

**DEPARTMENT OF HOME AFFAIRS
NELSPRUIT: SUB-REGION**

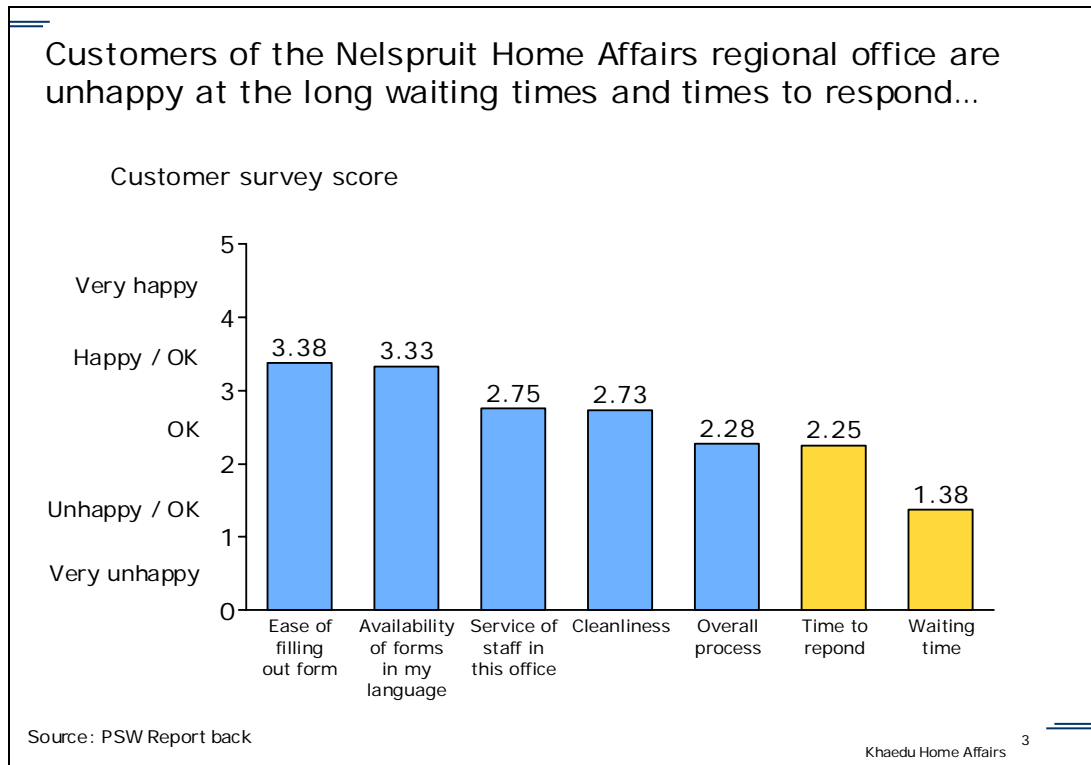
1 KEY MESSAGE:

