

Turnaround Strategy and Approach

The Department of Home Affairs

A presentation by Mavuso Msimang

11 November 2015

Table of Contents

- Background and challenges faced by Home Affairs
- The Turnaround approach (2007 to 2010)
- Selected achievements
- What worked well and what could have been done better
- Critical success factors for driving Turnarounds in the Department Of Home Affairs

As early as 2006, the Minister requested Cabinet support to fix the Department of Home Affairs

Key Actions Taken By the Minister



The Department of Home Affairs has 2 main responsibilities, the provision of enabling documents to citizens and the facilitation of movement in and out of South Africa

South African Department of Home Affairs Responsibilities

1

Administrate Citizenship and providing enabling documents in order for South Africans to have access to services

- Identification of people through maintaining the National Population Register (NPR) & the management of records
- Establish status through:
 - the Registration of Births, Marriages and Deaths
 - the solemnization of Marriages
 - registration of the acquisition, loss and restoration of Citizenship
- Provide the following enabling documents:
 - Birth/Marriage/Death certificates
 - Certificates of naturalization (citizenship)
 - Identity documents
 - Travel documents and passports

2

Facilitate the movement of people in and out of South Africa whilst satisfying security considerations

- To control the movement of people in and out of South Africa through:
 - the control of Admissions into and Departures from South Africa at designated Ports of Entry
 - the issuing of Visas to facilitate the movement of people in and out of South Africa
 - the issuing of Permits to facilitate residence in South Africa
- The detection, detention and deportation of illegal foreigners
- The administration of applications for asylum

There were fundamental issues that needed to be addressed at the Department of Home Affairs

Case for Action

Key Themes

Service Delivery

Selected Observations

- Duplication of functions e.g. Civics (Rectification and Amendments),
- Lack of understanding of calibre /type and number of people required
- Loss key people on a regular basis
- Accountabilities not clear, e.g. Services Delivery is more about Channel Management then services delivery
- Performance management not linked to outcomes and therefore difficult to manage

Security & Risk

- Limited support from senior management
- Skills & Capacity do not match demands and requirements
- No risk management
- Weak management & control processes

Organisational Structure & People

- Limited understanding of customers (always assume 'the-man-on-the street'..... what about banks, other Govt. departments, other countries etc)
- No management of Customer satisfaction
- Limited understanding of customer's needs and the way they would like to interact with Home Affairs (this should be the driver)
- Limited proactive management (on the shop floor) of customer issues/complaints

IT & Facilities

- Unstable IT Infrastructure, therefore centralized key functions
- Infrastructure not rolled out to all offices (locally and internationally)
- Systems not linked to one another (e.g. Border Post immigration systems)
- Duplication of systems and information (silo-based approach), which is costly and effects security
- Layout of offices not conducive to a customer focused environment
- Lack of facilities management

