITO)	125 545
Delivery of Services	1 712 400
Travel Documents and Citizenship	40 955
Population Register	607 141
Service Delivery	838 744
Admissions	19 811
Immigration Control	188 674
Refugee Affairs	4 836
Boards and Committees	12 239
Auxiliary and Associated Services	596 795
Film and Publication Board	7 233
Government Printing Works	200
Government Motor Transport	19 305
Independent Electoral Commission	350 000
Property Management	220 057
Total	2 800 405

2.13.5 Expenditure trends

Expenditure grew rapidly between 2002/03 and 2005/06, increasing from R1, 4 billion to R3,1 billion, an average annual increase of 29,7 per cent. It is expected to rise at a lower average annual rate of 6,3 per cent over the 2006 MTEF, reaching R3,7 billion by 2008/09. The increase in 2005/06 is mainly due to large increases in transfers to the IEC for the local government elections as well as due to filling vacant posts. The large increase in expenditure in 2003/04 is also due to transfers to the IEC.

Over the 2006 MTEF, expenditure on compensa-

tion of employees, on average 35,4 per cent of the Department's budget, is expected to grow strongly again, at an average annual rate of 18 per cent, as the Department expands its capacity.

In the 2006 Budget, the Department received additional allocations of R173,1 million for 2006/07, R233,8 million for 2007/08 and R781,6 million for 2008/09. The funds have been allocated as follows for these years respectively: IEC – R18 million, R30 million and R420 million; capacity (including costs for the filling of posts and lease accommodation) – the Department of Public Works R95,1 million, R103,8 million and R111,6 million.

PART 3: FIVE YEAR STRATEGIC OUTLOOK

3.1 Introduction

In an effort to obtain greater alignment between the budgetary cycle (MTEF - Medium Term Expenditure Framework), the strategic planning cycle (MTSF - Medium Term Strategic Framework) and the 5-year electoral cycle (5 year election mandate of government as reflected in its programme of action), National Treasury published guidelines incorporating these matters. In the guidelines, National Treasury requested departments to include a five-year strategic posture in their strategic instruments.

The envisaged changes would require amendments to the Public Financial Management Act (PFMA) and the Treasury Regulations. As a result a measure of uncertainty regarding the transitional planning requirements of departments had emerged. Following consultations between DHA and National Treasury, it was resolved to produce a combined document containing: one (1) year detailed planning (Annual Performance Plan), 3 year MTEF related planning and high level 5 year strategic outlook. The one (1) and one to three (1-3) year planning documents were captured in the change plan section of the departmental strategic plan whilst the five (5) year plan focused on the broad goals and objectives of the Department, aligned with the Government Plan of Action, derived from its electoral mandate.

Once the intended new planning framework had been formalised by National Treasury and legislated for, future strategic plans of the Department would be adapted accordingly.

3.2 Aligning Home Affairs with governmental strategic objectives.

The main purpose of this five-year strategic perspective is to align shorter term departmental planning with the national policy objectives of Government as a whole, embodied in its electoral mandate and concretised in the Plan of

Action. The sole purpose of this discussion is to capture these linkages and thereby ensure that they constitute the driving force in all departmental planning and action. The detail hereof is manifested in the three and one year plans as tabulated in the following sections of this document.

Government has clearly outlined the course for the Second Decade of Freedom: New and decisive advances need to be made towards:

- ▶ the further entrenchment of democracy in our country;
- ▶ transforming our country into a genuinely non-racial society;
- ▶ transforming our country into a genuinely non-sexist society;
- ▶ eradicating poverty and underdevelopment, within the context of a thriving and growing First Economy and the successful transformation of the Second Economy;
- ▶ opening the vistas towards the spiritual and material fulfilment of each and every South African;
- ▶ securing the safety and security of all our people;
- ▶ building a strong and efficient democratic state that truly serves the interests of the people; and
- ▶ contributing to the victory of the African Renaissance and the achievement of the goal of a better life for the peoples of Africa and the rest of the world.

These objectives constitute the central architecture of governmental policies and programmes, intended to ensure that South Africa truly belongs to all who live in it, black and white.

Programmes reflected in this interim update include the following: national launch of the Community Development Workers Programme; implementation of the Inter-Governmental Relations Act; Project Consolidate facilitation of public participation; African Peer Review Mechanism country review of South Africa; implementation of the Comprehensive HIV and AIDS plan (97 000 enrolled for

antiretroviral treatment (ART) by October); implementation of the Victim's Charter; and contribution to peace processes in Ivory Coast and the Democratic Republic of the Congo.

The clear strategic objectives of Government for the second decade of freedom that transpired at the January 2006 Cabinet Lekgotla and in this year's State of the Nation Address by the President, provide a succinct framework for ensuring alignment of the DHA with prime governmental policy thrusts and requirements. For the purposes of this discussion these are summarised as: (1) economic growth and development; (2) building the capacity of the state; (3) service delivery improvement; (4) enhancement of social security; (5) countering corruption and promoting security; (6) improving of South Africa's global relations with specific emphasis on Africa and countries of the South and (7) participating in the Integrated Sustainable Rural Development Program (ISRDP) and Urban Renewal Strategy (URS) of Government. In each case the essential elements of departmental planning as they relate to these five governmental objectives are listed.