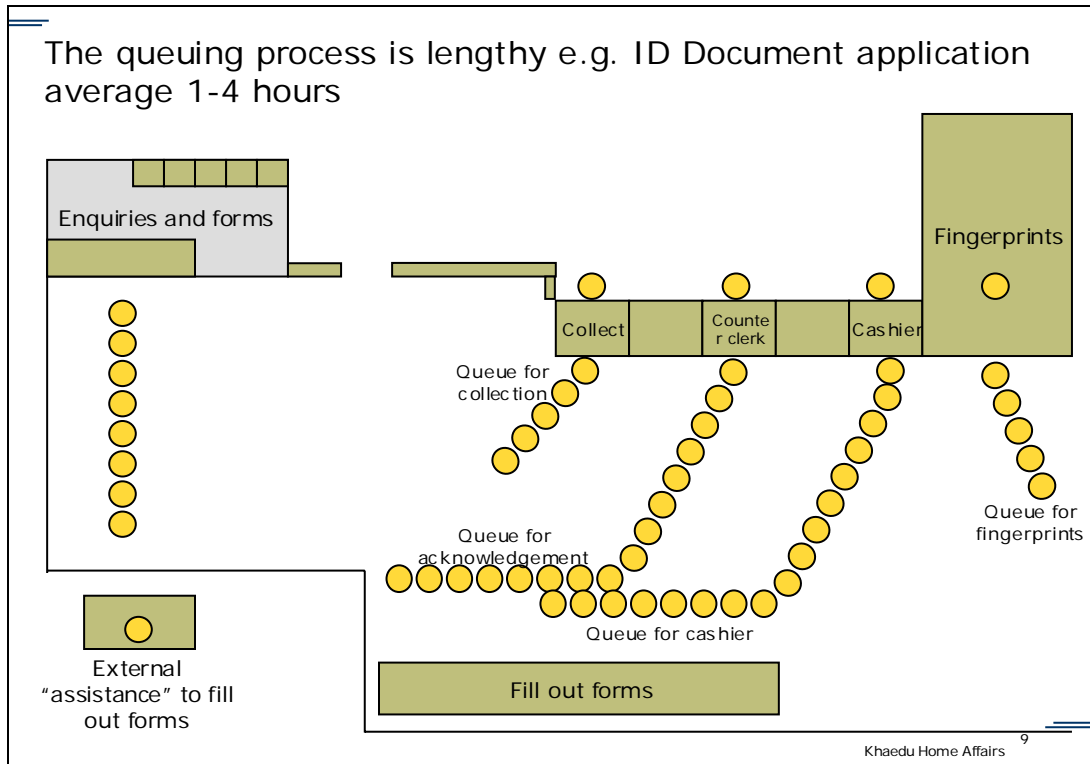
The Nelspruit sub-region; Home Affairs is facing some challenges in organization and process efficiency that must be addressed in order to carry out its service delivery mandate in support of the departmental strategic vision.

2 SITUATIONAL ANALYSIS

2.1 Process Data

The current process at the civic services was observed and found that there are long queues and the people are standing for a long time in the queues without been properly served. This is reflected in customer surveys conducted during PSW and the current process model hereunder.





- It was also established that illiterate people find it difficult to complete the forms and are often assisted by private individuals outside the building and charged a fee of R5-00.
- The processing of applications for ID and late Birth certificates creates bottleneck.
- The procedures in the civic services are repetitive.
- There are no early warning systems to detect errors on application forms.
- There is no notification system for the collection of documents.
- Functions like staffing, procurement and financial expenditures are still centralized at head office.

