



MINISTERIAL STATEMENT ON THE IMPLEMENTATION OF THE TURNAROUND STRATEGY OF THE MINISTRY OF HOME AFFAIRS AND IMMIGRATION, BY MRS. PENDUKENI IIVULA-ITHANA, HON. MINISTER.

Honorable Speaker

Honorable Members

This being the first session of the Sixth Parliament I hope nobody expects me to deliver a maiden speech at this stage in history. That being common cause, allow me Hon. Speaker, to congratulate you on your deserved election to be our third speaker since the attainment of our Independence a little over 25 year ago. Allow me further to congratulate the Hon. Members for their election to this house of honour, representing the people of this great nation. My sincere thanks and appreciations goes to our President, H.E. Dr. Hage G. Geingob for the trust he has in me by nominating me amongst his eight nominees to this house and further entrusting me with the most sensitive responsibilities, amongst others, safe keeping the national population register.



Having said so Hon. Speaker, I raised to appraise this august House on the progress of the Turnaround Program of the Ministry of Home Affairs and Immigration.

Hon. Speaker, The Ministry of Home Affairs is where we all belong, from the cradle to the grave. In our interactions with the public we have noticed with regret the inadequacies in the system as relating to long queues at Head office and Regional offices, slow turnaround times on the processing of documents, poor staff attitude, and a general lack of information related to document requirements. These concerns, and many more cde Speaker Hon. Members, undoubtedly warranted strategic thinking on the best methods on how to turn around the way we do things around.

It is, therefore against this background that on the 21 May 2014 the Turnaround Strategy Programme was launched. The adoption of this Program therefore is an



initiative to improve how we do what we do and these include, streamlining business processes, reducing production backlogs and waiting periods, improving queue management and waiting areas, designing new office signage, developing staff through a robust customer care training, and implementation of new and effective management process to ensure sustainable results.

Honorable Speaker

Honorable Members

The Contract for the Turnaround programme was officially signed on the 25 June 2014, between the Ministry of Home Affairs and Immigration (MHAI) and FeverTree Consulting Company.

As a result, a team within the ministry has been established which spearheads the Turnaround Strategy Programme working with the consultants. They critically overhauled ministerial operations. I am proud to inform this August house that some of the initiatives



the ministry has introduced, have already begun to yield tangible results. We are encouraged by positive comments made by some members of the public over the past months.

The Turnaround Strategy Programme has started at the Head Office in Windhoek as a pilot site for the implementation. Many of the initial results of the programme can be experienced, such as, improved signage and overall cleanliness; shortened client waiting times and seating arrangement in the waiting areas; optimized client flow and office layout; information desk and proactive assistance of the public by dedicated staff; elimination of backlogs in the Passport Section; faster processing of Passports and collections; daily submissions of applications from the regions and dispatch of processed documents and installation of computers at Passport counters for speed inquiries.



Therefore, many more benefits will be realized across the service and also for the internal support systems. With many of the concepts being finalized and embedded at Head Office, the public has already begun seeing some changes at Khomas Regional Office, Hosea Kutako International Airport, Eros Airport, Katutura State Hospital, Central State Hospital, Hardap, Omaheke, Oshana and Kavango East regions respectively. Currently we are implementing the improved initiatives in Omusati, Ohangwena, Kunene regions.

Significant progress has been made in the Passports and IDs sections since 23 June 2014. Over a period of approximately 3 months, the Backlog in both sections was completely eliminated. At Passport Section the backlog was 3,342 applications as at the 23 of June 2014, and by the 10 of July 2014 this backlog was eliminated.



The backlog at the ID's Section was 45,861 applications as at the 25 of July 2014 and contained applications that were approximately one year old. By the 10 of September 2014, these backlogs were eliminated. The elimination of backlog was made possible through set targets per staff members per day.

The backlog within the Visas, Study Permits, Work Permits, and Permanent Resident Permits Section, has been considerably reduced and efforts are ongoing to eliminate these completely.

Honorable Speaker,
Honorable Members,

A high-level regional rollout plan has been developed to ensure on-time delivery and is updated on a weekly basis using an Office Tracking Tool. Detailed project plans, and supporting project management tools, have



been created for each of the workstreams to ensure ontime delivery of results.

The Ministry has introduced a queue management system at head office with a view to further improving customer care service, time and counter efficiency.

I am proud to inform the Honorable Members that this system is operating very well.

Sustainability Monitoring Team has been established and has commenced operating within regions to ensure that the improvement initiatives and high operating standards are maintained at all Ministry's offices. A **Business Improvement (BI) staff Team** has been embedded into the Rollout Teams to retain the knowledge transferred and acts as Change Champions at each office.

Honorable Speaker,
Honorable Members,



In conclusion, the scope of this programme is comprehensive, and reaches the Ministry from top-to-bottom. With so many work streams generating results in different areas of the country, it will be essential for the Ministry to keep the public well informed at all times. I should also inform this August house that this programme is a new initiatives that would require adequate funding if the business improvement initiatives are to be sustained. It is our desire to see the new ways of doing things in the Ministry sustained and activities sufficiently resourced. The overall goal is to transform the Ministry of Home Affairs and Immigration into a highly effective organization with faster turnaround times, effective systems, shorter queues, efficient office management and improved customer service.

Finally, the Ministry would like to thank the public for their patience, cooperation and opinions expressed since the announcement of the Turnaround Strategy. Hence, public opinions, feedback and suggestions are



highly welcomed as we embark on this long journey. The Ministry of Home Affairs and Immigration is for all of us. Let us all be part to this Turnaround Strategy Programme as it continues to yield tangible outcomes.

I thank you all for your kind attention.