3.2.1 Economic growth and development

With regard to governmental priorities pertaining to the economic sphere, the Department has set the following broad priority directives for the medium term:

In support of providing the skills needed by the economy, the Department has undertaken the amendment of immigration legislation in order to facilitate the import of scarce skills in the short term (in support of ASGISA). Over the medium term the Department will focus on the overall review of all relevant legislation and policies. An integrated policy framework that will be to the benefit of all citizens and visitors alike will be developed in conjunction with the Department of Trade and Industry.

The Department further aims at contributing to economic development and the increase of the tourist industry by means of facilitating, inter alia, one-stop border posts over the next 3-5 years, thus promoting trans-national economic activity.

In terms of the governmental aim of alleviating poverty and reducing unemployment, the Department will intensify its efforts to ensure the correct registration of all SA citizens by providing them with enabling documents, thus allowing access to the various social and educational services that citizens may be entitled to.

The envisaged introduction of modernised and electronic population identification and verification systems will also distinctly benefit private sector business activities such as banking, insurance and other related industries.

3.2.2 Building the capacity of the state

In terms of its medium to long term planning, the Department is guided by the Government's national priorities for the next decade, as they permeate to and are concretised within the programmes of the five national clusters, (Economic, Social, G&A, JCPS & IRPS), all of which the Department is a member of. Intergovernmental alignment and co-ordination as an important means to build a developmental state is thereby strengthened.

The Department of Home Affairs is key to building the capacity of the state due to the nature of the services it renders. Many vital other Government programmes are dependent on the performance capacity of Home Affairs. These include social security, justice & crime prevention, education, economic transactions and contractual arrangements.

The dynamic building of the DHA's internal capacity in the fields of human resources, infrastructure and technology are therefore critical for good governance in general. These aspects were not only foremost in the departmen-

tal Turnaround Strategy but have also been included in its strategic planning.

The Home Affairs National Identification System (HANIS) is a key pillar of Government's e-government programme and through this system the Department of Home Affairs seeks to create and maintain an integrated biometric database of all citizens and visitors that it deals with. HANIS is a crucially important IT project for Government and is aimed at significantly improving good governance and service delivery.

Related examples are the "Child on-line Registration" at hospitals that has been initiated in partnership with the Provincial Health Departments. This arrangement will remain permanent and will further be rolled-out to other hospitals.

The introduction of a permanent citizens' registration campaign is an affirmation of the Department's will to expand access to the benefits of SA citizenship to all entitled thereto. This includes the opportunity to express the basic constitutional right to vote, therefore, broadening and further institutionalising democracy.

The Department is the custodian of the National Population Register. Protecting its integrity is a national priority as it defines our state- and nationhood. This demands the accurate, secure and reliable recording of population data. Safeguarding the National Population Register (NPR) against corrupt and fraudulent practices is therefore paramount. Departmental programmes such as the current verification of marital status and registration of customary marriages' campaigns aim to uphold the integrity of South African citizenship and promoting the dignity of our people.

3.2.3 Service Delivery Improvement

The thrust of the strategic plan of the DHA focuses on service delivery that is effective, efficient and convenient to our clients. The Department of Home Affairs has the

right vision and mission. The right strategic and business plans as well as policies are in place. The big challenge however is to ensure that these are reflected on the ground.

The Department of Home Affairs identified the need for dedicated capacity to improve service delivery, and created a specific subprogramme, Service Delivery, in the Delivery of Services programme. The main function of the subprogramme is to determine the adequacy of systems and facilities at the interface between departmental staff and clients. Specific interventions include infrastructure and human capacity development to deliver services in the spirit of *Batho Pele*.

Enhancing our service delivery is a strategic driver for the DHA but it is also a strategic imperative. The Department has committed itself in letter and spirit to the principles of *Batho Pele*. It therefore fully participates in the *Batho-Pele Change Management Campaign*, including unannounced site visits, name badges, internal communication within the public service with a national programme to entrench the ethos of *Letsema* and *Vuk'uzenzele*.

Although the reality of chronic understaffing, poor office location, offices in a poor state of repair and inadequately equipped still hampers efforts to meet the requirements of *Batho Pele*, the Department, in conjunction with other role-players, has embarked on a strategic office expansion plan over the medium term to ensure that services are really brought to the people. A scientific study undertaken by the CSIR has been finalised that will guide strategic expansion over the next five to ten years. The introduction of fully-fledged mobile units increasingly enables the Department to render fully-fledged services in deep rural and previously marginalised urban areas.

In line with Government policy directions, we have also been investigating ways and means to

promote 'integrated service delivery', including agency systems, sharing of infrastructure and staff as well as cooperation with other governmental tiers. Not only will rationalisation of scarce state resources benefit from such arrangements, but the public also benefits from accessing a variety of related governmental services under one roof. This initiative will continue over the medium to long term.