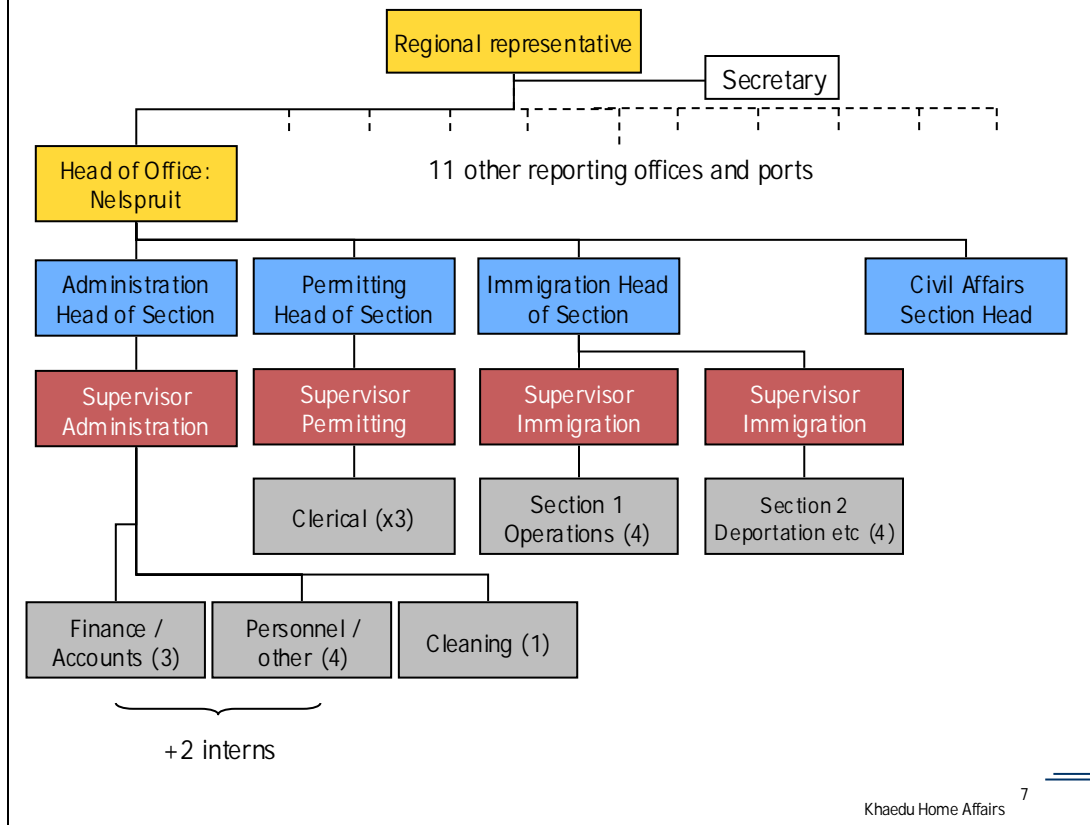
2.2 Organization data

Firstly, the sub-region, Nelspruit, is one of the offices under the management of a Director in the province who is responsible for the two sub-regions (Nelspruit and Witbank) currently.

The following assessment is made with regard to the sub-region:

- There is no evidence of a functional structure.
- The command structure is not clear.
- It was indicated that the current structure was last reviewed in 1995, by Head Office. Most of the staff members are frustrated due to lack of career progression, again reflected in the PSW surveys.

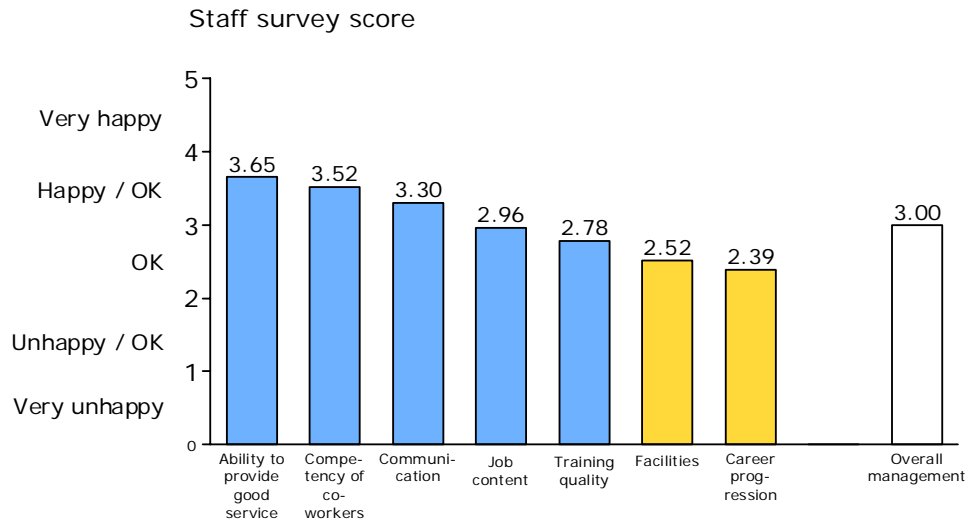
The current organisation appears silo'd and hierarchical...



2.3 People data

- The staff at the civic service are interrupted by, telephone call and personal enquiries.
- There are no signs to guide customers.

