Getting things done in government – PEMANDU's 8 steps BFR methodology

By Tengku Azian Shahriman
PEMANDU Associates

Project Cycle Management – A cornerstone of Implementation and Delivery
Grenada
3 September 2019

PEMANDU was set up in 2009 as a government delivery unit under the Prime Minister's Department and subsequently evolved into PEMANDU Associates in 2017

In 2009, PEMANDU was set up as a Performance Management and Delivery Unit under the Prime Minister's Department to steer Malaysia into becoming a High Income Nation by 2020 through the National Transformation Programme.

Upon upskilling the civil service and transferring its mandate officially to the Civil Service Delivery Unit in 2017, PEMANDU evolved into PEMANDU Associates to replicate its work across other countries and the private sector.

A Transformational Way of Working:
The 8-Step BFR Methodology

Planning / Thinking (10%)

- Strategies, Key Activities & Responsibilities

- Organizing

- Communication & Engagement

Implementation / Doing (90%)

- Monitoring

- Recursive Problem Solving

- Assessment / Validation

- Reporting

Circle diagram labels:

2 — LABS — Establish in detail what needs to be done

3 — OPEN DAYS — Share lab output with people and seek their feedback

1 — SET THE TRUE NORTH — To ascertain the strategic direction required

4 — ROADMAP — Tell the people what we are going to do

8 — ANNUAL REPORTS — Tell the people what we have delivered

5 — KPI TARGETS — Setting KPIs for monitoring and tracking

7 — VALIDATION — External validation on results achieved

6 — IMPLEMENTATION — Problem-solving on the ground implementation

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In this presentation, I will deep dive into 3 "pain points" frequently faced during implementation hindering delivery

1 Unclear direction from leadership and lack of buy in from stakeholders who tend to work in silos

2 Lack of data for informed decision making

3 Lack of capacity during implementation

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"Pain point" #1: Unclear direction from leadership and lack of buy in from stakeholders who tend to work in silos

- **Strategic Workshop**

- Labs

- Open Days

Analysis of data from multiple inputs resulted in the selection of 6 NKRAs with respective Lead Ministers

Sample of inputs

Electorate Surveys
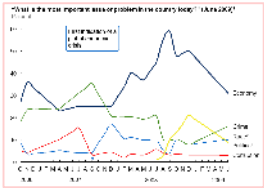
Newspaper headlines
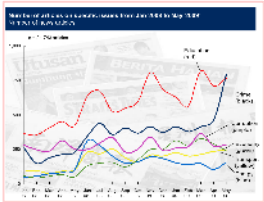
Policy documents

Cabinet member polls

Shortlist of NKRAs

Cabinet Workshop conducted to decide on the final NKRAs from total shortlist:

- Crime
- Education
- Roads
- Food Prices
- Corruption
- Water Supply
- Broadband
- Illegal Immigration
- Housing
- Electricity
- Healthcare
- Higher Education
- Defense
- Communications
- Public Transport

Final NKRA list

1 Enhancing Education
Education Minister

2 Reducing Crime
Home Affairs Minister

3 Reducing Poverty
Women, Family, Community Minister

4 Reducing Corruption
Law Minister

5 Rural Basic Infra
Rural Development Minister

6 Urban Public Transport
Transport Minister

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For the Economic Transformation Programme, in 2010 we conducted a 1,000 CEOs Workshop to get a national consensus on the priorities

1,000+ movers and shakers (CEO & top leaders) from 200+ Multinational Companies, Government Linked Companies, Subject Matter Experts, Ministries and Government agencies attended the workshop

We landed on 12 National Key Economic Areas (NKEA)

Oil, Gas and Energy	**Healthcare**	**Electrical & Electronics**	**Education**	**Communications Content & Infrastructure**	**Tourism**
Greater Kuala Lumpur	**Financial Services**	**Business Services**	**Agriculture**	**Wholesale & Retail**	**Palm Oil & Rubber**

- **USD15,000 (~RM48,000) per Capita GNI**
- USD523 Billion (RM1.7 Trillion) GNI
- 6% GDP Growth per Annum

- **USD444 Billion (RM1.4 Trillion) Investment**
- 92% Private, 8% Public Investment
- 73% Domestic, 27% Foreign Direct Investment

- **3.3 Million Additional Jobs**

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On 28 and 29 April 2018, a Strategic Workshop and Cabinet Retreat was held in Saint Lucia and 6 Key Results Areas were prioritised

List of focus areas identified during the strategic workshop

Economic Sector

1. Agriculture
2. Tourism
3. Infrastructure
4. Climate Change
5. Logistics and Transportation
6. Entrepreneurship
7. Business Environment
8. Construction
9. Energy
10. Manufacturing

Social Sector

1. Education
2. Healthcare
3. Crime
4. Housing
5. Youth Development
6. Elderly/Social Protections

List of focus areas prioritised after a prioritisation matrix exercise and a voting session

- TOURISM
- AGRICULTURE
- INFRASTRUCTURE
- HEALTHCARE
- EDUCATION
- CITIZEN SECURITY

Strategic workshops were also held in Oman, Nigeria and Lesotho to agree upon key priority areas to focus on

Oman (2016)

5 Priority Areas: Social & Economic

- Manufacturing
- Tourism
- Logistics
- Finance
- Labour Market and Employment

Nigeria (2018)

3 Priority Areas: Economic

- Agriculture and Transportation
- Manufacturing and Processing
- Power and Gas

Lesotho (2019)

4 Priority Areas: Social & Economic

- Agriculture
- Manufacturing
- Technology and Innovation
- Tourism and Creative Arts

"Pain point" #1: Unclear direction from leadership and lack of buy in from stakeholders who work in silos

- Strategic Workshop

- **Labs**

- Open Days
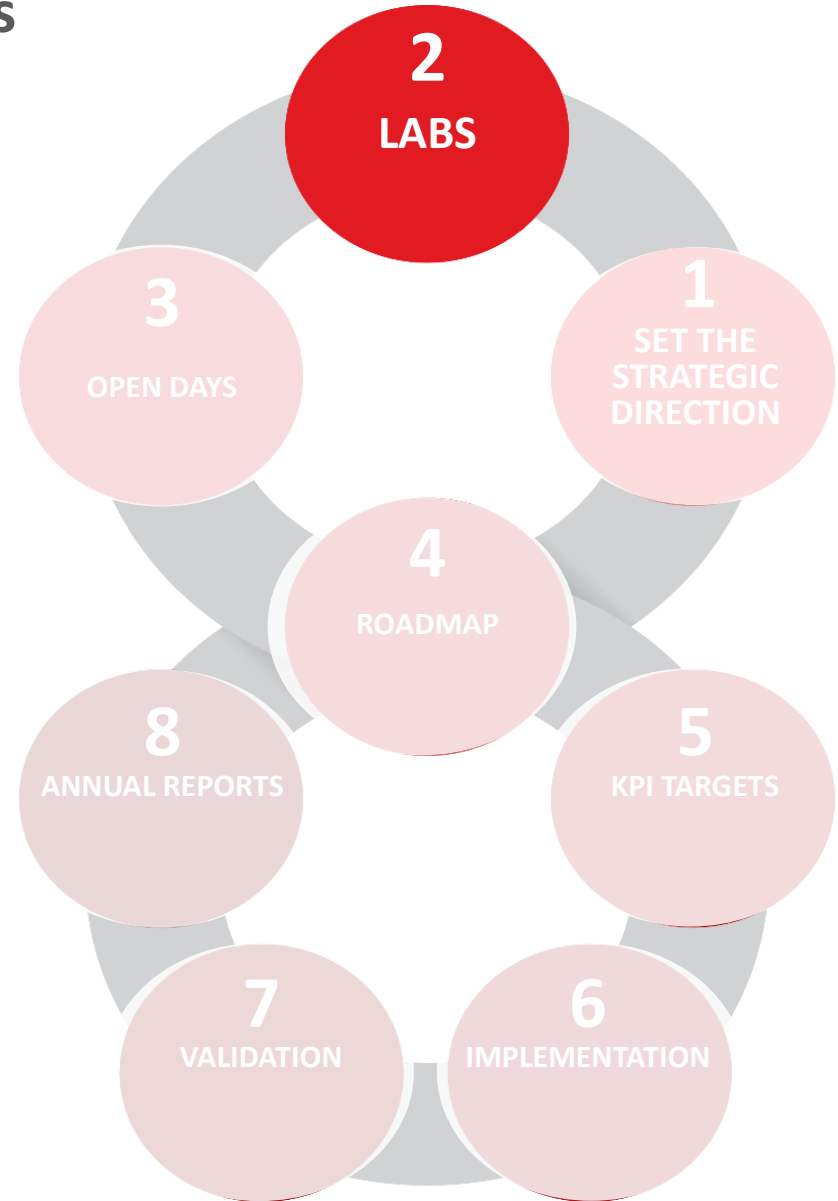
A lab is a dynamic environment with multiple things happening at the same time

Inputs
- Working teams
- Key stakeholders (internal and external)
- Data and background materials

Learning
- Fact-finding
- Research (best practices, success stories, etc.)
- Lab environment
- Lab objectives

Brainstorming and problem solving
- Intervention design
- Follow-up on outstanding issues
- Documentation & data entry

Analysis
- Data analysis and number-crunching
- Stakeholder analysis
- Root cause analysis

Discussions and Debriefs
- Outcomes from external meetings and discussions
- Syndication

Outcomes
- Skilled and motivated teams
- Delivery plan for each NKRA
- Resourcing strategy (people and financing)

What will you see in a lab?