3.2.4 Enhancement of social security

The social security of the nation has over the last few years taken prominence on the social sector agenda of Government. Whilst DHA plays a supportive role to departments such as Health and Social Development, it has become increasingly evident that its mandate is important to improving social security and towards poverty alleviation – from issuing enabling documents to citizens eligible to apply for social grants, it has furthermore taken the initiative of introducing on-line registration of births and deaths at hospitals in order for the citizenry to access our services, especially in the ISRDP and URP nodes. DHA's drive to mobilise communities to register in effect begins to restore the dignity of those marginalised from the imbalanced legacy of the past. The Department will continue to play a vital supporting and proactive role in the enhancement of social security.

3.2.5 Countering corruption and promoting security

The DHA mission statement clearly aligns our intention to the governmental priorities of combating crime and corruption. Central to our function is the promotion of the national integrity by ensuring that our services are impenetrable and safeguarded from exploitation by criminals and syndicates. Campaigns on fraudulent births, marriages and deaths together with ongoing modernisation of our systems for security purposes are efforts in this regard. The Counter Corruption and Fraud Prevention Plan seek to address internal manifestations of this phenomenon.

The DHA has also strategically become a more aggressive role player within the Justice Crime Prevention and Security FOSAD Cluster in the integrated fight against crime and corruption. Its involvement is primarily spear-headed by its role in the effective implementation of the new immigration legislation. The protections of our borders as well as the management of foreigners within the RSA are key elements that require strengthened partnerships with other law enforcement agencies. The Department plays an important role in a number of cluster initiatives for the medium to long term, including issues such as upgrading, standardisation and improvement of ports of entry, dealing with fraud, corruption and crime, addressing fragmented enforcement of legislation by departments, and finding a balance between facilitation of cross-border movement of SADC citizens and security needs, assisted by introduction of appropriate technology.

Various role-players are working on an Integrated Implementation Plan that will be presented to Cabinet outlining the action steps, budgets and time frames to neutralise all threats and enhance border control and security. This will provide strategic direction over the medium to long term.

3.2.6 Improving of South Africa's global relations

South Africa has since 1994 emerged as a major player in the international arena. The main focus of its foreign policy is on Africa and countries of the South and reflecting in a wide array of political, social and economic programmes of a multi-national nature. Pertinent examples relating specifically to Home Affairs are economic integration within SADC transpiring inter alia in the need for free movement of people and goods in the sub-continent. This imperative should clearly be reflected in our management of immigration, e.g. the visa regime, border control efficiencies and admission practices. Also, in the sphere of governance, Home Affairs is actively involved in African reconstruction

programmes as is currently the case in the Democratic Republic of Congo. The DHA should be geared to expand its role in this regard. This pertains as well to making significant contributions when requested to do so in regional institutions such as NEPAD, AU, African Parliament, SADC and others.

The chairing of the G-77 adds further importance to South Africa's role in International Relations. Strategic developments resulting in involvement in the IBSA (India-Brazil-SA) forum will further provide direction for the medium to long term.

The 2010 Soccer World Cup Tournament to be hosted in South Africa is indicative of the high standing the country has in the international arena as well as confirmation of the capacity of the country to host events of this magnitude. The hosting of this event will have far reaching implications for South Africa and the African continent in general. In particular, Home Affairs will be presented with major challenges relating to the Soccer World Cup 2010 that will entail the efficient processing of the millions of foreign soccer players and fans.

The Department has set itself the objective of co-ordinating its international relations programmes. This will be achieved by means of capacitating the international relations component in order to face the challenges that lie ahead as well as finalising its international relations strategy. An integral part of this strategy will be the formulation of procedures and guidelines to manage foreign engagement.

3.2.7 Participating in the Integrated Sustainable Rural Development Programme and Urban Renewal Strategy (URS) of Government

Fast tracking growth and development in deeply rural areas and marginalised urban communities is foremost priority of Government. This crucial policy imperative is being operationalised in the Integrated Sustainable Rural De-

velopment Programme (ISRDP) and Urban Renewal Strategy (URS). All government agencies are required to contribute to the successful roll-out of these programmes, plan their contribution with regard to their implementation and report thereupon in their Annual reports.

Home Affairs has committed itself to playing its full role in the realisation of these policy objectives. Therefore, our service delivery improvement initiatives are pertinently focused on the 21 nodal points in which the ISRDP and URS are being rolled out. Our involvement will be further intensified during ensuing years.

Consequently, properly servicing these nodes constitutes a central driver in our Office Expansion Plan, the deployment of our newly developed and fully equipped mobile units as well as our presence at Multi-purpose Community Centres (MPCC's).

PART 4: STRATEGIC CHANGE PLAN (ONE AND THREE YEAR PLANNING)

4.1. Introduction

The Department of Home Affairs held its annual strategic planning workshop from 23 – 25 March 2006. Though good progress had been made in the previous year, many challenges still remain.