Home Affairs staff are particularly unhappy with the lack of career progression, facilities and training, while overall management performance is relatively positive...



Source: PSW Report back

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2.4 Financial Data

- Centralized financial system at Head office
- Inadequate/misapplied budget.

2.5 Physical Data

- Poor office lay-out.
- The public facilities i.e toilets, water, sick bay are either not available or inadequate.
- Posters hanging on the walls make the building much filthy and some of the posters are outdated.
- Posters are only in English.

3 COMPLICATIONS

3.1 Macro process and organization design appears inefficient:

- No scale in processing
- No dedicated customer service
- Significant management hierarchy
- Isolated smalls section and no real teaming

3.2 Micro process are poor but only now been addressed:

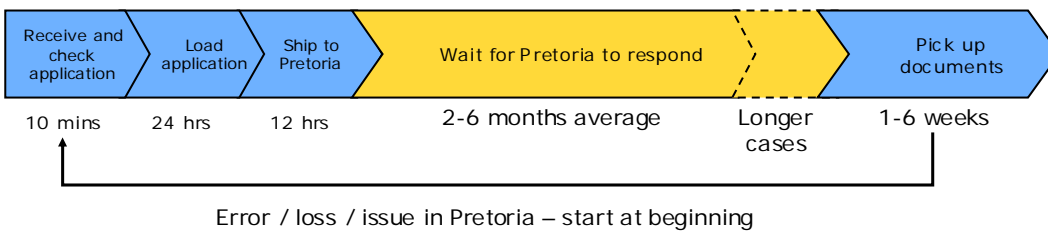
- Cashier process elimination
- Acknowledgment slip pre-written by client
- Abridged document printing immediately at counter

Long and unreliable timelines to receive responses from Head Office significantly impact service delivery particularly if errors / issues only detected in Pretoria

