

Presidential Frontline Service Delivery Monitoring

FSD Mini-Case Study

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Case Study Title: Optimising Stakeholder Involvement in Service Delivery: The Case of Upington Home Affairs

Purpose: To highlight good practice and encourage other relevant facilities

Target Audience: Government departments, DPME, civil society, communities, citizens, service providers

Acronyms:

BCOCC	Border Control Operational Coordinating Committee
DPME	Department of Performance Monitoring and Evaluation
FSDM	Frontline Service Delivery Monitoring
OtP	Office of the Premier
SASSA	South African Social Security Agency

1 Basic Information

Fill all relevant fields:

Service Point Name	Upington Home Affairs
Town	Upington
Municipality	Khara Hais
Province	Northern Cape
Service Point Manager / Contact	Name: Ms M Mogamisi Designation: District Manager Operations Dept / Org: Home Affairs Tel. 0543375700

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Key words	Stakeholder involvement, open communication, need identification and analysis, multi-sector stakeholder engagements
Key Themes	<p>Staff and stakeholder involvement</p> <p>The Upington Home Affairs has allowed the involvement on its staff and other stakeholders in the improvement of service delivery. This is manifested in the synchronisation of its mobile programme for outreach activities with the programmes of such stakeholders as the executive town council, department of education, community development workers, the social development sector players and the police. In this way, the visits which the office conducts to various communities in its jurisdiction are linked to municipal calendar of activities.</p> <p>The rapport which the office has developed with its local stakeholders assists the office in determining the community needs, especially as the various stakeholders in the stakeholder forum established help in the identification of needs. Within the stakeholder forum, the Home Affairs office plays a coordinating role.</p> <p>The stakeholder relations which Upington Home Affairs promotes with its regional stakeholders are cascaded down to the low-level officials without making them a rule. Our observations have concluded that the staff in the Upington Home Affairs office always goes an extra mile in ensuring that the client leaves the office with satisfaction. Besides using Batho Pele principles, the staff shows that they are motivated to serve their clients with pride. This is achieved through empathy and mutual respect both between the staff and the clients and among staff members themselves.</p>

2 The Case Study Story

Background / Context:	<p>An unannounced FSDM visit was conducted on 20 June 2012 at Upington Home Affairs, by officials from the Office of the Premier – Northern Cape, as well as officials from the DPME in the Presidency. Findings report was produced and because of the good findings in the report, it was then agreed that a case study be written on Upington Home Affairs. The case study exercise was conducted on 12 September 2013 by officials from DPME and Office of the Premier - Northern Cape, who interviewed staff of Upington Home Affairs and also conducted observations around Upington Home Affairs.</p> <p>The current staff compliment at Upington Home Affairs is 39 officials, including staff members who are deployed in hospitals and those responsible for mobile units. These staff members are distributed across various sectors where home affairs services are needed within the region, while the majority of them are in the Upington office.</p>
Problem/gap identification	<p>The need for Home Affairs to assist schools in getting all the learners have identity documents, so they can write examinations. It would have been a mammoth task for Home Affairs alone to identify where there is a need for the local office to go make new applications.</p> <p>The imperative to provide passports timeously to applicants, especially as the Home Affairs office is close to various borders.</p> <p>The importance of stakeholder involvement in the operations of Upington Home Affairs in order to ensure that citizens are provided with a satisfactory and dignified service.</p>
Steps taken to achieve the	By teaming up with other stakeholders, such as the local municipality and the Department of Social Development, the Department of Home Affairs was able