Physical

- Best possible leaders with excellent facilitation and problem solving skills
- Dedicated **working space and tools** (database, templates, etc)
- Full-time and time boxed (typically 6 weeks)
- Daily **log books** and war room

Experiential

- Intense open debates and **"hands-on-deck"** approach
- Breakdown of silos and **no bureaucracy**
- **Syndication** and experimentation (pushing the boundaries)
- Radical, practical and innovative solution to achieve BIG FAST RESULTS

Under the National Key Economic Areas (NKEA), labs with more than 500 stakeholders were conducted in 8 weeks

Economic Transformation Lab Participants

500+ Lab members   **210** Companies

32 Government Agencies   **13** NGOs

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Similarly in other parts of the world, PEMANDU facilitated social and economic labs with participations from all levels of stakeholders

2019
Lesotho Economic Lab

399

Engagement with project owners

77

Projects prioritised

2018
St. Lucia Social & Economic Lab
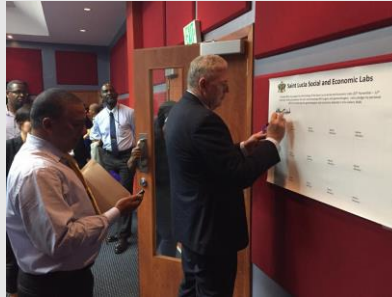
185

At Focus Group kick off

10,900

Hours worked

65

Game changers identified

2018
Nigeria ERGP Lab

210+

Participants in 3 Workstreams

67,000

Hours of effort logged by lab teams

15

Minister & PS syndication visits/sessions to the ERGP Focus Lab

The outcome of the lab: Detailed 3-feet programmes which the Delivery Unit can now immediately implement!

Programme

3-feet programmes

- Projects
- Action items
- Timeline
- Project owner
- Targets

Plan

1,000-feet plans

- Strategic intent
- Strategic plan
- Blueprint
- Strategy document

Traditionally most Government will come up with plans (and more plans)
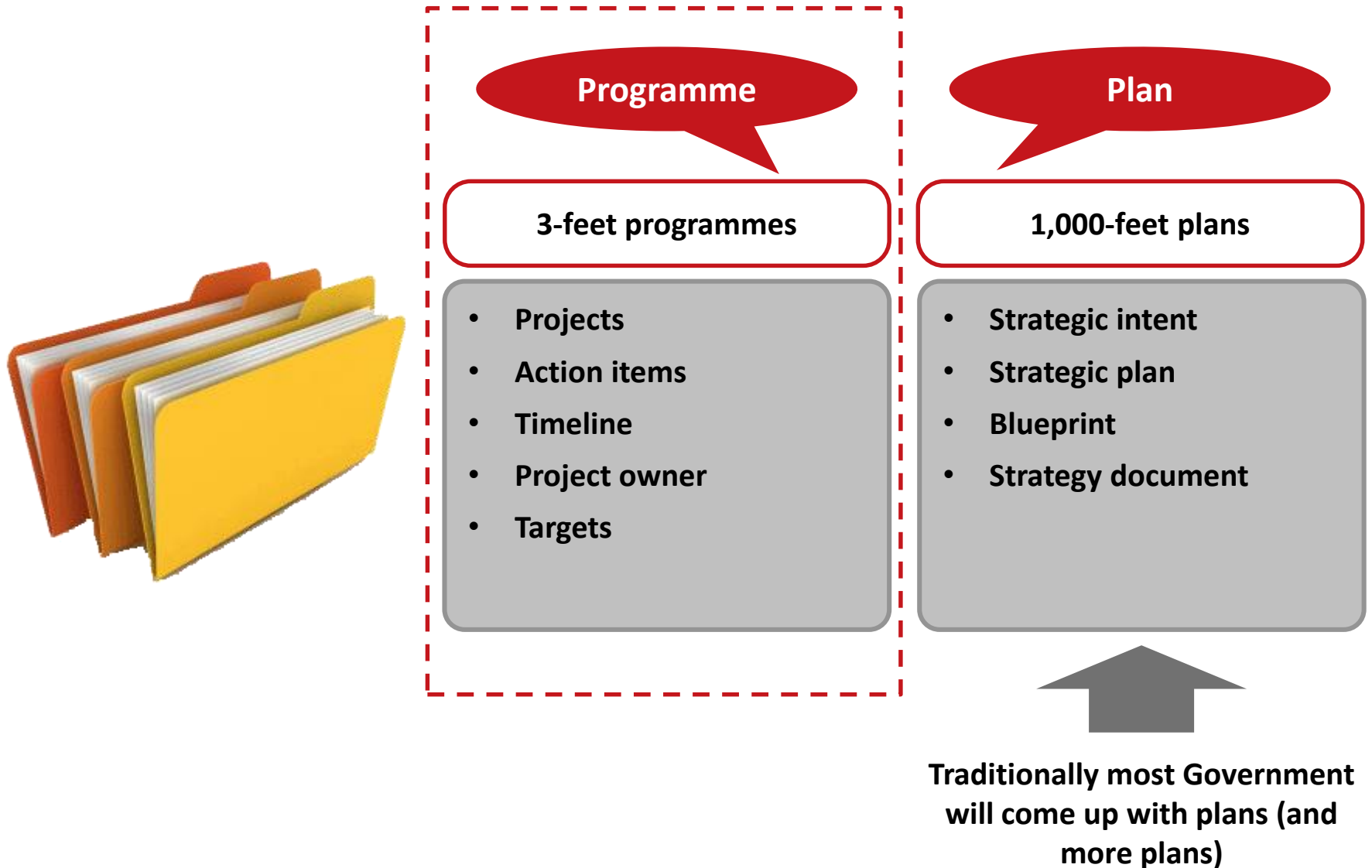
In order to have "shovel-ready" initiatives, lab members work together to detail out the prioritised solutions

Initiative #: Initiative Name

1 Short case for change description

2 Initiative concept/details/highlight:

Implementing agency:
- …

4

Key stakeholders:
- …
- …
- …

Required resources (2018-20): **5**
- CAPEX: USD…
- OPEX: USD…

Implementation timeframe: **6**
- Start date: …
- End date: …

Key milestones: **7**
- …
- …
- …

3 Impact

1 A strong case for change that states why this initiative is needed

2 Detailed description of the initiatives, including diagrams

3 A strong, quantifiable statement of impact / KPI

4 Main implementer and all other relevant stakeholders

5 Budget requirements for initiative to happen

6 Implementation timelines that follow 3-ft implementation plans

7 Main milestones that follow 3-ft implementation plans

Labs are an important step prior to the setup of a Delivery Unit – the priorities and work of the DU are derived from the labs

OUTPUTS FROM LAB

St Lucia Social and Economic Labs Final Lab Report

14 January 2019
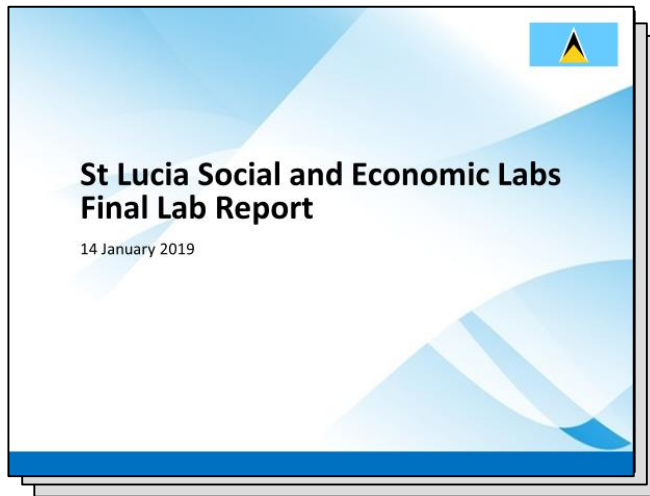
☑ True North defined and quantified

☑ Game Changers reviewed, refined and prioritised; KPIs established

☑ Issues and challenges problem solved

☑ Detailed 3-feet plans developed

☑ Budget requirements identified

☑ Governance structures established

☑ Endorsement & commitment from leadership

CORE DELIVERABLES OF THE DU

Performance Management and Delivery Unit (PMDU)

Healthcare

100% access to healthcare services

Tourism

40% increase in tourist arrivals

Education

2X increase in TVET & tertiary enrolment

Agriculture

3x in banana exports

Citizen Security

45% reduction in serious crimes

Infrastructure

99km of new / upgraded roads
2X increase in airport capacity

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In 2019, the IMF recognised the Sultanate's Tanfeedh programme's contribution to economic diversification and job creation

Oman's Tanfeedh Lab Wave 1 & 2

Manufacturing

Tourism

Logistics

Finance

Labour Market & Employment

Fishery

Projects & Initiatives	GDP in 2023
154	**OMR7.9b**

INVESTMENTS	JOBS
OMR17.3b	**38,000**

International Monetary Fund Consultation with Oman

"Since the 2014 oil price shock, Oman's policy efforts have aimed at strengthening the fiscal position, enhancing private sector-led growth and employment, and encouraging diversification."