One of the core challenges is the need to align the departmental planning cycle with government requisites and in the process ensure proper linkage between strategic planning and budgeting. Due to the incorrect application of the planning cycle the Department had perpetuated the problem of budget planning preceding strategic planning instead of strategic planning informing the budget. The consequence of this was that budgetary constraints severely hampered the execution of strategic objectives thus delaying departmental progress in its quest for world-class service delivery.

The Department has therefore embarked on a route to rectify the situation. As an interim measure, the resulting plan is therefore mainly based on a review and update of the 2005/06 – 2007/08 plan within the confines of the budget. However, critical elements resulting from core governmental direction pointers such as the State of the Nation Address and various others such as Cluster issues for 2006/07, government guidelines and departmental assessments, workshops and directives have been included into the plan. Where necessary reprioritisation was done to ensure that critical issues are addressed.

The outcome of the workshop is a combined document containing one year detailed planning (Annual Performance Plan) and three year MTEF related planning and five year strategic planning.

In order to improve the Department's efforts to respond to its mandate, and in response to National Treasury requirements, the Department underwent an extensive review of its current 5 year strategic plan (2005/06 to 2009/10) in March 2006. Utilising the "results-based" planning methodology, the Department was able to analyse its progress in terms of the previously published Strategic Plan 2005/06 – 2009/10 and develop detailed outputs for the next 3 years. The original document captured the more detailed, lower level objectives of the Department, particularly in relation to its Turn-around Strategy. In this updated plan, the Department reports on higher level objectives and on outputs set for the next 3 years.

It is common knowledge that, despite routine strategic planning on an annual basis, a number of public sector organisations continue to function ineffectively and inefficiently. This has created an ongoing problem of poor and limited service delivery within the public sector in South Africa. One of the main causes of the incapacity of government departments to deliver has been their inability to follow planning with action and implementation. The results-based planning model (RBP) used to develop this strategic plan has enabled the Department to unblock

some of the problems traditionally experienced in planning, and to move ahead with developing detailed outputs which are followed by detailed implementation and action plans for each chief directorate and directorate.

These plans will include the allocation of individual responsibility, budgetary implications and timeframes, as well as built in monitoring and evaluation systems that are focussed on achievement of the outputs.

Results-based planning (RBP) is designed to produce tangible results and ensures that plans are relevant, implementable, and realistic in terms of resources and constraints. RBP ensures that equal emphasis on both planning and implementation, and details what organisations must do each day in order to reach service delivery targets. Monitoring and evaluation is viewed as an integral part of the plan and not as a separate process. The goal of RBP is thus to ensure a direct link between what we plan to do and what we do and how we do it. In this strategic plan we have presented the Department's Strategic Objectives and Outputs. Strategic Objectives are the link between an organisation's mission and outputs (goods and services) and provide a detailed picture of a desired set of outcome. They are achievable and reflect higher level, long-term goals rather than short-term activities or outputs. Outputs are the goods and services we must produce in order to achieve those objectives. Outputs must be achiev-

able and, prioritised in advance to ensure better decision-making in terms of scarce resources. As part of our results based planning process, we have also developed Implementation Plans, Action Plans and Individual Work Plans – these are internal plans, which ensure that aligned strategic planning filters all the way through the organisation, thus making sure that what individuals in the Department are doing each and every day is supportive of what the entire organisation, and Government as a whole, wants to achieve.

Once the ensuing financial year has commenced, the Department will focus on detail planning for 2007/08 onwards, in order to ensure that the financial implications

can inform the MTEF budget requests for 2007/08 onwards, commencing in April 2006.






This following part of the document entails a reconsideration of our business in order to achieve service excellence. Whilst the standing objectives address the sustenance of the ongoing business of the Department in accordance with the programmes of the Department, the objectives provide a framework and focus for the comprehensive and fundamental transformation of the Department in order to ensure compliance with key governmental policy objectives.

4.2. Strategic Objectives for the Department of Home Affairs

Strategic Objective 1: Develop and implement an organisational model that ensures that the Department has people in the correct places, with the requisite capacity and capabilities, to enable it to meet its mandate.

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPO-NSIBILITY
	06/07	07/08	08/09		
An organisational model for the Department approved in respect of: <ul style="list-style-type: none"> ▶ Organisational principles and policies ▶ Structure and functions ▶ Systems and processes ▶ Transformation of DHA 	→			Organisational model approved by Minister	CD: SESS
Civic Services transformed with regard to policies, processes, systems and structure including: <ul style="list-style-type: none"> ▶ Integrated transformation plan ▶ Interim measures to improve quality and turnaround times ▶ Transformed Civic Services fully operational 	→	→	→	Signed-off integrated transformation plan, including interim measures Interim measures implemented to improve quality and turnaround times Transformation project signed off	DDG: CS
Performance driven culture institutionalised	Phase 1	Phase 2	Phase 3	Individual and organisational performance aligned	DDG: CoS
A new effective system for monitoring and evaluation developed and introduced	→			M & E policy and system approved and implemented Uniform performance standards set and service level agreements established where appropriate Quarterly reports based on reliable evidence that assess progress	CD: SESS

