

TURNAROUND

NEWS

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Minister Pendukeni Iivula-Itana



CLIENT-FOCUSED CHANGE FOR MHA FRONT OFFICES



"When we conceptualised this Turnaround, it was based on a very specific vision," says Minister Pendukeni Iivula-Itana. "I knew that we needed fundamental change if we wanted to transform the Ministry of Home Affairs and Immigration into a highly effective organisation with faster turnaround times for all documents, effective systems, shorter queues, efficient offices and improved customer services. "I knew this change would not always be easy and that it could not be rushed. That is why we designed the Turnaround as a journey over 18 months. We need to take one step at a time, and make sure that every change we put in place, is a lasting one."

The Turnaround contract was officially signed on 25 June 2014 and marked the beginning of this journey. The first workstreams kicked off their activities in both the Front Office in Windhoek as well as in the Passport Production back office and within six weeks a whole range of changes had already taken place. From new signage to a reorganised queuing system, the Front

Office in Windhoek looked entirely different. A dedicated information official greeted clients as they entered, providing people with all the correct forms and ensuring they had all the necessary documentation before being directed to the correct queues. Seating had been brought in to allow customers some comfort as they waited for service. The counters had also been cleaned up to create a professional environment. The overall effect was dramatic and customers noticed the changes - something the Minister experienced when she made an unannounced visit. "It was really heartening to speak to the customers in the various queues and to hear first-hand how happy they were with the new client-focused approach the team is taking in transforming the front offices. This is what it is all about - not only bringing the services to our people, but also making sure they are provided in a highly professional way. We have taken the first steps towards that goal and I am looking forward to this now being rolled out to our other customer-facing offices across Namibia."

READ INSIDE

PROGRAMME SPONSOR, AMBASSADOR
NANDANGO, OUTLINES PROGRESS

04

PASSPORT PRODUCTION:
BACKLOG ELIMINATED!

02

FRONT OFFICE:
HUGE CHANGES IN PLACE

03

GOING THE EXTRA MILE
STAFF CHAMPIONS

08

PROGRAMME MANAGER, MR. VALAMBOLO,
VISITS KHOMAS OFFICE

06



The Turnaround Strategy was officially signed on 25 June 2014 and formally marks the beginning of an 18 month journey of change



100% REDUCTION IN PASSPORT BACKLOG



PASSPORTS NOW PRODUCED IN TWO DAYS.

"We have made a dramatic impact on service delivery over the past month. When people come to apply for their passports, all the requirements are clearly stated. Signage is visible. People know in which queues to stand and the flow through queues is much smoother. We have also eradicated

the whole backlog of passport applications. By next week, the waiting period will start to drop and I believe we will soon be able to provide passports a dramatically reduced time."

- **Max Miilinge, Manager: Passports and Citizenship.**

THE TURNAROUND PROJECT IS MADE UP OF

7 WORKSTREAMS

FOUR OF THESE HAVE ALREADY KICKED OFF THEIR ACTIVITIES

The primary focus for the governance workstream is on developing progress management tools and meeting maps for leadership



Front Office Rollout



Vision and Design



Operations Management



PMO

NEW SIGNAGE

New Signage has been created for the front office to present general information to customers regarding services, times, costs and frequently asked questions. The signage is one of a number of changes that are being piloted at the Windhoek Head Office after which it will be rolled out to all front offices across Namibia.

SAME DAY PASSPORT DISPATCH

Same day passport dispatch is now in place. This means passports are being sent to the offices where applications were made on the same day they are printed.



"If the Turnaround brings improvement, we are right behind it. If the Turnaround brings solutions we support it."

- Victoria Amukoto, Fingerprint Verification Section



FRONT OFFICE
ROLLOUT PILOT
SITE {WINDHOEK}



3000+
APPLICATION BACKLOG
ERADICATED

DAILY TARGETS
IN PLACE
FOR EACH
EMPLOYEE
AND SECTION



FRONT OFFICE INNOVATIONS

- Clear new signage system
- Customers provided with forms and information on entering office
- Dedicated "floor walker" ensuring client flow to correct counters
- Organised queuing system
- Seating for customers
- Clean environment
- Emphasis on customer service

CHANGE FOCUS: FRONT OFFICE INNOVATIONS

The changes at the Front Office pilot site in Windhoek have seen improved customer flow, less congestion, fewer bottlenecks as well as a marked increase in customer satisfaction. These changes will now be rolled out to other Regional Offices.