"Directors **commended the ongoing implementation of the Tanfeedh Program** with a focus on economic diversification and job creation."
- IMF Press Release, 3 July 2019

'IMF lauds Oman's Tanfeedh programme'
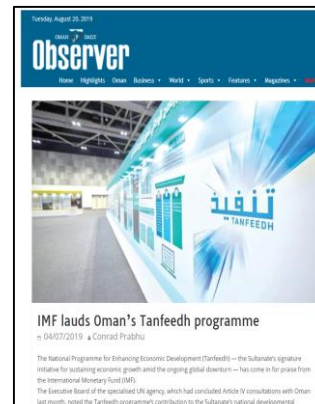
"A **series of 'labs'** focusing on each of these sectors have **generated a substantial portfolio of projects and initiatives** that are currently in various stages of implementation and operation. **The Implementation Support and Follow-up Unit (ISFU),** set up under the auspices of the Diwan of Royal Court, is **tracking the speedy delivery of these projects**."
- Oman Observer, 20 Aug 2019

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Source: Tanfeedh Lab Output, International Monetary Fund

"Pain point" #1: Unclear direction from leadership and lack of buy in from stakeholders who work in silos

- Strategic Workshop

- Labs

- **Open Days**

Thousands of visitors attended the Open Day to understand the government priorities and provide feedback on the lab outcomes

In Malaysia, multiple Open Days have been organised and thousands of visitors have attended, representing various spheres of society

GTP	8,500 visitors
ETP	13,000 visitors
SRI	5,000 visitors
Subsidy	2,500 visitors
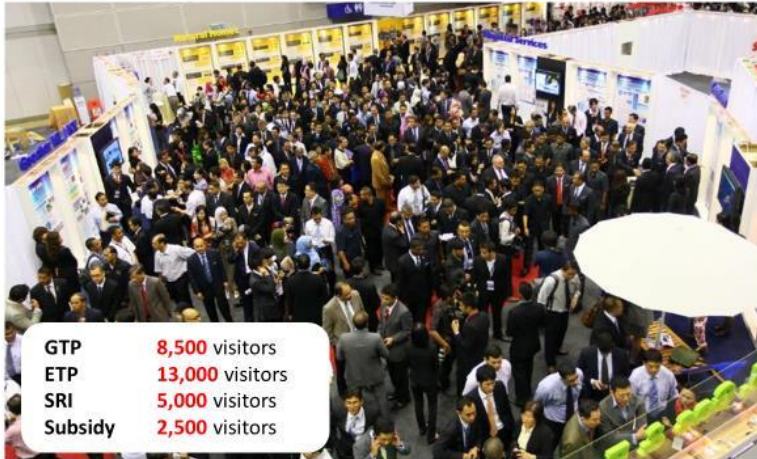
In Oman, a three-day event saw thousands visit the Oman International Exhibition Centre in November 2016

2,557 visitors

Tanzania saw a similar level of widespread public engagement for its Big Results Now! Transformation Programme Open Day in May 2013

2,154 visitors

In Russia, the outcome of the labs were displayed during the "Transport Week" with over 50,000 attendees

In Oman, public feedback on lab outcomes were overwhelmingly positive; comments were subsequently captured and taken into consideration

"Pain point" #2: Lack of data for informed decision making

To effectively measure outcomes, collecting and analysing official, reliable and credible data is important

1 **Official Sources**

2 **Reliable Sources**

3 **Credible Sources**

1. Data is useful to obtain buy in and build a culture that supports outcome based approaches

2. With data, policy makers can develop more effective interventions and make informed decisions

3. There is a story or several stories in the data

4. Sharing of data among govt depts and agencies will enable a more complete picture to be built

5. If data cannot be found or incomplete, start creating baseline data

Without data you're just another person with an opinion. Know where to find it

Perception that crime is prevalent in St Lucia is a contributing factor for tourists opting to travel to other Caribbean countries

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Saint Lucia also performed below average in Citizen Security Survey 2012 by UNDP

To a question of "How secure or insecure do you consider living in your country to be?", **only 38%** of Saint Lucian respondents gave a "Secure" or "Very Secure" answer.

Share of respondent who answered "Secure" of "Very Secure" to the question:
"How secure or insecure do you consider living in your country to be?"
Percentage of respondents

78.7	57.6	45.9	42.7	**37.7**	35.7	24.7
Barbados	Suriname	Antigua and Barbuda	Guyana	Saint Lucia	Jamaica	Trinidad and Tobago

Average: 45.5
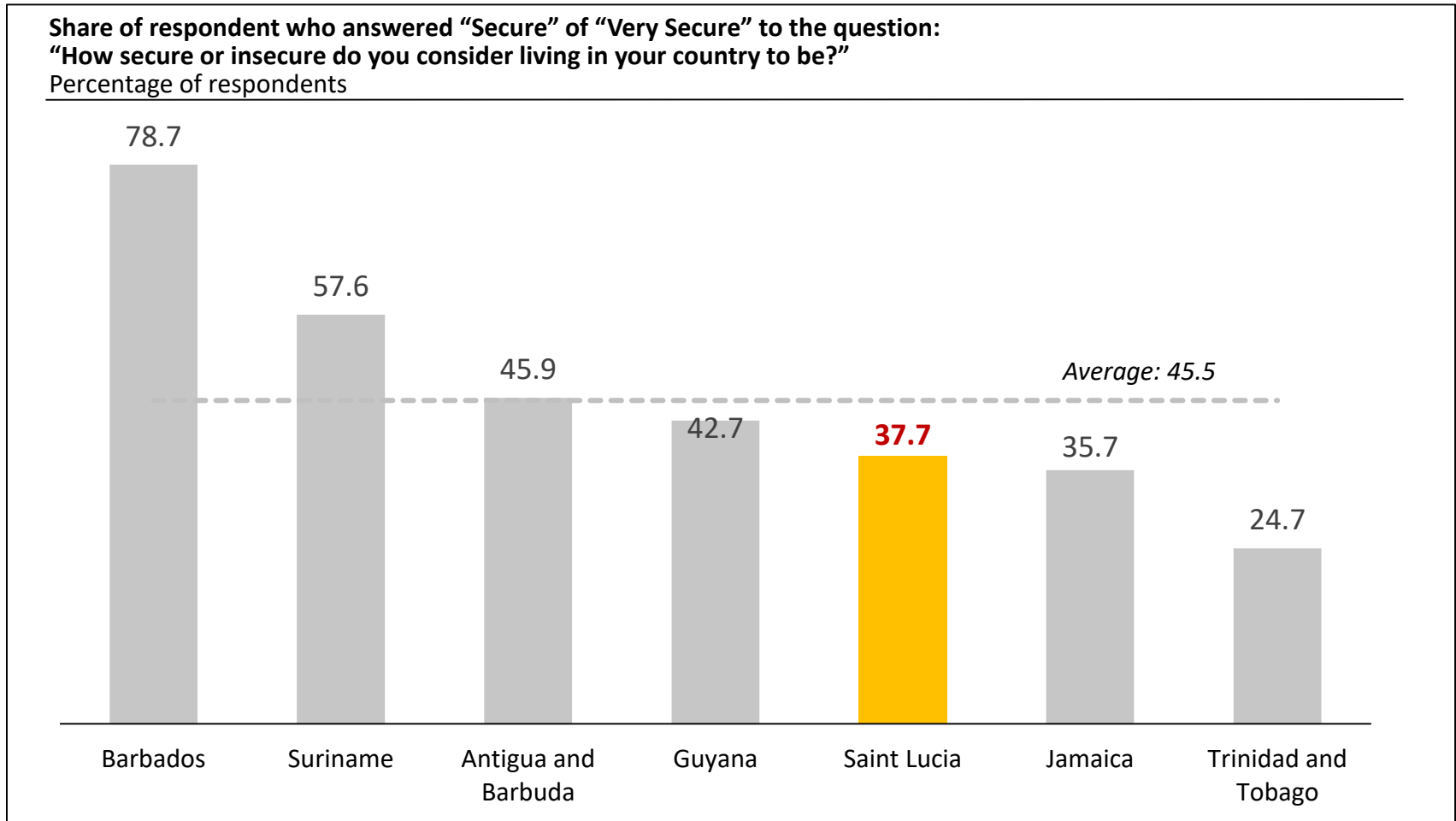
Source: Caribbean Human Development Report 2012; Note: Citizen Security Survey interviewed 11,155 people living in 7 Caribbean countries – Antigua and Barbuda, Barbados, Guyana, Jamaica, Saint Lucia, Suriname and Trinidad and Tobago – to gauge the perception of crime and justice in the region.

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A nationwide crime perception survey conducted during the Lab revealed that 75% of Saint Lucians were worried about crime

Different methods used to disseminate the crime perception survey

National news

Government website

Text message blast

Hardcopy of the survey dispersed to stakeholders and hotel guests

Survey responses

Key Demographics

1,224 respondents

93.2%
Saint Lucians

62%
Female

38%
Male

Key Highlights

75%
are **worried about crime** in their area

91%
are **not satisfied with judicial system**

89%
are **not satisfied with police service**

Through implementation of focused initiatives from the lab, reported serious crimes to-date has fallen by 9.9% compared to 2018

Number of serious crimes (Cumulative)

Source: Weekly Serious Crime Reports. Weekly Crime Report is extracted from Crime Management System, which may have inaccuracies due to gaps in submission from stations/departments
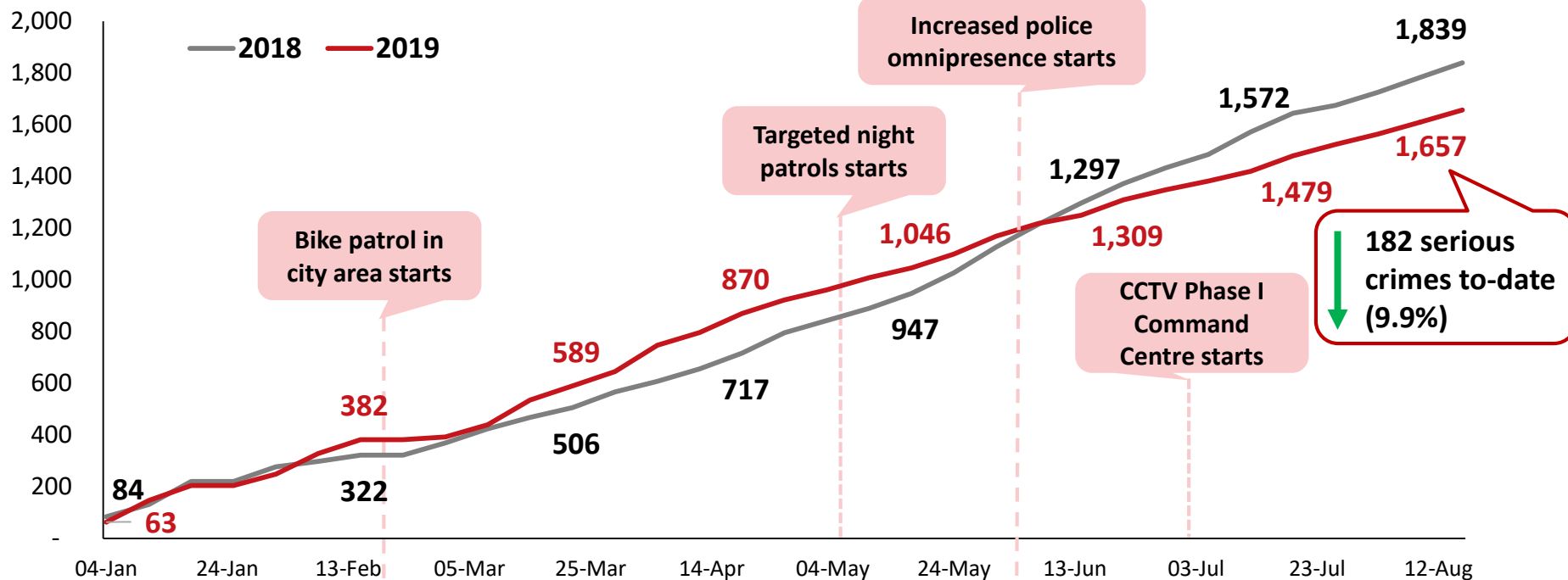
Long queue at Saint Lucia ferry port has been a sore point for passengers and tourists, but there was no quantitative data to accurately measure the bottleneck