Key: → period for 06/07
 → period up to 07/08
 → period up to 08/09

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Information services strategy implemented <ul style="list-style-type: none"> ▶ System reviewed ▶ Requisite IS capacity built ▶ Enhanced systems security and integrity 	  			System reviewed Improved service delivery reported Business strategy enabled Enterprise resource management solution in place	GITO
An integrated capacity development strategy and plan <ul style="list-style-type: none"> ▶ Strategy and plan developed ▶ Medium term plan implemented 	 			Critical capacity developed and enhanced in respect of: <ul style="list-style-type: none"> ▶ Professionalising and improving service delivery ▶ Leadership and management capacity ▶ Skills development ▶ Requisite infrastructure and support systems 	DDG: CoS

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Devolution of support, core functions and powers devolved to Provinces and all offices accelerated <ul style="list-style-type: none"> • Comprehensive devolution plan developed • All delegations reviewed and devolved in phases • Necessary systems in support of devolution established, rolled out in phases and monitored including core functions, finance, HR and asset management 	Phase 1	Phase 2	Phase 3	Plan approved	DDG: SD
	Phase 1	Phase 2	Phase 3	Delegation plan fully implemented	DDG: CoS
	Phase 1	Phase 2	Phase 3	System roll-out plan implemented	DDG: SD
Relevant information and knowledge shared to ensure capacitation of staff and accessibility to accurate information and knowledge	Phase 1	Phase 2	Phase 3	Knowledge assets identified and opportunities created for proper utilisation	GITO
	Phase 1	Phase 2	Phase 3	Availability of information management systems	
	Phase 1	Phase 2	Phase 3	Users capacitated	

Strategic Objective 2: Provide a service to all clients that reflects and institutionalises the principles of *Batho Pele*

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
<p>Service Delivery Improvement Plan in line with <i>Batho Pele</i> principles implemented</p> <ul style="list-style-type: none"> ▶ Service Delivery plan developed ▶ Service Delivery Charter, including <i>Batho Pele</i> principles, approved ▶ <i>Batho Pele</i> standardised across DHA 	→	→	→	<p>Plan developed, approved and implemented</p> <p>Service Delivery Charter approved and disseminated</p> <p><i>Batho Pele</i> standards applied consistently</p>	<p>COO</p> <p>COO</p> <p>ALL MANAGERS</p>
Legal Services provides full support function	→	→	→	Representation of Legal Services in core business of the Department	DDG: CoS
Proactively provide legal support services to the Department and Ministry	→	→	→	<p>Drafting and re-alignment of compliance with and training on legislation</p> <p>Manage legislation and analyse trends and advise on court orders</p>	DDG: CoS
A comprehensive communication strategy developed and implemented that is aligned to the overall departmental needs and the needs of the citizens	→	→	→	<p>Communication channels and mediums used to actively communicate the services of DHA and educate public</p> <p>Appointment of Communication Officers at provincial level</p>	CD: COM

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
<p>Accessibility to DHA service delivery points increased:</p> <ul style="list-style-type: none"> Integrated access plan to utilise government and other access points (e.g. MPCC's, Hospitals, Post Office) developed and implemented in phases Expansion of DHA offices 	Phase 1	Phase 2	Phase 3	<p>Effective deployment achieved in respect of coverage</p> <p>New offices acquired</p>	<p>DDG: CS</p> <p>CFO</p>
<p>Expansion of the Client Service Centre (CSC) to offer service on a 24-hour basis accelerated</p> <ul style="list-style-type: none"> Concept for CSC expansion approved Centre expanded and integrated services in place 				<p>Concept approved</p> <p>Expanded Centre fully functional</p>	(DDG: SD)
<p>Track and Trace system implemented</p> <ul style="list-style-type: none"> Development of interim electronic system for ID applications implemented that covers all offices Comprehensive Electronic Track and Trace system implemented for all types of applications 				<p>Interim system in place to track and trace ID applications</p> <p>Electronic system fully operational</p>	<p>GITO</p> <p>GITO</p>

Strategic Objective 3: Provide credible, secure, accurate and timeous enabling documents to all who are entitled

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Implement Smart ID Card fully <ul style="list-style-type: none"> ▶ Refugee Smart ID card fully implemented ▶ Smart ID Cards issued according to priorities 	→			Refugee Smart ID Cards issued 6 million Smart Cards issued annually	GITO
E-Passport introduced <ul style="list-style-type: none"> ▶ e-Passports piloted ▶ e-Passports rolled out 	→			E-Passports issued	GITO
Security features on enabling documents enhanced			→	Security features available on all face value documents	GPW







Strategic Objective 4: Manage and maintain the integrity of the National Population Register (NPR)

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Integrity of the NPR ensured by: <ul style="list-style-type: none"> ▶ Duplication eliminated ▶ Policy & programmes in place to ensure continuous update 			→	Data incorporated into NPR Elimination process completed / duplication prevention software in place	DDG: CS

Strategic Objective 5: Manage and maintain all records associated with enabling documentation