BEFORE: FRONT OFFICE DESK BEFORE THE PILOT PROJECT

CLEAR SIGNAGE TO GUIDE CUSTOMERS

CLEAN PROFESSIONAL ENVIROMENT

DESIGNATED QUEUING LANES

CUSTOMER SEATING



AFTER: UPDATED LOOK
FOR THE FRONT OFFICE
PILOT SITE



TURNAROUND: FIRST SIGNS OF PROGRESS



Ambassador Patrick Nandago



"The Turnaround Strategy Programme is aimed at drastically improving operations at the Ministry" - Ambassador Patrick Nandago, Permanent Secretary, MHA

Permanent Secretary in the Ministry of Home Affairs and Immigration, Ambassador Patrick Nandago, is the overall Sponsor of the Turnaround Strategy and, in this capacity, he is in charge of steering the programme and its activities at a high-level and ensuring that the programme stays on track. In a recent interaction with the media he spoke about the progress that has already been achieved in improving service delivery.

"The Turnaround Strategy Programmed is aimed at drastically improving operations at the Ministry.

The overall goal is to improve service delivery to the public in order to address the concerns of the public.

The primary concerns are long queues at the Head Office and Regional Offices, slow processing of documents, poor staff attitudes and a general lack of information related to the requirements for documents.

These and other concerns will be addressed during the implementation of the Turnaround Strategy through a series of focused improvement initiatives.

The pilot project at Head Office will ensure that all concepts are optimally designed and accurate before rolling it out to the regions. The initial results can be experienced already, with improved signage and overall cleanliness, shortened client waiting times and seating arrangements in waiting areas, optimised client flow and office layout as well as an information desk and proactive assistance of the public by dedicated staff.

There is also improvement in the elimination of backlogs at the passport sections, faster processing of passport collection, daily submission of applications from the regions and dispatch of processed documents, and installation of computers at passport counters for speedy enquiries."

HOME AFFAIRS PULLS UP ITS SOCKS {NAMIBIAN SUN}

Service delivery by the Ministry of Home Affairs and Immigration has started improving since the implementation of a turnaround strategy earlier this year. The results can already be seen at its Windhoek Head Office, where there are shorter queues and even seating for those who wait in line. The pilot programme at the Ministry's Head Office will ensure that all concepts are optimally designed and accurate before rolling it out to the regions.

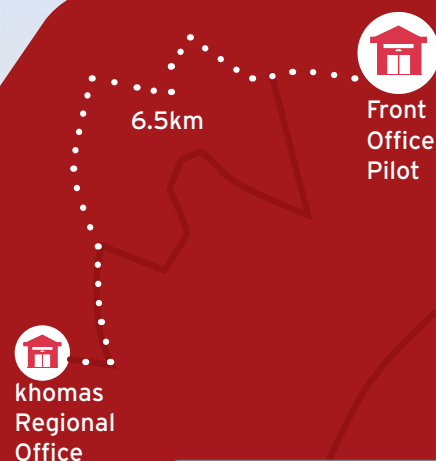
FRONT OFFICE TURNAROUND TEAM MOVES TO KHOMAS REGIONAL OFFICE



Turnaround Programme Manager, Mr. Valombola with Khomas Office Manager, Mrs. M. Kahunda

“As we roll out the front office changes, our emphasis must always be on the queues and counters. We must improve the way customers are received at our Front Offices.”

- Mr. Likius Valombola, Turnaround Programme Manager



WINDHOEK, NAMIBIA

At the beginning of August, the Front Office Rollout team moved from the Head Office to the first regional office in Khomas, on the outskirts of Windhoek. The innovations that had first been tested at the Head Office are now being implemented at Khomas. From here, the next wave of roll-outs will take place.

On a recent visit to check on progress here, Turnaround Programme Manager, Mr. Likius Valombola, was taken on a walk through of the office to show him some of the first changes that have already been implemented since the team arrived. This included a reorganisation of the administrative office space, proposed new signage to improve the flow of customers and shorten queues, as well as testing a new Help Desk at which customers are assisted in filling out forms correctly. As the Programme Manager, Mr. Valombola is responsible for overseeing

the operations of the Turnaround Strategy. His job is a hands-on one, tracking progress and assisting the teams to keep the momentum of change going.