Ferry passenger journey (Departure)

| Buy tickets | Check-in | Port Police check | **Immigration** | Departure lounge | Final security check |

Bottleneck (qualitative)
- Long lines waiting for passport and travel documents to be checked and stamped

| Wait on ferry for docking | **Immigration** | Baggage claim | Customs |

Ferry passenger journey (Arrival)

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The DU introduced data gathering mechanism to help implement solutions towards reduction in queue time at the port

Daily data collection → **Implement targeted solutions** → **Measure impact**

Establish data collection on:
1. **Queue time**
2. **Passengers demographic**
3. **Complications**

First additional immigration officer successfully placed at ferry terminal
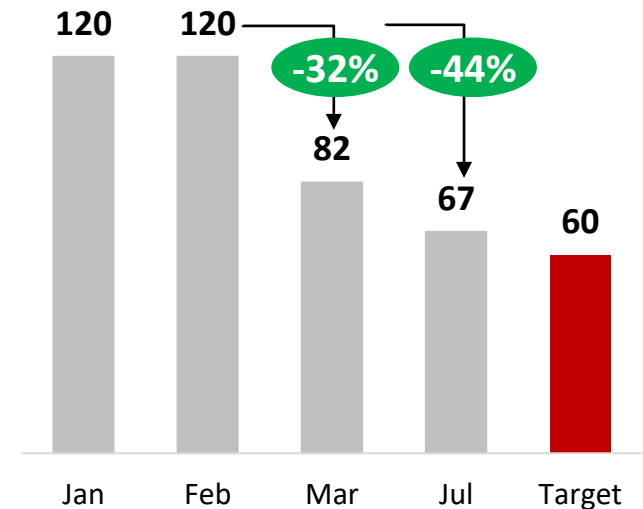
Second additional officer successfully placed at ferry terminal

Ad-hoc visits by Delivery Unit to check on data entry and if officers are correctly on duty

Average ferry immigration processing time (minutes)

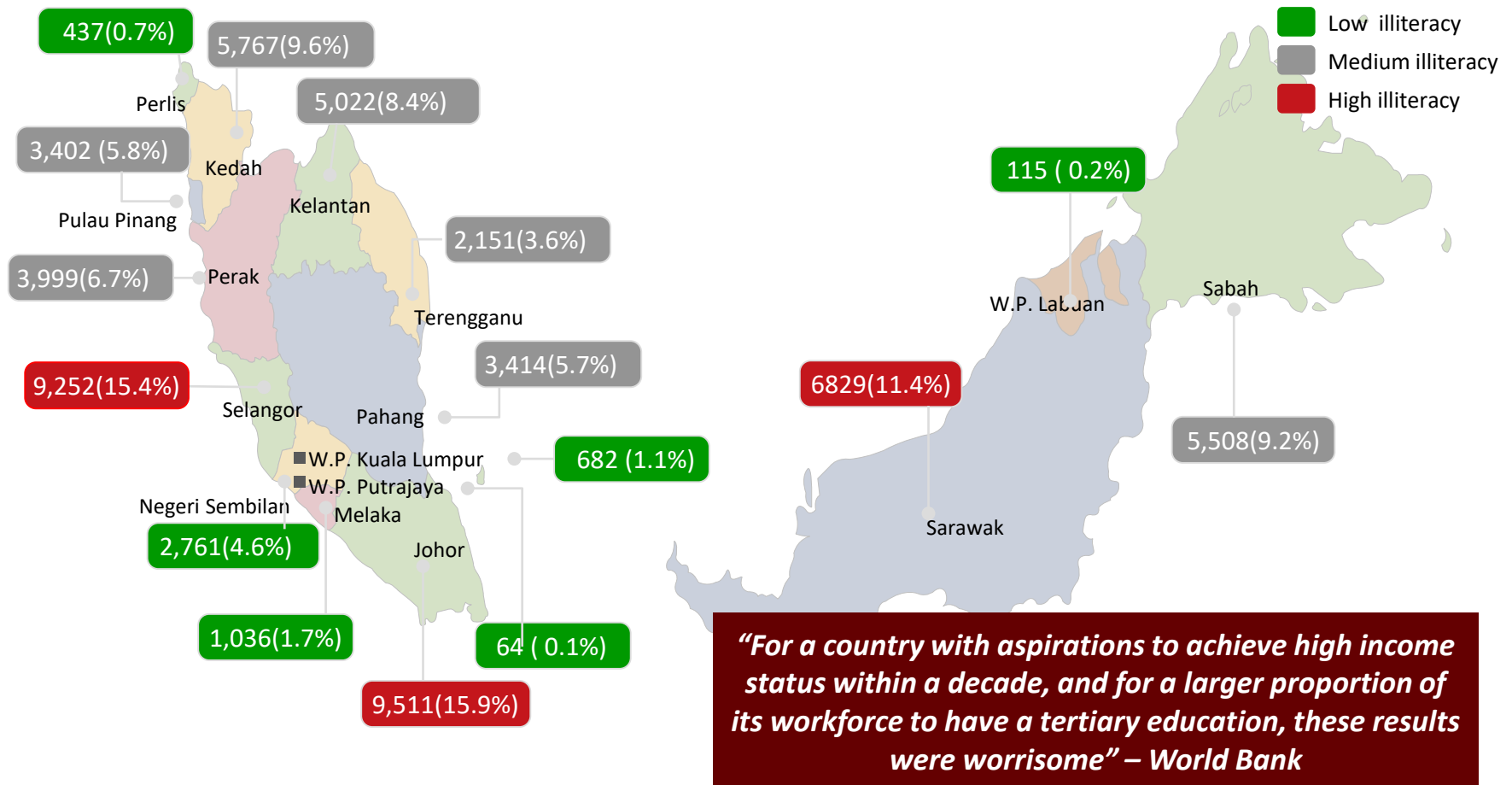| Jan	Feb	Mar	Jul	Target
120	120	82	67	60

-32%   -44%

Status:
1. Processing time **reduced by 53 mins** due to **additional immigration officers.**
2. More solutions to be implemented (improve internet at ports, pre-clearance on-board) to further reduce processing time

Although primary school enrolment was high at 94%, a sizeable share of students had struggled to master basic literacy and numeracy skills
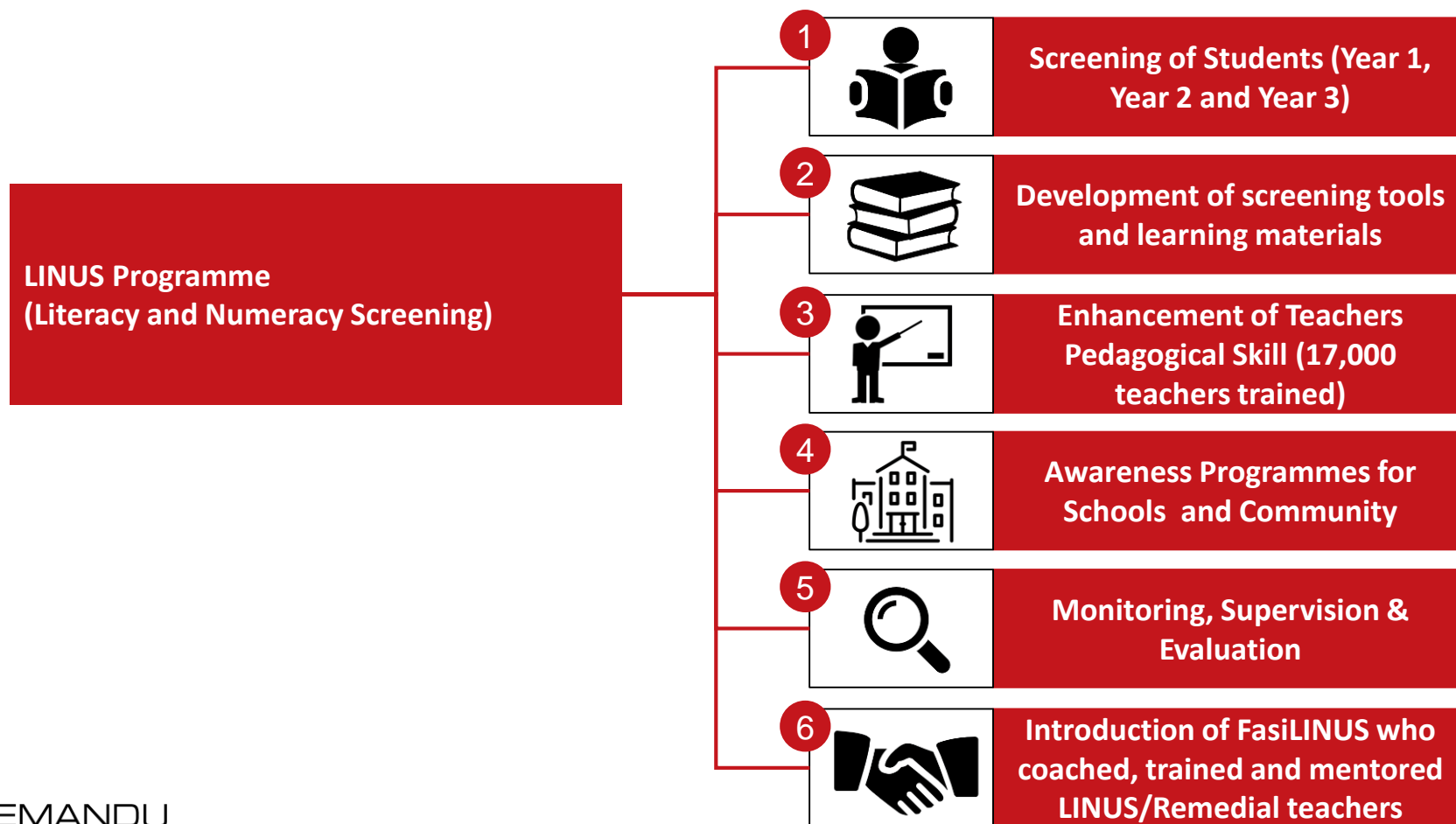
Number of Year 5 students without basic literacy skills in 2009
% of total students without literacy skills nationwide

