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home affairs

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Department:  
Home Affairs  
**REPUBLIC OF SOUTH AFRICA**

## **Building the New Home Affairs**

*Transformation Progress Report*

Briefing to the Portfolio Committee

13th November 2007

## Focus Of The Presentation

- Overview
- Progress To Date
  - Track & Trace
  - ID Processes and Operations Management Pilot
  - Permits & Refugees
  - Contract Management, Finance & Risk
- Going Forward

## THE CHALLENGES THAT BESET HOME AFFAIRS

### Case for Action

#### Key Themes

#### Selected Observations

Corruption,  
Security  
& Risk

- Under resourced security section
- Low skills and limited capacity in security section
- Limited oversight and supervision
- Lack of risk mitigation strategies

Service  
Delivery  
& Facilities

- Limited understanding of who the customers are (not only front desk clients, but also banks, business, other government departments and other countries)
- Poor customer satisfaction
- Citizen inconvenience
- Layout of offices not user friendly

Organisational  
Structure  
& People

- Duplication of functions e.g. rectification and amendments are currently handled by two different units in Civic Services
- Poor accountability

IT

- Unstable IT Infrastructure
- Systems not linked to one another (e.g. Border Post immigration systems)
- Need for improved technology

## Our objective is:

*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*

## A comprehensive strategy to transform Home Affairs has been designed

### Approach



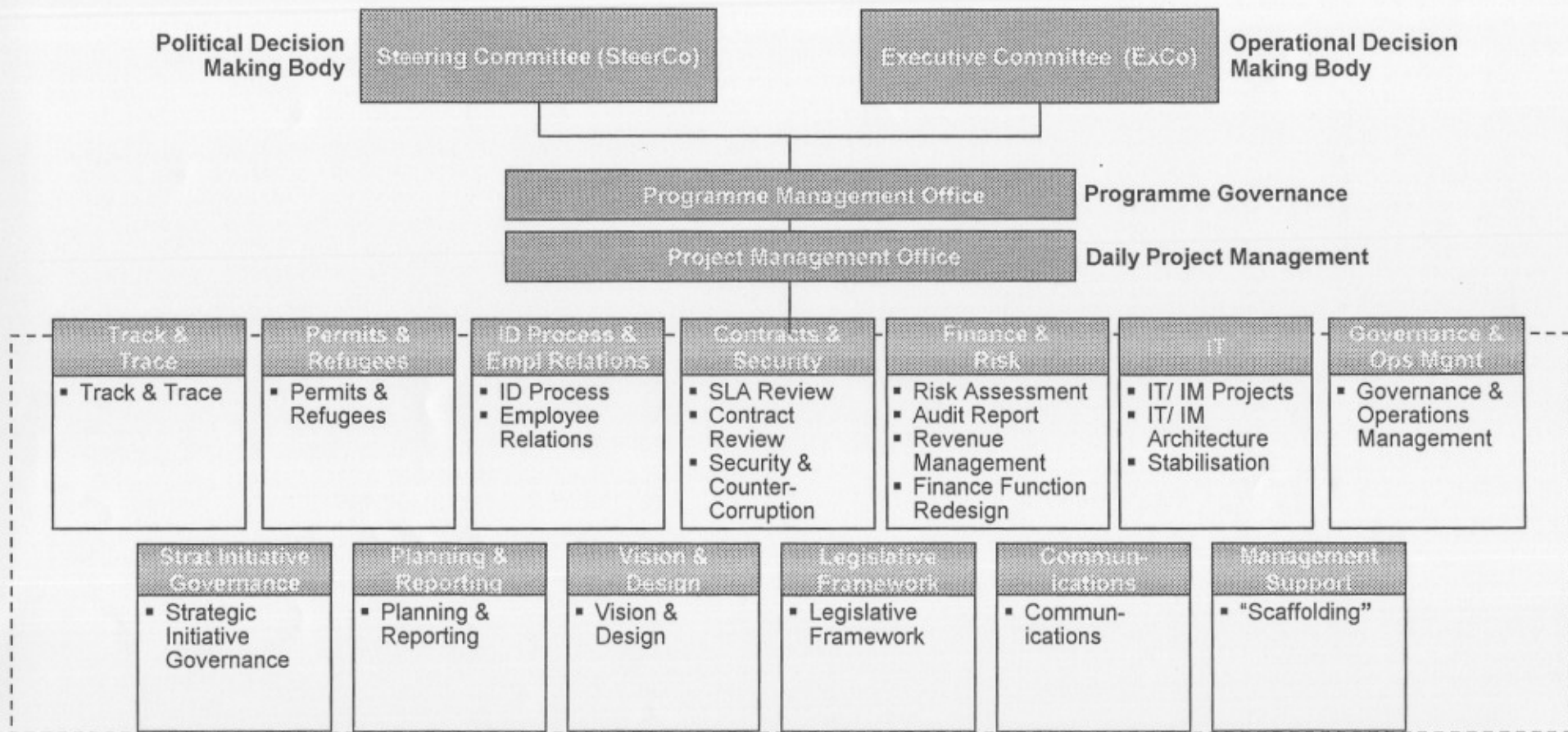
### Sample of "Quick Wins" (during Phase 1)