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Effective and efficient records management and maintenance strategy developed and implemented <ul style="list-style-type: none"> ▶ Conversion of existing manual records to an electronic format completed ▶ Interim record management plan approved and implemented ▶ Electronic Record System rolled out to all offices 			→	Project signed off Interim record management plan in place Electronic Record System fully operational	GITO
IEDMS and data warehouse solutions implemented			→	IEDMS and data warehouse fully operational	GITO

Strategic Objective 6: Manage the immigration function at ports of entry and participate in protecting the integrity of South Africa's borders (internally and at POEs)

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Integrated management systems developed and implemented at ports of entry in collaboration with stakeholders ▶ Single integrated Government facilities at ports of entry				Management system approved and implemented	DDG: NIB
	 				
BCOCC co-ordinated and the operational plan implemented				BCOCC chairmanship and coordinating capacity supported Reporting and compliance mechanisms established	DDG: NIB
					
An integrated Immigration law enforcement strategy developed and implemented in phases	Phase 1	Phase 2	Phase 3	Monitoring reports indicate objectives per phase achieved	DDG: NIB
					
National Deportation system transformed; ▶ Plan developed ▶ Plan implemented in phases				Plan approved Phase 1 objectives achieved Phase 2 objectives achieved	DDG: NIB
	 				








Strategic Objective 7: Manage immigration and refugee affairs in a manner based on human rights principles

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Integrated plan on management of refugees developed and implemented				Strategic partnerships with stakeholders developed Agreements on the repatriation of refugees with the UNHCR and the relevant countries in place	DDG: NIB
SADC Protocol on Free Movement of Persons implemented				Legislation within SA, SADC and/or individual countries on matters of migration harmonised	DDG: NIB
Counter xenophobia strategy developed and implemented				Impact study report	DDG: NIB
Support of ASGISA / JIPSA facilitated				Immigration legislation reviewed Permitting regime reviewed Processes and procedures reviewed and improved	DDG: NIB
Processing regime developed that is efficient, effective and humane <ul style="list-style-type: none"> ▶ Feasibility study on transit facility conducted ▶ Approved refugee reception centres in provinces established 				Recommendations of feasibility study approved Centres fully operational	DDG: NIB
Regularised refugees successfully integrated into society				Strategy on integration developed and implemented	DDG: NIB

Strategic Objective 8: Eradicate and combat corruption to protect the integrity of the Department

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Integrated counter corruption strategy and mechanisms implemented, that constantly adapt to new requirements				Review and integration of policies and mechanisms to combat corruption	CD: CCS
				Introduction of approved counter corruption strategy Implementation, monitoring and evaluation of counter corruption strategy Successful operation of multi-agency system (Overarching-forum / MOUs in place) System updated on basis of trends analysis	
Effective organisational-wide risk management policy implemented				Risk management strategy submitted in compliance with PFMA requirements, approved and implemented	CD: SESS
				Reporting and acting on risks monitored for effectiveness	
Business Continuity and Contingency plan developed and implemented				100% availability of systems achieved (HANIS DRS)	GITO
				Fault tolerance around DHA systems and applications built	

Strategic Objective 9: Effectively contribute to intergovernmental and international initiatives in pursuit of national objectives as well as with other institutions of interests

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Decisions of the Department in line with intergovernmental structures' priorities implemented	Quarterly 	Quarterly	Quarterly	Regular inputs on progress provided to clusters and other relevant intergovernmental fora Active participation in intergovernmental and international activities	CD: GR
Strategic partnerships with relevant stakeholders across sectors built and sustained				Strategic partnerships formed and sustained in line with relevant legislation Direct communication lines established with DFA, DTI and Dept of Labour	CD: GR
Processes including bilateral co-operations managed				MOUs signed and agreements concluded regarding bi-lateral cooperation Achievement of set objectives monitored and evaluated MOUs / Agreements reviewed where necessary	CD: GR
Departmental international programmes coordinated in line with the country's foreign policy				Coherent and sustainable departmental programmes implemented in the relevant countries	CD: GR
Effective participation in Government Clusters (systems) ensured	Quarterly 	Quarterly 	Quarterly 	Relevant Cluster decisions implemented Departmental participation and reporting compliance monitored All presentations to clusters authorised by SMC and DG	CD: GR

KEY OUTPUT	OUTPUT TARGET DATE			PERFORMANCE INDICATOR	RESPONSIBILITY
	06/07	07/08	08/09		
Strategic leadership on G77 migration issues provided				Inputs made at appropriate fora	DDG: NIB
Departmental plan to deal with 2010 challenges developed and implemented <ul style="list-style-type: none"> ▶ Additional support for 2010 Committee ▶ Strategy and plan in place, including monitoring arrangements ▶ Plan implemented and monitored 		Phase 1	Phase 2	Support in place Strategy and plan approved Monitoring reports	DDG: NIB

4.3 Programme and sub-programme plans

4.3.1 Service Delivery challenges and initiatives

The Department of Home Affairs is in essence a service delivery department. Delivery on outputs relating to core business of the Department is critical for the fundamental transformation of the Department. The impact of core business therefore has a direct influence on the quality of service delivery to customers.