From the onset, the new DG set out a 100day plan

Selected highlights of the 100day Plan

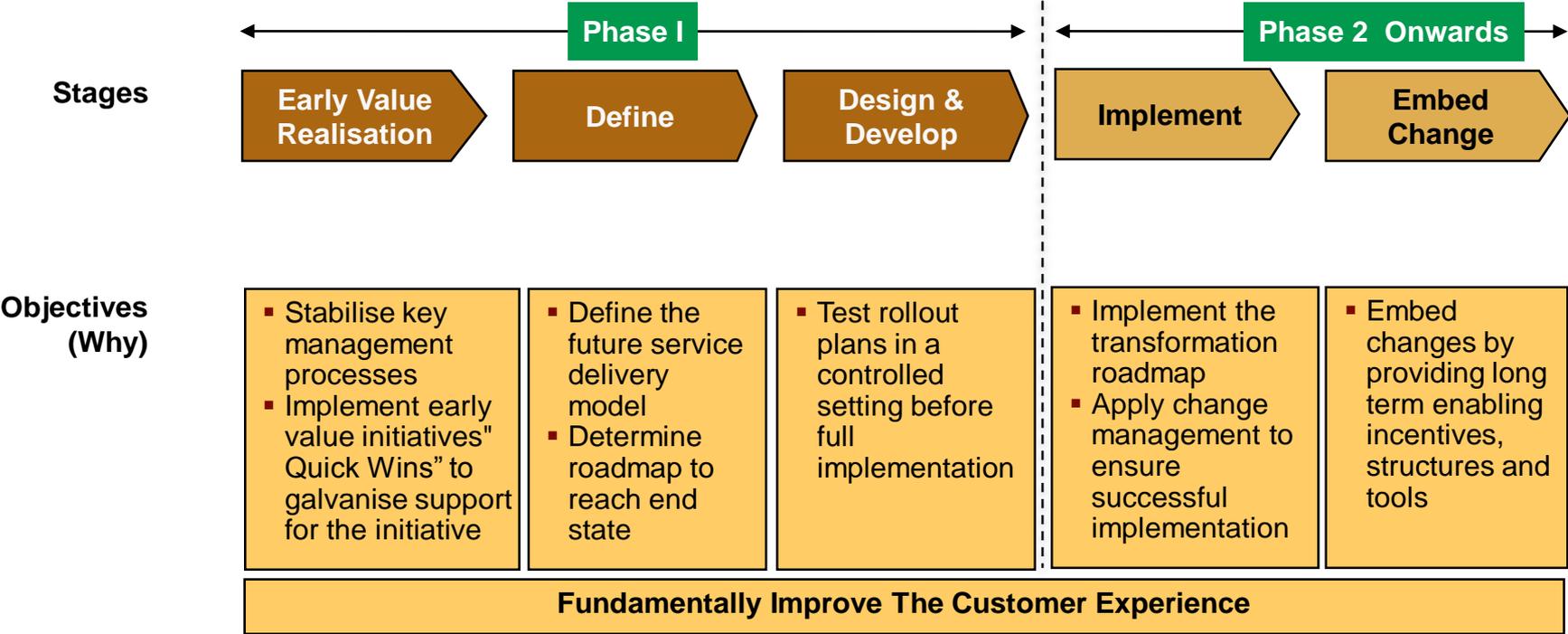
1. Negotiated some flexibility on running the Department (eg ability to fire and hire; salaries)
2. Brought own team in key areas (Finance, IT, Logistics)
3. Set a bold and ambitious objective for the Turnaround programme
4. Set bold service delivery targets on all key processes (IDs, passports etc)
5. Embark on internal and external roadshows to articulate the Turnaround plan
6. Show tangible results on the ID process within the first 100 days
7.

The objective of the turnaround was bold and ambitious

To transform the department into a modern, efficient, cost-effective service organisation responsive to the needs of South African citizens, residents and visitors to our country while combating fraud & corruption

Phase 1 of the Turnaround encompassed quick wins and design while Phase II focussed on implementation

Building a new Home Affairs



As part of setting up the visual work space, opportunities to improve on the working environment were identified

Desk at with mixture of work



Applications on floor, type of work not marked



Variety of applications on and under desk



Incoming, WIP and finalised work on floor



Workstations were demarcated and colour coded with clearly defined areas for incoming and outgoing work

Track and Trace



Track and Trace



ICPPS



HCMVS



Scanning



In 2009, a the project achieved first prize in the Technology in Government in Africa (TIGA) Public Service award



Key Points

- The TIGA Awards in held under the Auspices of the United Nations Economic Commission for Africa
- The Public Service Award aims to recognise outstanding achievements by organisations or teams in developing and implementing innovative projects to improve online government service delivery

The outcomes associated with the Turnaround Project at the Department of Home Affairs were presented at Princeton University and received numerous accolades

Turnaround Project
Department of Home Affairs
2007 - 2010

*“The ID process turnaround
is instructive as an example of successful
performance management
- a rarity among civil service reform”*

Policy Paper, Innovations for Successful Societies
Princeton University, 2010



INNOVATIONS FOR
SUCCESSFUL SOCIETIES



PRINCETON
UNIVERSITY



FORRESTER
CONSULTING



home affairs
REPUBLIC OF SOUTH AFRICA