E.g. passport application

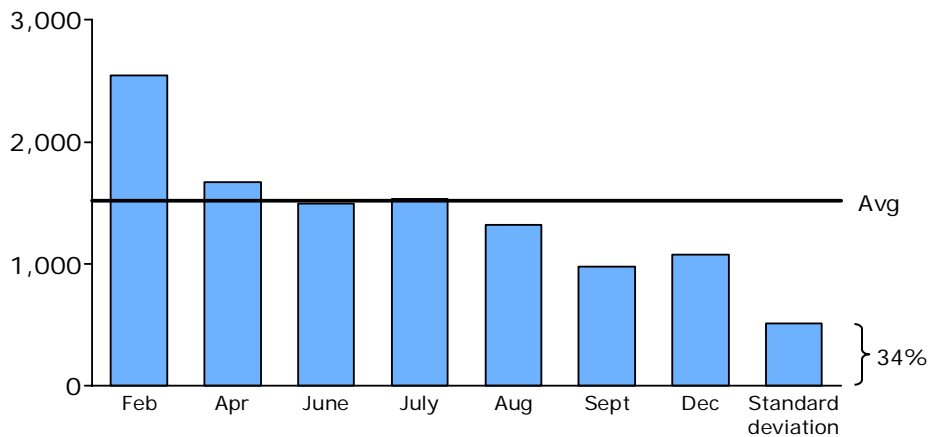


E.g. ID replacement



Volumes of work vary considerably across sections by month e.g. ID's, CBI-9 etc

Total number of ID applications

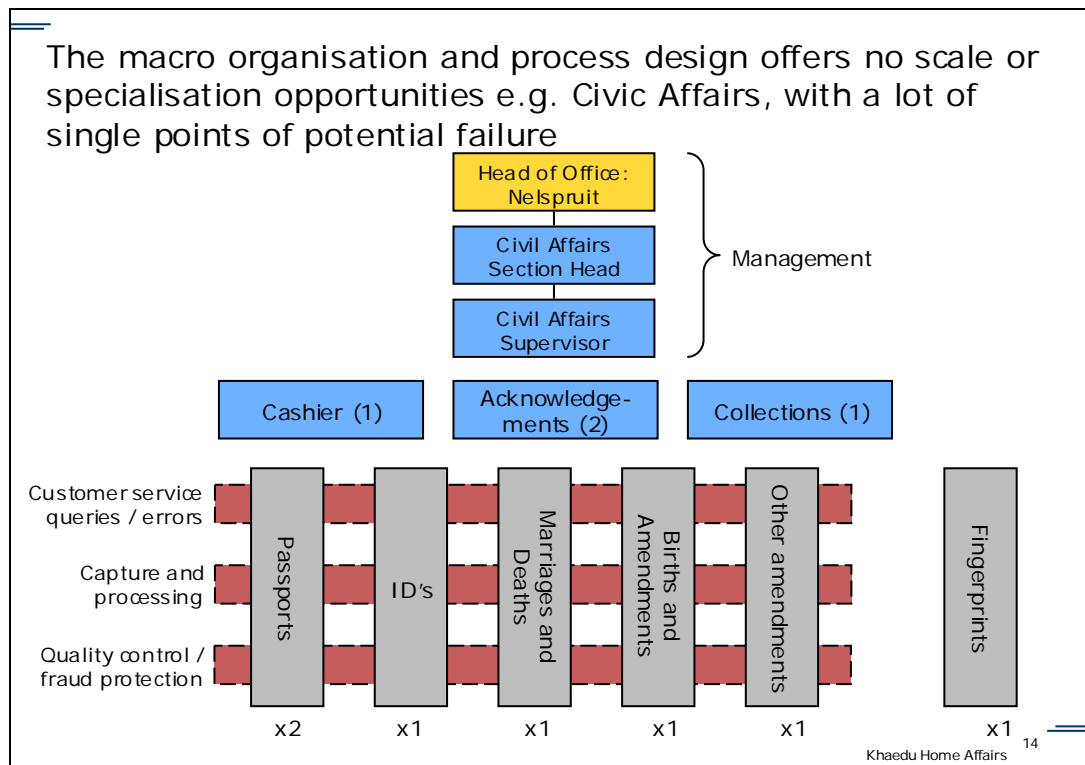


- 3.3 Procurement process with Pretoria is very long and frustrates local initiatives.
- 3.4 Limited management by numbers more ad hoc and fire fighting.
- 3.5 Physical space use is very broken up with dark, isolated small offices.

- 3.6 Office management appears somewhat remote from process E.g. February, end of month is acknowledged as the peak work load but no administration staff (or the interns) were deployed to support.
- 3.7 Capital allocations seem upside down with more spending in administration than coal face, e.g personal computers.
- 3.8 No communication mechanism to alert citizens to issues or document availability.
- 3.9 No clear process flow for clients i.e signage and instructions.
- 3.10 Interns under-utilised.
- 3.11 Limited work flow and no obvious procedures manual.
- 3.12 Turn-around strategy barely in evidence.

4 RESOLUTIONS

- 4.1 Macro in Province:
 - Current provincial level organization and process Design should be reviewed.
 - More service points
 - Centralized processing and quality control
 - Centralized call center support/sms/communication systems. Email.e-gov, etc.