The launch of the National Immigration Branch in 2005 aimed to improve the quality of services rendered in the sphere of immigration. The overall transformation of Civic Services in the next few years has been identified as the next critical intervention required by the Department.

The Department has over recent years been severely hampered in its quest to deliver world-class services to its entire customer base by the lack of capacity to deliver on its mandate. The 2005/06 financial year has proven to be no exception. Despite the filling of 1 263 vacancies of which 1179 were new appointments and 84 departmental transfers to DHA, the Department is far from having the required numbers and compe-

tencies in place. A systematic effort will therefore be over the next three years to address this critical issue, as funding is made available within the MTEF framework. The focus will therefore be on capacitating especially regional and district offices in terms of numbers and competencies.

The Department of Home Affairs has implemented a number of initiatives during 2005 to ensure adherence to the Batho Pele principles. The challenge is to strengthen and sustain adherence to Batho Pele in the future. The initiatives referred to are:

- ▶ Rollout of the “Client is always right campaign.”
- ▶ Review of current service standards.
- ▶ Launch of name badges to all officials from the Department.
- ▶ The introduction of flexible working hours.
- ▶ Internal and external signage for all DHA offices was introduced.
- ▶ Launch of 67 state of the art mobile units to improve access to services. All of these 67 mobile units have been delivered. Only 10 of these mobile units still need to be deployed to the provinces. The deployment will commence in the 2006/07 financial year.
- ▶ A proposal on the opening of

‘priority offices’ has been developed.

- ▶ The ten-year rollout plan of DHA representation abroad, with particular focus on Africa and countries of the South. The appointment of Regional Managers has started. Thus far, two (2) officials at SMS level have been placed. In addition, placement is in accordance with emphasis on strategic countries as identified by South Africa’s foreign policy.
- ▶ The training of officials to be placed abroad in line with the ten-year roll-out plan of the Department has also happened. Placement is done twice a year in line with the Department of Foreign Affairs placement times. Officials are placed after successful completion of the training programme, after success in the selection process and on attainment of security clearance both in South Africa and in the country of intended placement. Officials are also expected to attend a send-off ceremony wherein they sign a pledge of working honestly for South Africa and the Department of Home Affairs.
- ▶ Review of the structure of the Department to align it with the strategy.
- ▶ A pilot Client Service Centre (CSC) is in place. The process of converting the pilot CSC into

a 24-hour operation is in process and will be looked into in earnest in the 2006/07 financial year.

- ▶ Participation in 58 of the 66 Multi-purpose Community Centres (MPCCs) in the country (by end of January 2006). This is critical in making DHA services more accessible to citizens.
- ▶ A uniform programme for provincial activities was developed in October 2005. This programme allows for frequent and structured identification of best practices from the Provinces and consequent institutionalisation once such practice has been identified.

4.3.2 Monitoring and Evaluation

The Department of Home Affairs is in the process of improving and implementing a formal and integrated reporting framework with effect from May 2004. This is in accordance with prescripts stipulating that the Accounting Officer must establish procedures for quarterly reporting to the Minister to facilitate effective performance monitoring, evaluation and corrective action.

The design of this reporting framework was based on the Turnaround Strategy that was devised during September 2003 by the senior management of the Department.

The Chief Directorate: Strategic and Executive Support Services (SESS), unit responsible for strategic planning and monitoring and evaluation in the Department, has benchmarked various systems implemented by government departments in terms of monitoring and evaluation. There is a Government-wide initiative to establish viable and compatible monitoring and evaluation systems in all departments. Once adapted to the needs of the Department, this system will be used to enhance accountability and to enable efficient planning.

4.4 Corporatisation of Government Printing Works (GPW)

Government Printing Works (GPW) is undergoing a review of its services with a view of enabling cor-

poratisation of the entity. This process will enable GPW to fully focus on becoming a specialist security printer for the state. Such a programme will require the adoption and implementation of an updated new business model. That model will be driven by the dictum of the Department of Home Affairs, which will require the following:

- ▶ GPW refocus its core business to enable specialist security printing;
- ▶ GPW be effective and efficient in the delivery of its services and product;
- ▶ Ministerial Advisory Committee (MAC) to recommend the necessary legislative process for GPW to operate within; and
- ▶ DHA to co-develop the necessary regulations and attend to all legislative amendments as may be required.

Like most organisations GPW has some distinct characteristics. These include the need to be information based, to be decentralised yet densely linked through technology, be rapidly adaptable and extremely agile to client needs and wants and become creative and collaborative, with a team based structure that is staffed by a wide variety of experienced and capable workers who are self controlled. This is possible only in an environment of clear, strong and shared strategic focus operating principles.

Based on the "as is" review, shareholder directive and market positioning review it is believed that GPW's future should be:

- ▶ **Strategic position:** Specialist printer and publisher (specialist to incorporate security, printing material and depth of experience and capability in execution)
- ▶ **Be operationally effective in:**
 - Total cost of delivering solution;
 - Delivery of dependable and swift service (convenience); and
 - Effective and efficient solutions (integrated

and seamless).