CASE STUDY EXAMPLE

🟩 Low illiteracy
⬜ Medium illiteracy
🟥 High illiteracy

437(0.7%)
5,767(9.6%)
5,022(8.4%)

Perlis

3,402 (5.8%)

Kedah

Kelantan

Pulau Pinang

3,999(6.7%)

Perak

2,151(3.6%)

Terengganu

9,252(15.4%)

3,414(5.7%)

Selangor

Pahang

W.P. Kuala Lumpur

682 (1.1%)

W.P. Putrajaya

Negeri Sembilan

Melaka

2,761(4.6%)

Johor

1,036(1.7%)

64 (0.1%)

9,511(15.9%)

115 (0.2%)

Sabah

W.P. Labuan

6829(11.4%)

5,508(9.2%)

Sarawak

"For a country with aspirations to achieve high income status within a decade, and for a larger proportion of its workforce to have a tertiary education, these results were worrisome" – World Bank
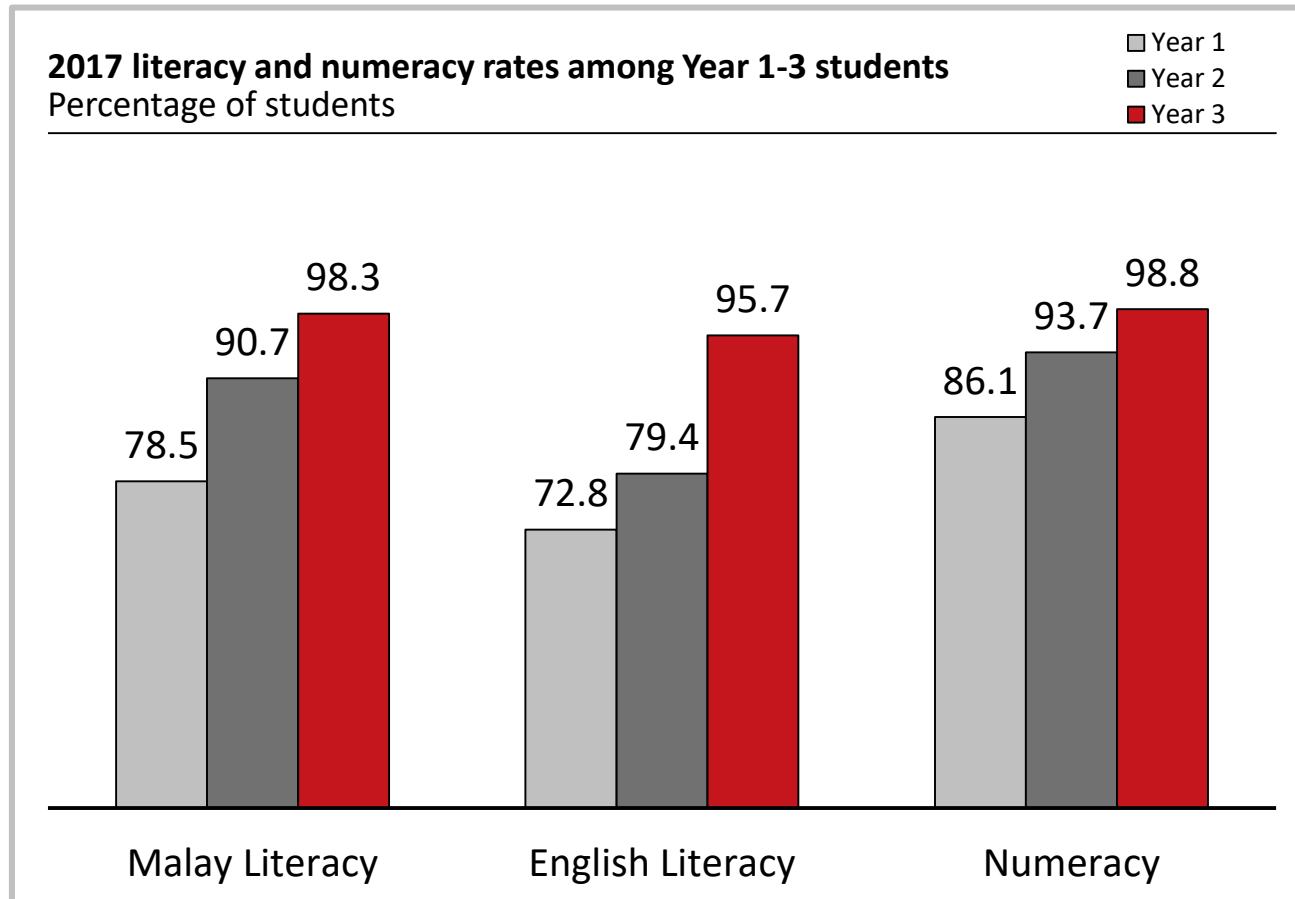
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PEMANDU introduced the Literacy and Numeracy Screening (LINUS) programme to address the illiteracy and numeracy issue

LINUS is a **remedial programme** designed to ensure students **acquire basic literacy (Malay language and English) and numeracy skills** at the end of 3 years of primary education. LINUS is targeted at students who have difficulties in 3Rs i.e. Reading, wRiting and aRithmetic

LINUS Programme (Literacy and Numeracy Screening)

1. **Screening of Students (Year 1, Year 2 and Year 3)**

2. **Development of screening tools and learning materials**

3. **Enhancement of Teachers Pedagogical Skill (17,000 teachers trained)**

4. **Awareness Programmes for Schools and Community**

5. **Monitoring, Supervision & Evaluation**

6. **Introduction of FasiLINUS who coached, trained and mentored LINUS/Remedial teachers**

The outcome of the programme over a period of 3 years showed a marked improvement in literacy and numeracy skills

2017 literacy and numeracy rates among Year 1-3 students
Percentage of students

☐ Year 1
■ Year 2
■ Year 3

	Malay Literacy	English Literacy	Numeracy
Year 1	78.5	72.8	86.1
Year 2	90.7	79.4	93.7
Year 3	98.3	95.7	98.8

The aim is for ALL CHILDREN to be able to acquire basic literacy and numeracy skills after 3 years of mainstream primary education

"Pain point" #3: Lack of capacity during implementation

In small countries, the lack of civil service capacity is a key challenge in delivering outcomes
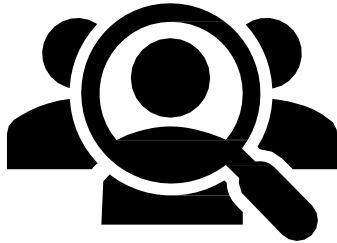
Challenges in the Civil Service of Small Countries

- **Smaller size of civil service** compared to larger countries

- Government **officers often take on several portfolios**

- Officers are often **unable to focus on priorities** & may not have the required expertise for all portfolios

- Mitigation: **Dedicated officers for priorities and targeted upskilling and capacity building**

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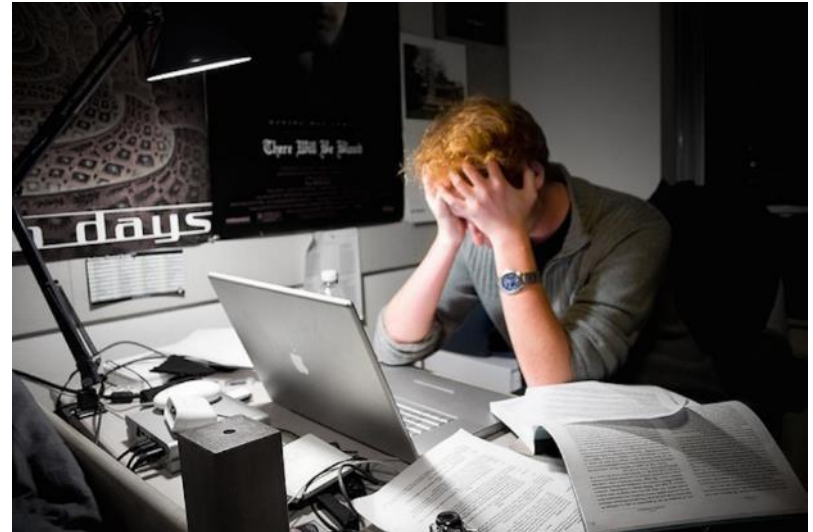
We have delivered Lab Drills and Implementation training programmes for government officials around the world

MALAYSIA
Civil Service Delivery Unit

Problem Solving Talent Management Programme

- Three-month programme to develop **60 high-performing Malaysian civil servants**
- Focused on acquiring problem-solving capabilities by addressing **real world issues** in a Malaysian context
- **Dedicated coaching and mentoring** provided throughout programme by PEMANDU Associates team
- **360° evaluation and feedback** provided to quickly identify improvement areas

INDIA
Andhra Pradesh Planning Department

High Impact Lab Training

- Five-day training for **20 delegates** from state's Planning Department in support of Andhra Pradesh's Vision 2029
- Facilitator-led, case-based training to upskill trainees on **understanding and applying the lab methodology** for upcoming strategic development work
- PEMANDU **evaluation and feedback** provided to management to help identify high potential staff

SRI LANKA
Foresight and Innovation for #NextGenGov Champions

Capacity Building for Civil Servants

- Five-day training for a total of 60 Sri Lankan civil servants
- Comprehensive capacity building programme to instill participants with foresight, problem-solving and leadership skills that deliver holistic and sustainable solutions
- Focused on defining the problem, strategising the solutions and implementing the strategies to ensure success

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We have also provided end-to-end Human Capital Management support, covering Recruitment, Training and Retention in Oman

Recruitment

1 **Development of the Assessment Center & Candidate Screening**

- Develop **Case Study Interview Process** to assess candidates on suitability to the dynamic needs of a Delivery Unit.
- **Assessment Center** designed to observe **teamwork dynamics.**
- **Interviews** done **jointly with local representatives** to allow **knowledge transfer**.
- Assistance in **screening suitable candidates** through **CV screening.**

Training & Development

2 **Training Needs Assessments + Individual Development Plans**

- A **Training Needs Assessment (TNA)** was conducted to allow staff to identify gaps for training prioritisation.
- **Individual Development Plans (IDP)** were developed for each staff based on the Assessment Centre results and TNA.