- Track & Trace: Rollout tracking system for IDs
- ID Production Process: Redesign and streamline the ID Process and Operations Management Piloting
- Refugee Matters and Permits: Clear backlogs, upgrade facilities and pilot a new Centre of Excellence for the processing of Refugees
- Contract Review: Review and improve key service level agreements
- Finance & Risk Cleanup: Identify key risk areas and implement mitigation plans

Root causes of DHA's problems have been analysed taking immediate action where appropriate while designing the new Home Affairs

This is a highly collaborative effort overseen by the Minister and Management- More than 70 DHA staff are participating as sponsors, team leads and team members supported by Fever-Tree Consultants

### Programme Governance Structure



This collaborative effort ensures skills transfer and will sustain the transformation beyond the project

## I. Track & Trace

### Objective:

- To provide a streamlined, efficient, customer-centric ID process through a reliable new tracking system which will enable customers to query the status of their applications without having to queue at an office

### Progress to Date

1. Special purpose printers and training of staff have been rolled out to all Regional, District offices and the targeted Permanent Service Points
2. Call centre supplier has been selected and rollout has begun
3. Automated sms's now sent to customers when an ID application is captured (SMS Number is 32551)
4. Customers able to check on the progress of applications via sms's and DHA website

Track and Trace provides visibility into the ID process benefiting the customer and management

# A range of internal and external media communications on Track and Trace has been launched

## Phase 1 Introducing TRACK & TRACE for ID Applications

Employees will assist customers through the registration process, help with the application and ensure that it is ready for delivery or collection.

### What is Track & Trace?

Track & Trace is a new system that enables us to track progress and handle requests on ID applications. We can do this from the time an application for a new ID or a re-issue is submitted at our offices to the time that it is ready for delivery or collection.

Track & Trace will have a positive impact on our service delivery as it will improve the turnaround times of ID applications because we will be able to detect anomalies earlier.

### How does Track & Trace help me?

Track & Trace allows me to give customers a more reliable service.

Track & Trace allows me to be more professional because I am able to deal with queries efficiently and effectively.

Track & Trace will make me proud of the good service I can deliver to customers.

Track & Trace will speed up ID processing and combat fraud.

Track & Trace will eliminate long queues of people who want to check their ID application status.

Track & Trace will allow me to take responsibility for my work and my productivity because it links my name to the applications I process.

### How does Track & Trace work?

Track & Trace will be implemented in stages until the end of 2007. Some of the key operational areas will be a range of our customer contact centres that will be used to handle customer enquiries. For now, during Phase 1 of Track & Trace, a new receipt slip will be an SMS and website service available to customers.



**1**  
**SHORT MESSAGE SERVICE**  
Automated SMS when people apply for new IDs, they will be asked to provide their telephone numbers on the ID application form (if it is not). They will receive a free automated SMS from the Department of Home Affairs application that has been received.

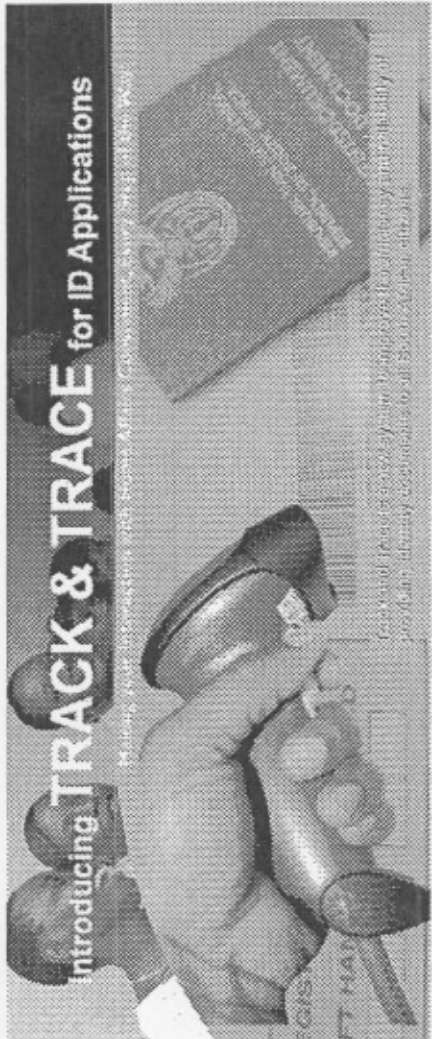
**2**  
**WEBSITE** [www.dha.gov.za](http://www.dha.gov.za)  
Customers can check the status of their ID applications by sending their ID to 3055: 14 x 24 (12:00-18:00). They will receive an SMS indicating where in the production queue their ID is.