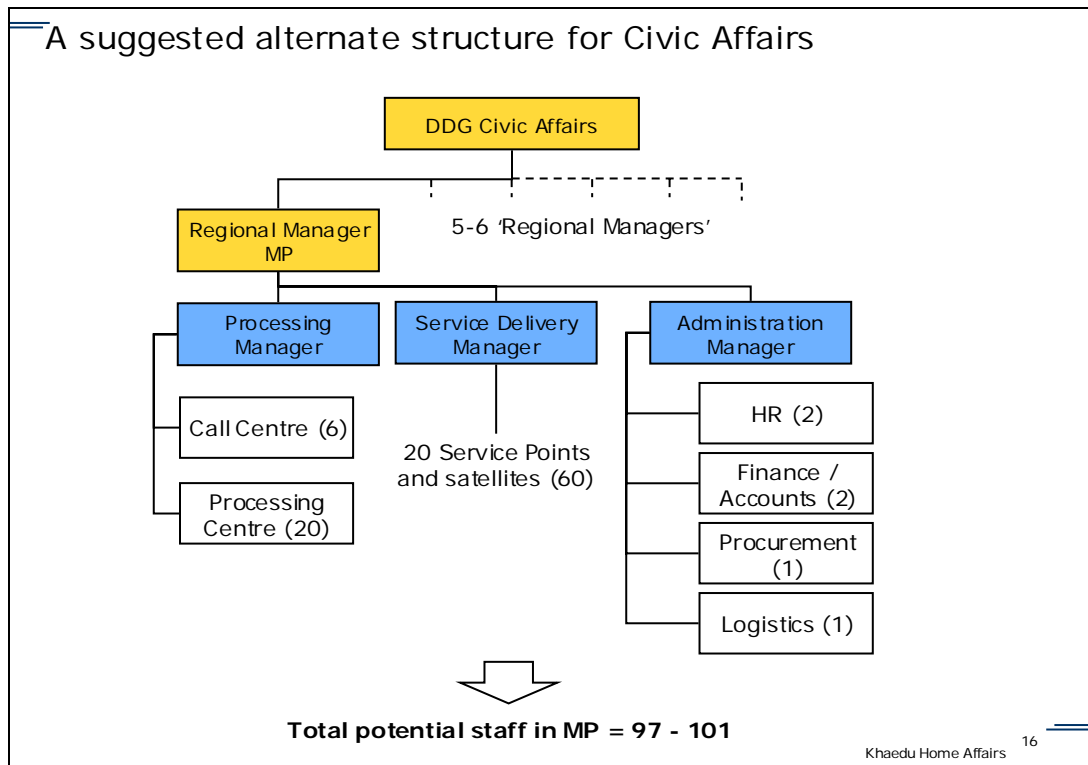


- 4.2 Micro:
 - Immediate priority to implement service opportunities

- Cashier process elimination
- Abridged document printing at counter
- New lay out to counter hall and service station
- Clear signage in local languages put in place
- Interns and administration trained to relieve pressure

4.3 Within physical constraints move to more open plan office layout which encourages team based structures to remove silos and reduce management hierarchy, redeploy any surplus supervisors to enhance service delivery:

Flexible structure to account for work load variation.



- Job rotation to avoid burn-out.
- Put management closer to the action.
- Begin to manage by the numbers.

4.4 MACRO: NATIONAL

4.4.1 As a long-term strategic focus, the restructuring of the provincial Home Affairs need to be aligned with the Municipal District. The Mpumalanga has four (4) MD's it may make sense to align the new Service Points with these MD's as many other citizen services are provided at this administrative level - preferably through well designed and resourced MPCCs. This suggestion is, however, dependent on what proposals are being considered for other provinces.

4.4.2 As a medium-term strategy the national Department of Home Affairs is requested to consider the decentralization of certain critical functions to the envisaged provincial Home Affairs processing and call-centre offices. The following functions are suggested for this proposal:

- Ability to access the national mainframe information system for customer enquiries and control purposes.
- Ability to access the financial system for procurement purposes.
- Ability to access personnel system for personnel matters like leave records, salaries, appointments etc.

4.4.3 The national Department of Home Affairs consider positive identification of children who register for birth certification. This may be a long-term strategic focus to assist in the much talked manipulation of child grant.

5. CONCLUSION :

We would like to thank the management and staff for the support and co-operation they offered to the team. Despite all the challenges noted in the report, considerable amount of work is being carried out in the sub-region. It is also vital to mention the fact that there were compliments extended to some of the officials by members of the public.

TEAM MEMBERS:

Dineo Ratshikana

Jack Makgato

Nthabiseng Mtsweni

Paul Sello

Canny Molale