3 **Coaching & On-the-Job-Training**

- All staff have access to a **PEMANDU mentor** within each team.
- PEMANDU team members **encourage empowerment of the locals** by creating platforms for them to **front key Ministerial engagements** and providing targeted **coaching** even to **Senior Management** and the **Delivery Unit Minister**

4 **Hands-on Training Sessions**

- Specific training programmes applicable Unit-wide such as **8-Step Methodology Familiarisation**, **Dashboard Training**, **Problem Solving Techniques** and **Facilitation Techniques** are conducted in a classroom setting.

Retention

5 **Designing Rewards & Incentives**

- Working with the Human Resources team to define **competitive pay structures**, and also to encourage **performance driven culture.**
- Supporting engagements with local legal advisors on solutions to allow for a **hybrid (Government + Private) Delivery Unit setup**.

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We are also actively implementing capacity building programme for Saint Lucia which involves structured training and comprehensive performance management

Formal training

Formal weekly training sessions on core skills for being an effective PMDU member.
Organised around 5 topics:
1. Understanding Delivery
2. Problem solving
3. Analysis
4. Communicating
5. Stakeholder management

Informal trainings

On-the-job training specific to each KRA managers' needs

Includes content and skills sessions not covered by formal trainings

Advanced trainings

Optional special topic trainings on advanced material
- e.g. advanced Excel modelling

Performance Management

- Six monthly formal performance appraisal
- Fortnightly feedback discussions
- On-the-job coaching

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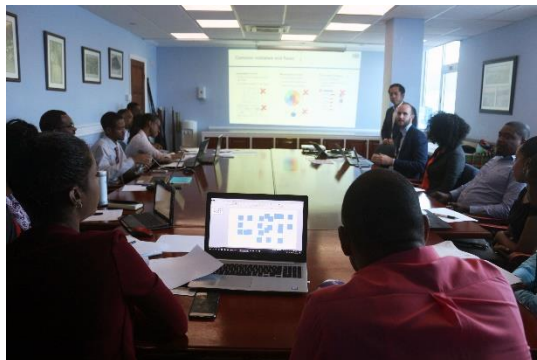
For more information, please contact:

Tengku Azian Shahriman
Executive Vice President & Partner
PEMANDU Associates

Email: nurul.azian@pemandu.org
Website: http://www.pemandu.org
Address:
Level 21, Sunway Putra Tower, 100, Jalan Putra Tower,
50350 Kuala Lumpur
MALAYSIA

Thank You

Delivery Associates

The science and art of delivering results for the citizens of the Caribbean

September 3, 2019

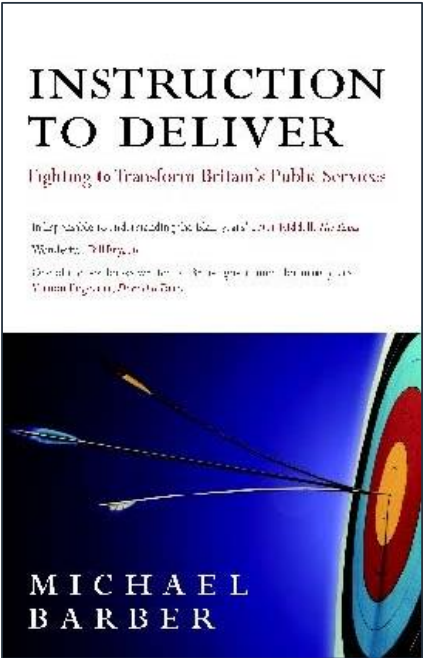"A mandate for reform … an instruction to deliver"

Tony Blair
8 June, 2001

# Tony Blair and his government achieved some remarkable results

Percent of targets on track during Tony Blair's second term

Dec 03   Jul 04   Dec 04

INSTRUCTION
TO DELIVER

How did they do it?

Governments often underestimate the importance of implementation

Policy

Implementation

90 : 10

Fails

Governments often underestimate the importance of implementation

Policy	Implementation

10 : 90

Succeeds
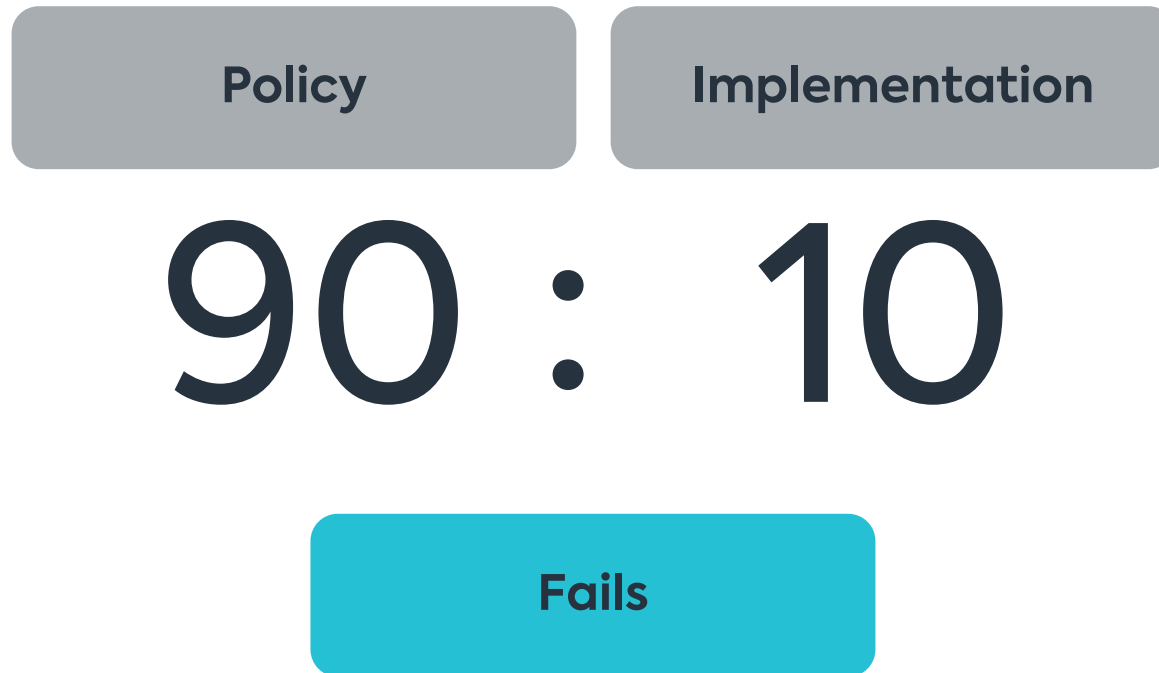
Deliverology® is a system for helping governments deliver meaningful results that will last

Deliverology® = good government =

lasting meaningful results for citizens

It is about answering 5 key questions continuously and rigorously...

What are you trying to do?

- Clear priorities
- Specific measurable goals

How are you trying to do it?

- Clear practical plans which are regularly updated

How, at any given moment, will you know whether you are on track?

- Good, steady, close to real-time data
- Monitoring routines (such as stocktake meetings)

If you are not on track, what are you going to do about it?

- Agreed actions followed up and refined if necessary
- Never neglect a problem once identified

Can we help?

- Constant ambition, refusal to give up
- Focus on the goals, no distractions
- Maintaining routines
- Analysis and problem-solving
- Bringing to bear lessons from elsewhere

Delivery Associates

...and requires a specific culture and mindset

Ambition
- Believe in step change
- Get it done as well as possible

Focus
- Clear sustained priorities
- Avoiding distractions

Clarity
- "Confront the brutal facts"
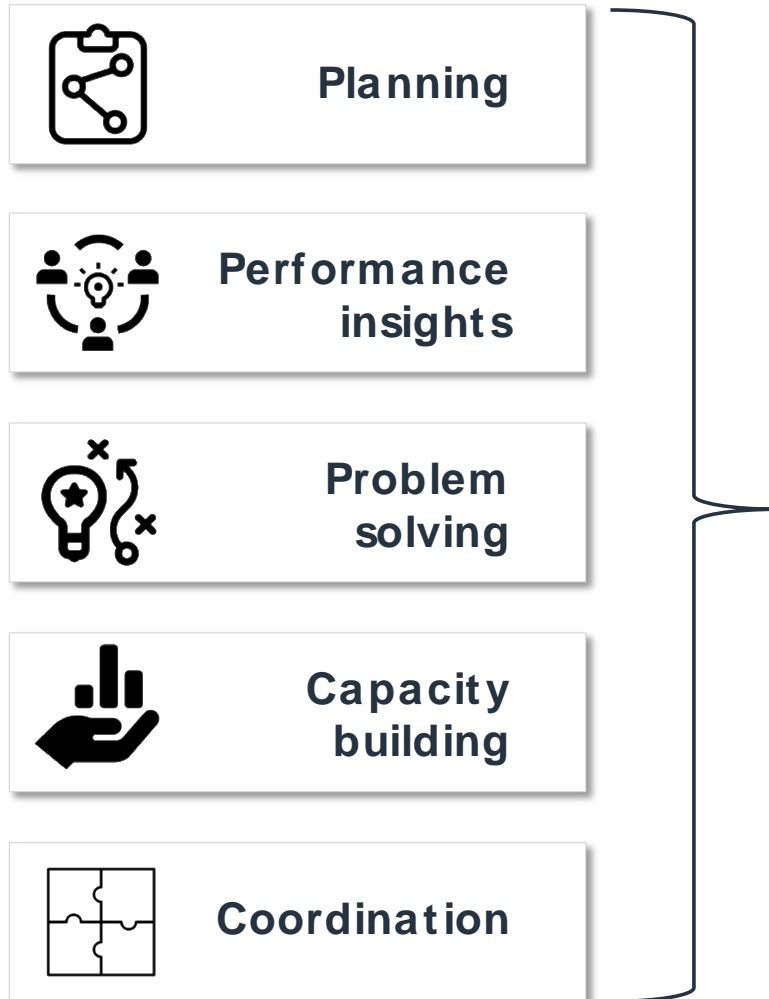- Know what's happening on the ground now