**3**  
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Customers can also check the status of their ID applications by using website pages and our e-citizen on the ID application status button and following the directions.



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## Introducing TRACK & TRACE for ID Applications

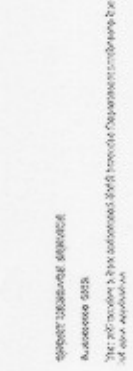
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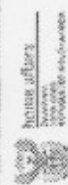
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## II. ID Process and Operations Management Pilot

### Objectives:

- To create new streamlined ID production process that is fast, efficient, customer friendly with shorter and reliable throughput times.

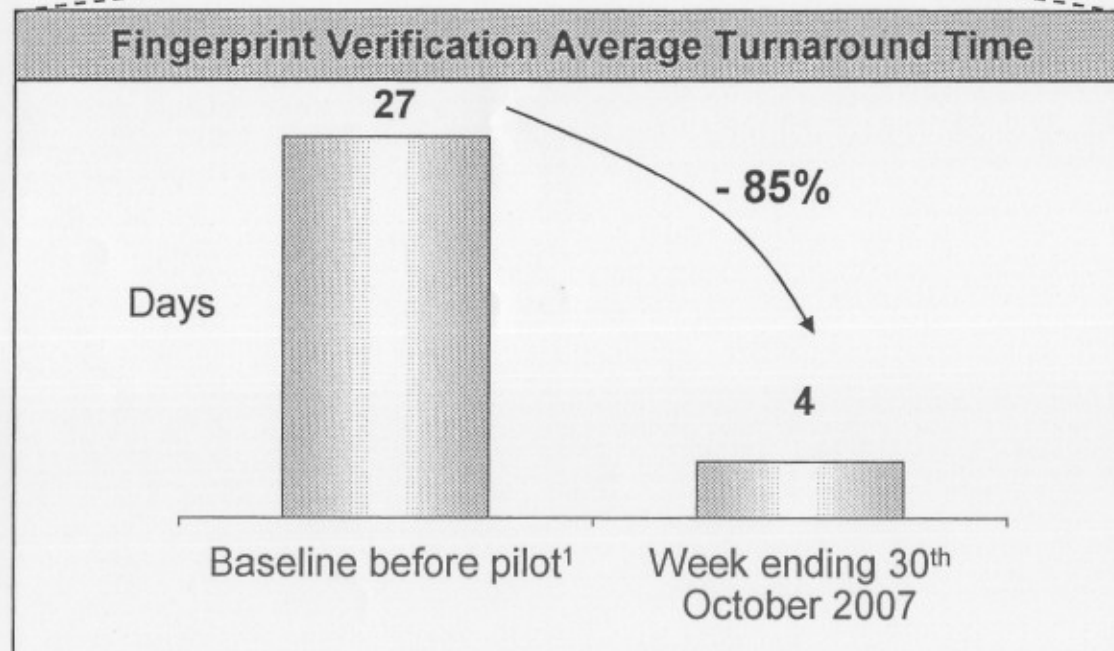
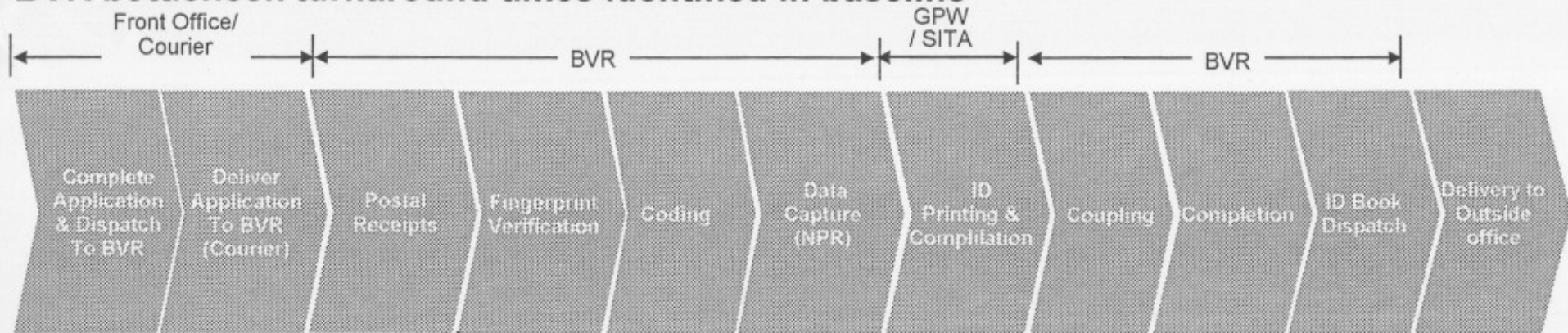
### Progress To Date