▶ Develop unique capabilities and assets that are focused on:

- In-sourcing and co-sourcing the primary functions and outsourcing the non-core functions.

The positioning of GPW would thus follow confirming the Department of Home Affairs as the primary customer, and other specialist driven departments as the secondary customers. For the Department of Home Affairs, GPW will focus on developing and producing / publishing citizen identification specialist documents ranging from birth certificates, identity documents, marriage certificates, passports and death certificates.

In as far as the secondary customers are concerned, significant opportunities exist for providing specialist documents to the Independent Electoral Commission (IEC), the Department of Education (certificates) etc.

To that end it is recommended:

- ▶ That a new entity defined as GPW-Digital be established to focus on all specialists printing and publishing. This will include the current GPW and a new division focusing initially only on citizen identification specialist security documentation (birth certificates, ID's, passports, visas, death certificates, education certificates etc). This will mean that GPW immediately migrate to being a specialist printer / publisher with security and research and development (R & D) at its core.
- ▶ That the existing GPW be utilised to create opportunity to **outsource / partner with industry for standard printing**. Specific focus will be empowering Black Economic Empowerment operators within the printing and publishing industry. A continuous improvement programme to fix GPW's existing operations should accompany implementing this programme.

In line with the tenets of the Pub-

lic Finance Management Act (PFMA), the Department of Home Affairs proceed to corporatise GPW Digital to become a schedule 3 (a) company (The Public Finance Management Act requires that all public entities be listed in two schedules, namely schedule 2 & schedule 3). Schedule 2 covers the major public entities and these are conferred maximum autonomy, whilst schedule 3 covers all other public entities with lesser degrees of autonomy. GPW Digital will be conferred schedule 3 status due to it primarily servicing Government. Operationally this will mean the development of the GPW Act under the Department of Home Affairs. The funding of GPW Digital will be borne through the Department. Preference would have been for GPW Digital to be a schedule 2 company, however based on the objectives of GPW Digital and the PFMA, GPW will be required to operate as schedule 3 mainly due to its dependency on government for revenue and customer base.

5 Summary

Home Affairs is a department that delivers a range of services that enable our national programme of social, economic, cultural and political transformation. Yet the quality of the services we deliver is often inadequate. There are many instances of committed officials developing good practice and delivering good service given the limitations of our current systems, but these practices have yet to be generalised and institutionalised. In the worst cases the service provided by officials is compromised by outdated systems and structures; lack of staff capacity; poor management; and a culture hostile to Batho Pele principles.

As reported on above, there have been a wide range of interventions and projects that were initiated as part of the Turnaround strategy. These interventions have thus far not impacted very widely or visibly on service delivery. One systemic reason is that these initiatives have not been well coordinated. Related issues are the need to speed up the replacement of outdated

systems, to widen access, and develop the capacity to devolve functions to provinces. At the strategic planning workshops held in early 2006 to develop the Strategic Plan presented in this document, the senior management of the Department confronted these challenges and proceeded to plan in a more strategic, integrated and coordinated way. This is reflected in the current Strategic Plan in terms of its key objectives, timeframes and outputs. A critical project to note is the transformation of Civic Services, which conducts most of our core business.

The Strategic Delivery model (see section 2.10) locates all existing projects within three critical transformation processes. Firstly, there is the devolution of functions and powers to provinces and building the infrastructure to ensure access to our services. The intention is for devolution to happen in a phased and responsible way, in step with building capacity and improving and securing systems. Secondly, there is a strategic thrust towards transforming and integrating our systems. Systems in this context are broadly defined as including management and processes as well as information technology. Thirdly, the Department must build capacity in a prioritised, planned and coordinated way that clearly identifies where human and other resources are needed and by when. An essential element of the model is the planned implementation of interim measure that will make visible and significant improvement to delivery in critical areas. Another feature of the model is the focus on integrated planning.

As emphasised in the Prefaces by the Minister and Deputy Minister, the fundamental challenge lies in the Department developing the capacity of to implement this Strategic Plan effectively. The need to change the way the Department is organised is apparent in the first of the nine key strategic objectives, which is aimed at transforming the way the Department works and delivers on its mandate. In this regard, significant steps have already been taken. One indication

is the more effective management of financial resources, as demonstrated by the 2005-2006 budgets being fully expended. The recent appointment of Provincial Managers at Chief Director level is already enabling systems to be improved by moving management and decision-making to where most delivery happens. At head office, there is the move to appoint a Chief Operating Officer who can coordinate development projects and operations. New structures and processes are being developed to enable management across the Department to function more effectively.

The collective vision that has emerged strongly from the strategic planning process is of a substantially transformed Department of Home Affairs within the next five years, with significant improvements to service delivery in the shorter term that will change public perceptions and empower the staff.

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

Ministry

Minister: Mrs.N. Mapisa-Nqakula				
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. M.J. Maqetuka				
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

Strategic & Executive Support Services (SESS)

Chief Director : 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 Service 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