Urgency
- People are impatient
- "If everything seems under control, you're not going fast enough"

Irreversibility
- Structure, culture, results
- Avoid celebrating success too soon

Delivery Units typically perform five key functions, all in service to enabling and supporting ministries to deliver measurable results

Planning

Performance insights

Problem solving

Capacity building

Coordination

Help ministries and agencies to deliver concrete results in priority goals

DO's	DON'Ts
• Help ministries to deliver their goals	• Take over ministries' roles
• Give credit to where it belongs	• Take credit from ministries
• Simplify things	• Add bureaucratic burden

But it hasn't always worked

The result is a growing phenomenon...

DINO (*n.*): A Delivery Unit in Name Only

1. Looks good on paper
2. Is announced with great fanfare
3. Accomplishes little

The result is a growing phenomenon…

Six success factors separate real Delivery Units from DINOs

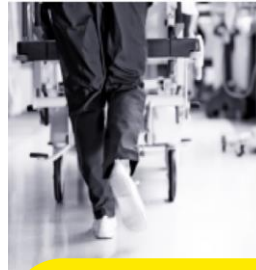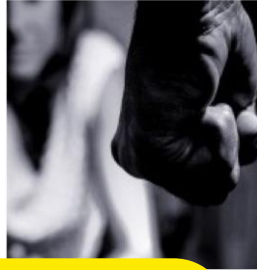|	**DINO**	**Delivery Unit**
Leadership	• The system leader puts the Delivery Unit on the organisational chart.	• The system leader fully supports the Delivery Unit and focuses entirely on citizen impact.
Numbers	• Make everything a priority,	• Obsess about moving a handful of numbers that really matter.
People	• Resource the Delivery Unit like everything else in government.	• Do whatever it takes to get the best people.
Culture	• Delivery only requires a set of tools	• Delivery requires sustained ambition and a belief that it can be done.
Routine	• Hold pro forma meetings about delivery and policy.	• Use stocktakes to drive action and set deadlines for progress.
Reality	• Hope change is happening on the ground.	• Check and see for yourself.

New South Wales maintained its priorities through a leadership transition

Create 150,000 jobs by 2019

The Government infrastructure across the delivered on b

8,300 more children meeting reading standards in one year

179,000 jobs created in two years

ght & hildren ears

**An 8% increase in the proportion of students in top 2 NAPLAN bands**

Decrease the percentage of children and young people re-reported at risk of significant harm by 15%

Increase by 10% the proportion of young people who successfully move from specialist homelessness services to long-term accommodation

Double the number of Aboriginal people in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the Government Sector in the next 10 years
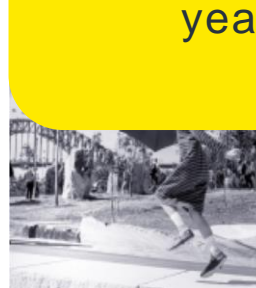
Reduce the volume of littered items by 40%

90% of housing development applications determined within 40 days

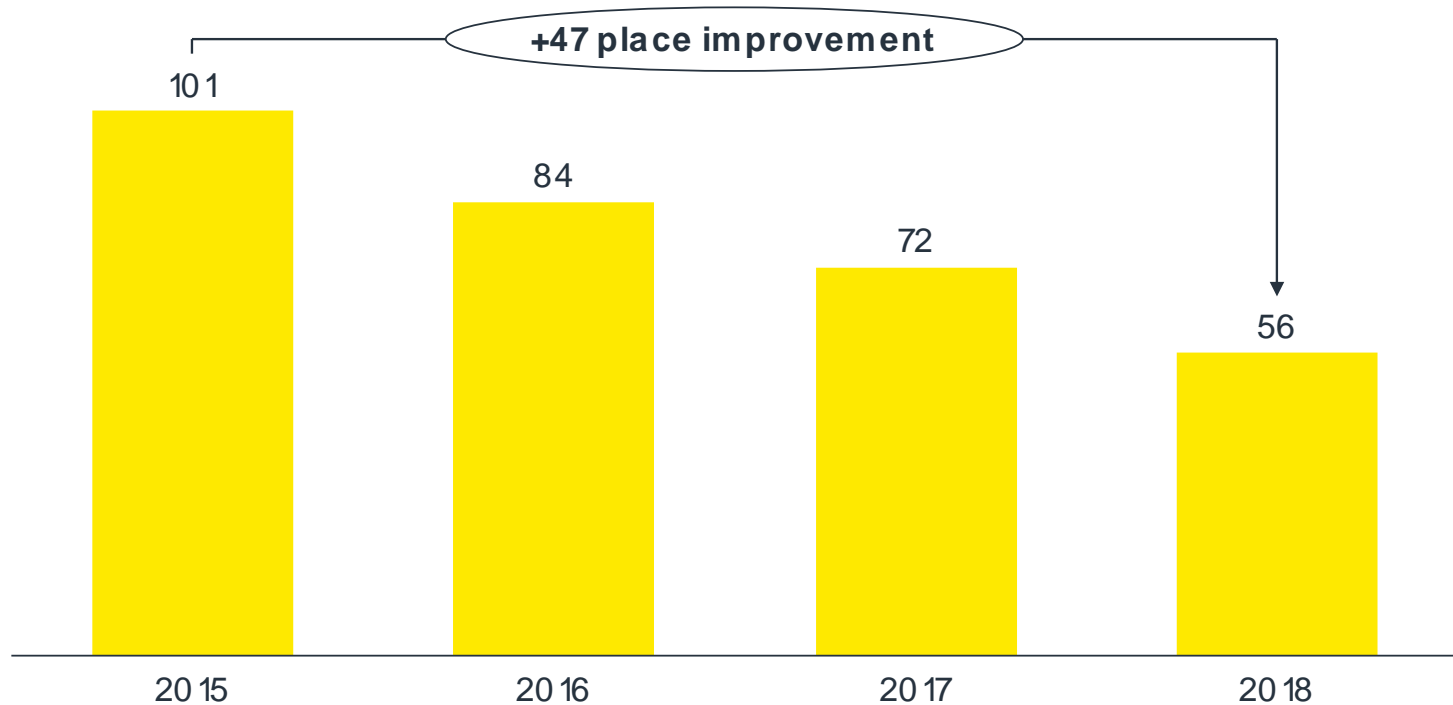**Improve customer satisfaction with key Government services every year, this term of Government**

Brunei focused on moving a few key numbers

Brunei's Doing Business Report Annual Ranking (out of 190 economies)

+47 place improvement

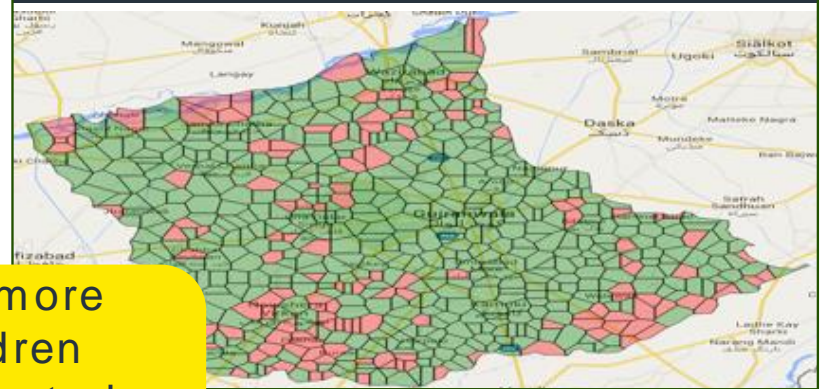|			
101	84	72	56
2015	2016	2017	2018

Brunei became world's most improved economy on the Doing Business ranking for three years in a row