improvement	<p>to identify the needs of each local community and address those needs timeously. In this regard, activities of the local and district municipalities were linked to the Home Affairs. Therefore, when the local municipality has community engagements, the local Home Affairs office would accompany the municipality officials to the engagements so as to determine the needs of the community where the engagements would be happening. For example, SASSA would identify where identity books are needed for the prospective beneficiaries to get grants and notify Home Affairs.</p> <p>For example, in a recent month long community service delivery outreach, the Home Affairs was part of the municipality and took advantage of its involvement in affording the community the chance to make identity book applications. In some instances, the schools would approach the Home Affairs office with an identified need, for the Home Affairs office to assist in fulfilling the need.</p> <p>Where the Upington Home Affairs office realised a concern with decision making with reference to the Front Office Clerks, the management rotated the staff. In this rotation, Front Office Clerks were deployed in areas where fewer decisions are taken and Chief Administrative Clerks were deployed at the frontline desks where more decisions are taken. The management believes this was aimed at lessening administrative and decision making errors and ensuring that clients are satisfied with the service they receive.</p> <p>In addition, where complaints are laid to the attention management of Upington Home Affairs, the management ensures that all complaints are dealt with within five days. Citizens who receive services from Upington Home affairs have a good relationship with the staff and management within the management, so much that the citizens feel that complaints must be discussed with the management verbally rather than record them in the complaints book. In this regard, there is trust between citizens and the management of Upington Home Affairs.</p> <p>The turnaround time for passport application within Upington Home Affairs is such that most citizens prefer to get such services from Upington Home Affairs. Currently, Upington Home Affairs has a turnaround time of one week for passport applications. This has attracted citizens from areas outside Upington. For an office that is close to several borders to have such a turnaround time, this is an achievement, especially with an influx of citizens applying for passports. This is made possible through the relationships and cooperation Upington Home Affairs has with those pivotal stakeholders, such hospitals, border control agencies, the police and the defence.</p> <p>The approach Upington Home Affairs management and the whole staff use in dealing with stakeholders enables Upington Home Affairs to garner respect and support whenever the office has activities that involves other stakeholders. For example, Upington Home Affairs has never had any problem with access to schools within the regions, for the learners to apply for identity documents.</p> <p>At the time of the baseline visit, Upington Home Affairs had challenges with visibility and signage. While this challenge is not peculiar to Upington Home Affairs, for Upington Home Affairs it dents the sterling work the local office has been doing in other key performance areas. Nonetheless, in this regard procurement for signage is at an advanced stage. This will indeed start addressing visibility and signage for Upington Home Affairs.</p> <p>Most operational challenges are easily addressed through the engagements that are dealt with in the Border Control Operational Coordinating Committee (BCOCC), which comprises of the departments of Home Affairs, Transport,</p>
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	<p>Public Works, Police, Agriculture, Health and Defence as well as the following state agencies: South African Revenue Services(SARS) and State Security Agency (SSA). Again, the involvement of home affairs in this forum ensures smooth stakeholder relations and engagements. In addition, Upington Home affairs makes follow ups on issues that are discussed in this forum through cluster meetings, where Upington Home Affairs play a pivotal role as a stakeholder.</p>
<p>Challenges and requirements to replicate</p>	<p>While stakeholder relations are necessary, it also poses some challenges for the Home Affairs office. For example, when SASSA experiences false registration of beneficiaries, the Home Affairs office is needed to identify the problem and also assist in addressing it. The teaming up and linking of activities assist stakeholders on both sides. For example, when SASSA goes to a community, it becomes important for the SASSA officials to make announcements that include the services of Home Affairs. This ensures that when SASSA gets to a community, all community members who may need services from both SASSA and Home Affairs go to where these services will be rendered.</p> <p>There was once a problem with late registration of birth in the Kalahari Region (especially in the Mier area). With the regular visits made by the combined group of stakeholders (where they go once every quarter and the Home Affairs follows it up by visiting the area once a month), this problem was easily identified and addressed. Where office space was a challenge, the Home Affairs Upington Office has identified space at Rietfontein Clinic to have an office there.</p> <p>Previously, there was a need for Home Affairs services in the Rietfontein area, especially the border area. In addressing this need, Upington Home Affairs has made visits to Rietfontein border post regular (on a daily basis). At some stage there was a concern where learners approach Grade 12 without identity documents, which posed a challenge to the Department of Education at examination times. In this regard, Upington Home Affairs partnered with the Department of Education and drafted a programme in which the Department of Home Affairs goes to the identified schools and assist learners with applications for identity documents. While this is a joint project with the Department of Education, Upington Home Affairs has made it a project of their own by not only spearheading it, but also by ensuring that not less than 250 applications from schools are processed every month.</p> <p>Where Upington Home Affairs experienced a backlog with registration of births, which is stipulated at within 30 days, it opened up new offices in hospitals within the region, which is based on the relationship between Upington Home Affairs and the Department of Health. While this approach stretches the resources of Upington Home Affairs, it lifts the burden off the shoulders of the clients who would need to travel to the office under normal circumstances.</p>
<p>Lesson Learned</p>	<p>Coordinated stakeholder involvement in service delivery improvement always bears positive fruits.</p> <p>Good relations with stakeholders of various calibres can contribute towards catalysing service delivery improvement.</p> <p>Dedicated efforts and focused management has a role to play in improving service delivery and citizen satisfaction.</p> <p>Tacit open relationship and unity among staff members can be a catalyst to good public service and customer satisfaction.</p> <p>Collective engagement in service delivery improvement can assist in needs analysis and ultimately to improved service delivery.</p>
<p>Conclusions and Limitations</p>	<p>With limited resources (as with other government departments), Upington Home Affairs has been striving for service excellence through partnering with other crucial stakeholders. With only 39 staff members, who are spread across the main office, mobile units as well as the hospitals and border posts,</p>

it would have been difficult for an office with such a wide-ranging mandate to fulfil its mandate. Where necessary, Upington Home affairs partnered with mayor and the mayoral council in order to identify the needs of the community which it serves. This was made possible by the fact that Upington Home Affairs is a member of a regional stakeholder forum, where issues related to improving service delivery are discussed. Notwithstanding the challenges and the limited amount of resources, Upington still spreads its services to cover border services (where it is a member of a coordinating committee), provision of birth certificates in hospitals and applications for identity documents.

While much of the achievements which Upington Home Affairs has realised are due to the involvement of key stakeholders, Upington Home Affairs still plays a leading role in various forums in which the office is a member. For example, such departments as Social Development and Health play a role in conducting need analysis on behalf of Upington Home Affairs, which Upington Home Affairs uses for its community outreach and in the provision of identity documents to various communities. However, Upington Home Affairs did not neglect its role in the provision of services that are within its concurrent responsibilities. Some of the examples that can be cited include Upington Home Affairs approaching schools in order to assist learners with identity book applications.



3 References

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