1. Performed a baseline analysis of the ID production process
2. Quality Assurance on ID applications rolled out to all front offices
3. Added 2 fingerprint scanning machines to increase throughput in the fingerprint section
4. Implemented an operations management pilot project in a key area of ID production
5. Trained over 100 managers and officials in effective operations management within this pilot project
6. Eliminated the backlog that has a direct bearing on ID applications in the fingerprint section

**ID Production is the core process in Civics-we are redesigning it to make it faster and more reliable**

# The turnaround time in Fingerprint Verification has reduced from 27 days to 4 days, an improvement of 85%

## BVR bottleneck turnaround times identified in baseline



### Key Points

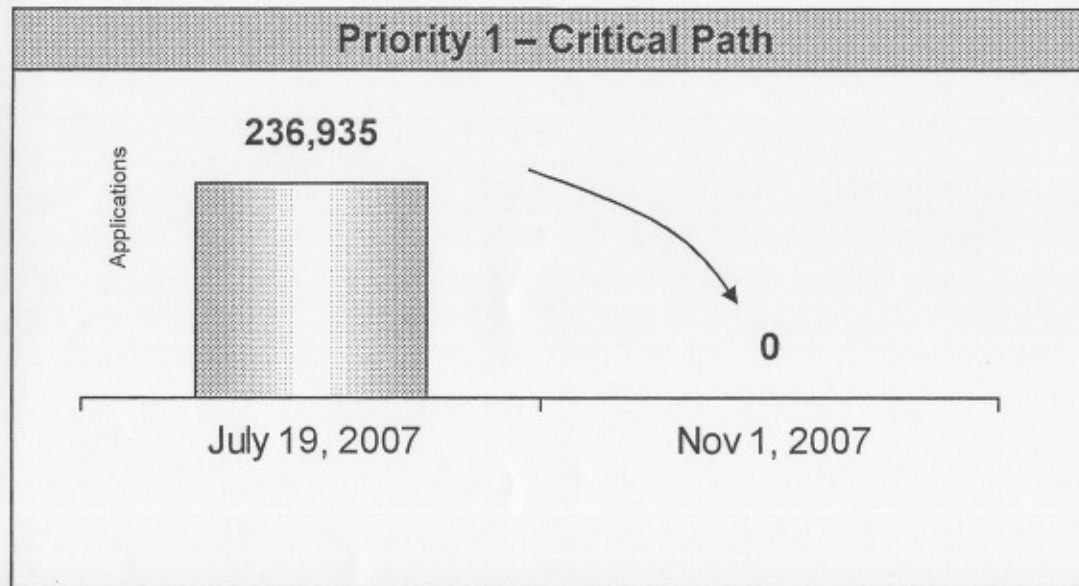
- On average all applications (first issue and re-issue) are processed within 4 days
- The average turnaround time for first issue is 6 days and for re-issue 2 days