Punjab's routines hold everyone accountable

Android tracking of vaccinator activity

Polygons used to measure coverage

46% more children vaccinated between 2014 and 2016
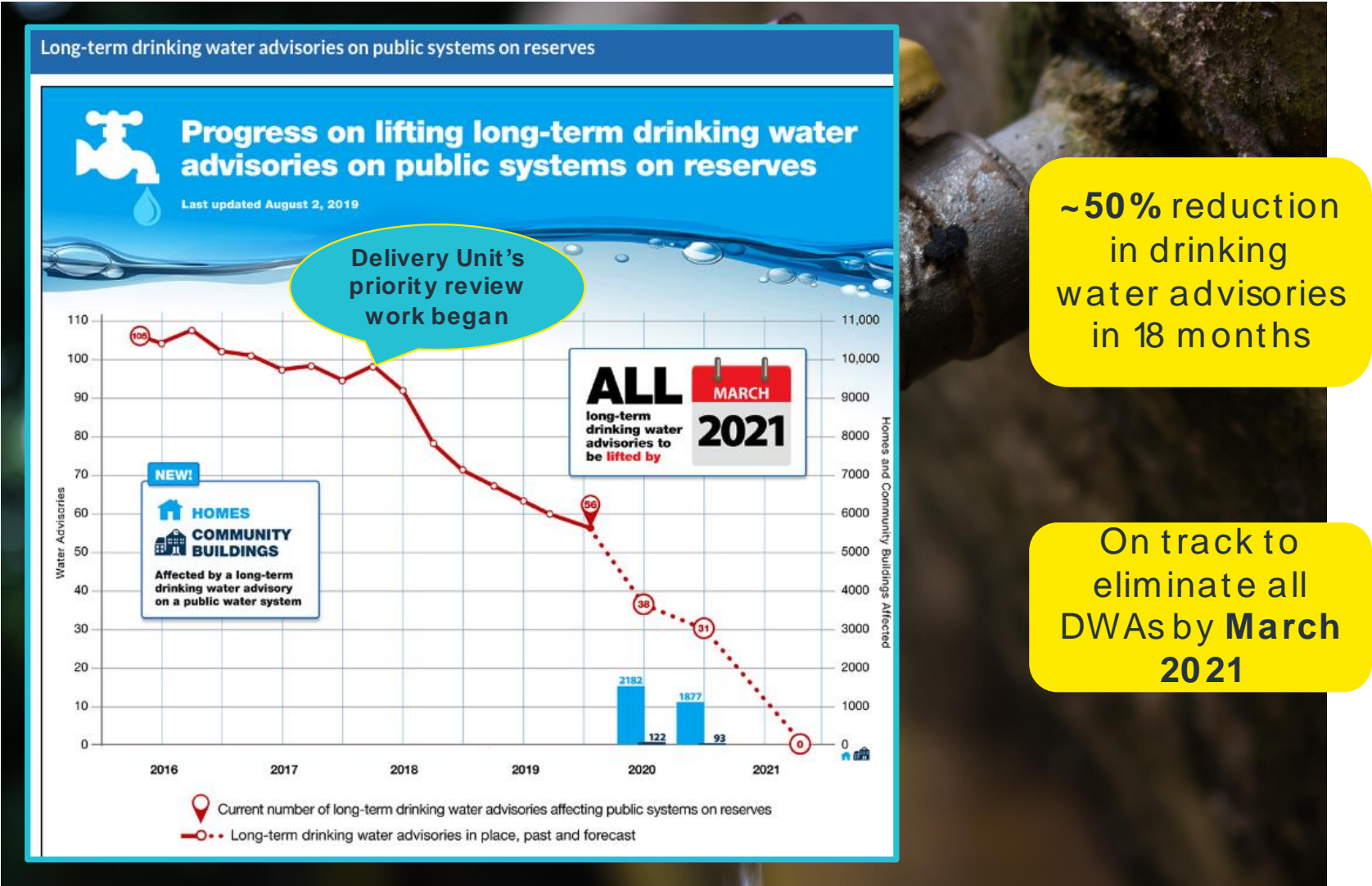
Photographs of every child vacc...

...dits to check data
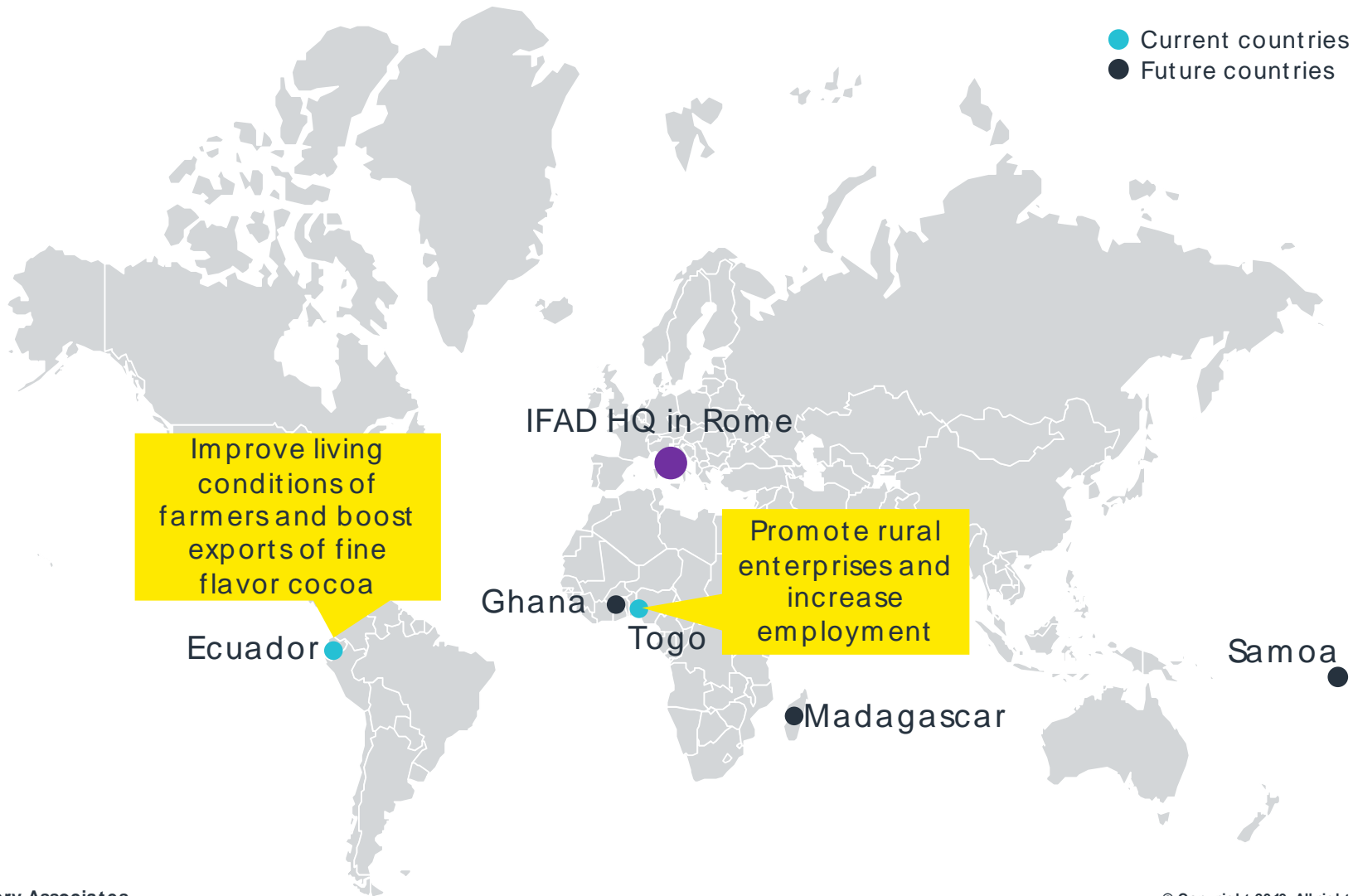

Source: MICS, PDHS, Punjab Health Survey 2016

# Canada focused its problem-solving on what was happening on the ground

IFAD is applying these same principles in 2019 and beyond with 5 member countries to improve outcomes in the agricultural sector

Current countries
Future countries

IFAD HQ in Rome

Improve living conditions of farmers and boost exports of fine flavor cocoa

Promote rural enterprises and increase employment

Ghana

Togo

Ecuador

Samoa

Madagascar

Results are already beginning to show in Togo

Number of rural entrepreneurs in Togo receiving financing

23 — May '14 - Dec '18

+39%

32 — Jan'19 - Aug '19
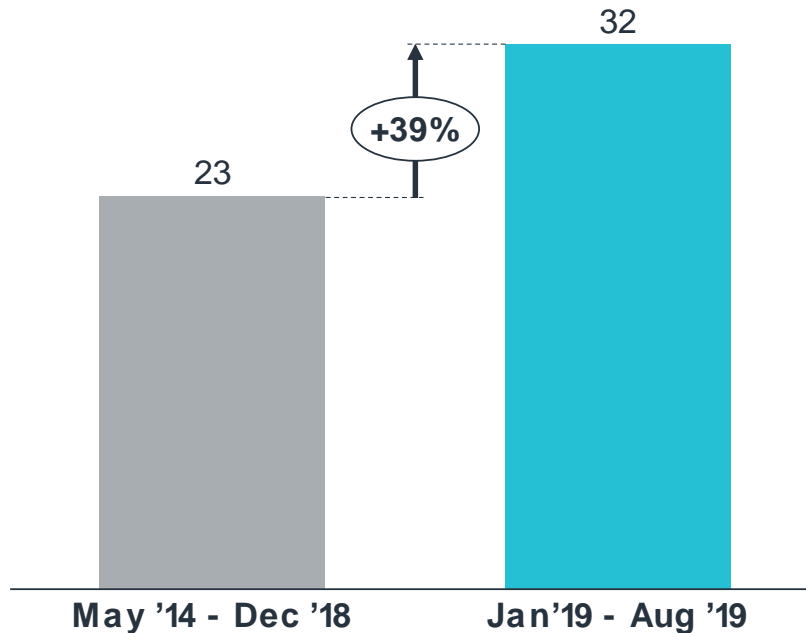
- **+$400k invested** in the rural sector

- **+220 rural jobs** created

- **+700 rural entrepreneurs** trained

~40% more rural entrepreneurs receiving finance in 8 months than the previous 4.5 years combined!

Over the years, we've learnt three things about what makes a successful Delivery Unit:

Calling it a Delivery Unit doesn't make it one.

Longevity isn't the goal; results are.

Don't start a Delivery Unit unless you really mean it.

In closing, we wanted to leave you with some final words from our friends in New South Wales, Australia

A final [message](#) from NSW on how they are using Deliverology® to get things done!

Delivery Associates

Interested in how Delivery Units make a difference for governments and the citizens they serve?

Visit www.deliveryassociates.com/our-publications and download the Success Delivered publication to learn more.

Leigh Sandals
leigh.sandals@deliveryassociates.com
+44 7779-664513

Thank You