His passion for improved service delivery was evident during his visit when he praised staff for the changes that were already evident and pointed out that the central thrust of the entire Turnaround Strategy was designed to improve the customer's experience. "As we roll out the front office changes, our emphasis must always be on the queues and counters. We must improve the way customers are received at our Front Offices. It must become easier for them to access services. We want them to be able to do so with greater ease and in a much shorter time."

Mr. Valombola emphasised the importance of the roll-out reaching the Khomas Office. "First we

tested many of the new changes at Head Office to make sure all the changes were optimally designed. Khomas is however, almost an extension of this pilot project, because this office provides a number of services that Head Office does not the services related to Identity Documents, Late Birth Registration, Birth Duplicates as well as Death Registration. We can now use this Office to test what changes we must affect to these services".

He thanked the staff at Khomas for their commitment and enthusiasm and the way they have embraced change. "Change is not always easy, but I have such faith in the employees of this Ministry. We must keep our eyes on the goal of improving our services to the public for whom we play such an important role in every aspect of their lives - from the cradle to the grave."

CHANGE IN PICTURES

BRINGING CHANGE TO THE PEOPLE

MINISTER VISITS WINDHOEK FRONT OFFICE AND INTERACTS WITH CUSTOMERS

"I am very happy not only with what I am seeing, but especially what I am hearing from the public. This is what this Turnaround Strategy is about. The public. Our customers."

-Minister Pendukeni Iivula-Iitana



"I am so surprised by the changes. I was expecting to have to stand in a queue for hours, but it was not the case!" - Customer

SAME DAY PASSPORT DISPATCH

Passports are now dispatched to Regional Offices every day. Every afternoon, printed passports are sorted and dispatched to the office of application by courier.



AT YOUR SERVICE

A dedicated information officer welcomes customers as they enter the Windhoek Front Office. This employee assists with ensuring that the person has all the required supporting documents, provides them with the correct application forms and then directs them to the correct counter. This has had a huge impact on queues as not only do customers not spend their time queue at the wrong counters, but they also have all the information they need at the tip of their fingers.

BRAINSTORMING CHANGE

Some of the Front Office team members at a recent workshop where they assessed the progress they were making at the pilot site.



CHANGE IS NOT POSSIBLE

WITHOUT PEOPLE



The past month has seen some incredible change taking place at MHAI - and in every single case it is driven by the enthusiasm and commitment of the employees who have embraced the Turnaround Project in their various areas of work.

THIS IS THE PAGE ON WHICH WE CELEBRATE THE EMPLOYEES, **THE CHAMPIONS OF CHANGE!**



"One of the new innovations we put in place this week is to dispatch passports to the regions on a daily basis. This is a very big change!

It means more work for us, but it makes our customers happy, and that is what we want!"

MALAKIA KARVERA PASSPORT DISPATCH SECTION



"When we started working on the backlog, the two of us working in the Printing Section, decided to come earlier to work so that we could increase our printing volumes. Now we are coping very well with processing all the applications we are required to do every day. **Our target is to print 440 a day, but we have already achieved 600 per day."**

MARTHA MBANDEKA & CECILIA KAUKUNGWA PASSPORT PRINTING SECTION



"Over the past month the kind of enquiries I receive has changed. In the past people would mainly phone about passports not being finished, now its mostly passports printed, but not yet sent. **With the same-day dispatch that has been just put in place, I think this will change enquiries altogether."**

ANNA LOUW ENQUIRIES



"The queuing system is really helping us because people come to the right counters and don't feel frustrated. In the old days we did not have queues. We also now have chairs for customers. It's really nice. You can take receipts, go look for passports and **you can feel good because you know you are treating the customer nicely."**

ANNA-LUCKY KUTALO



"The set-up has changed for me. The targets help to change one's mind-set. In the past, as long I did something it was enough, now I have the target in my mind. And, that changes the way you think about your work. **It makes you faster. It makes you want to reach the target."**

MIRJAM EELU CHIEF IMMIGRATION OFFICER