Note(1) Average for March, April, May 2007

## The critical path backlog has been eliminated as of 1<sup>st</sup> November 2007

### Elimination Of The Critical Path Backlog

#### Change in backlog during Pilot



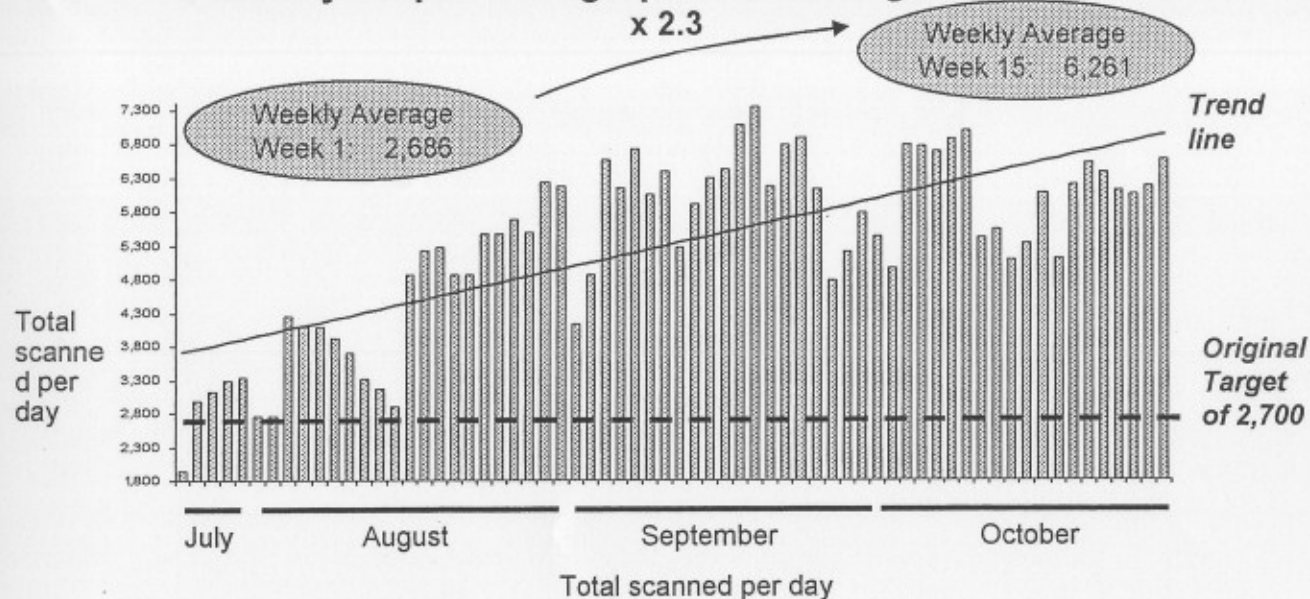
#### Overview

- On critical path in issuing an ID book - this backlog holds up the production of an ID
- Fingerprints need to be verified

This backlog has been eliminated as result of improved performance in combination with working overtime

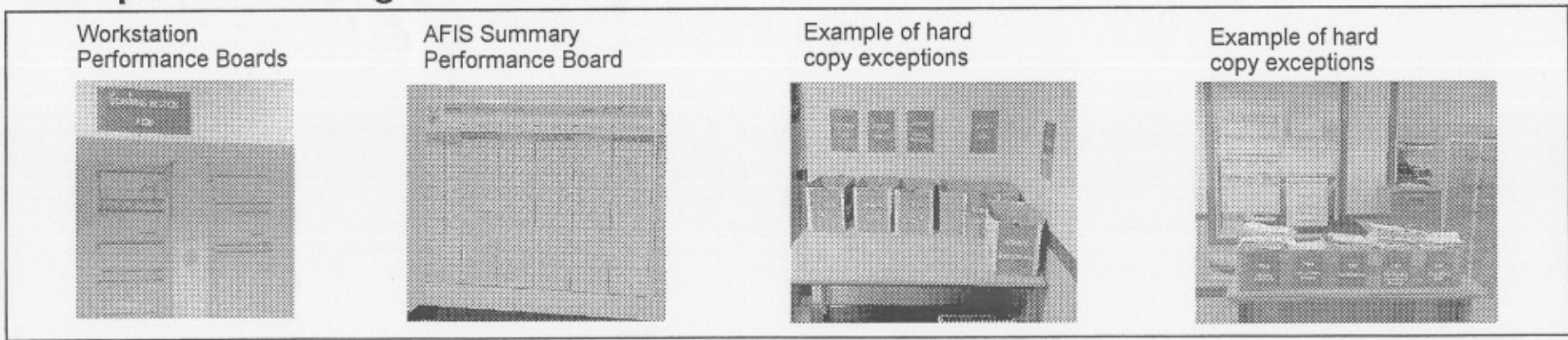
For example, significant progress has been made in bottleneck area of fingerprint scanning ... Performance has more than doubled and is being maintained

Total daily output of fingerprint scanning machines<sup>1</sup>



Key Points
<ul style="list-style-type: none"> <li>• Performance improvements have resulted in sufficient capacity to meet daily work received</li> <li>• No additional backlog will be created</li> </ul>

Examples of Working Environment



Note (1) Total output of AICM and SICM machines during normal hours of operation (excluding overtime)