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
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
“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
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**

**Malaysia**

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

<table>
<thead>
<tr>
<th>Economic Sector</th>
<th>Social Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Agriculture</td>
<td>1. Education</td>
</tr>
<tr>
<td>2. Tourism</td>
<td>2. Healthcare</td>
</tr>
<tr>
<td>3. Infrastructure</td>
<td>3. Crime</td>
</tr>
<tr>
<td>4. Climate Change</td>
<td>4. Housing</td>
</tr>
<tr>
<td>5. Logistics and Transportation</td>
<td>5. Youth Development</td>
</tr>
<tr>
<td>7. Business Environment</td>
<td></td>
</tr>
<tr>
<td>8. Construction</td>
<td></td>
</tr>
<tr>
<td>9. Energy</td>
<td></td>
</tr>
<tr>
<td>10. Manufacturing</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Country</th>
<th>Year</th>
<th>Priority Areas: Social &amp; Economic</th>
<th>Priority Areas: Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oman</td>
<td>2016</td>
<td>Manufacturing, Tourism, Logistics, Finance, Labour Market and Employment</td>
<td>Agriculture and Transportation, Manufacturing and Processing, Power and Gas</td>
</tr>
<tr>
<td>Nigeria</td>
<td>2018</td>
<td>Agricultural &amp; Forest Policy, Agriculture, Manufacturing, Power, Gas, Water</td>
<td>Manufacturing and Processing, Power and Gas</td>
</tr>
<tr>
<td>Lesotho</td>
<td>2019</td>
<td>Agriculture, Manufacturing, Technology and Innovation, Tourism and Creative Arts</td>
<td>Agricultural &amp; Forest Policy, Agriculture, Manufacturing, Power, Gas, Water</td>
</tr>
</tbody>
</table>
“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.

- **500+ Lab members**
- **210 Companies**
- **32 Government Agencies**
- **13 NGOs**
Similarly in other parts of the world, PEMANDU facilitated social and economic labs with participations from all levels of stakeholders.

**2019**
- Lesotho Economic Lab
  - Engagement with project owners: 399
  - Projects prioritised: 77

**2018**
- St. Lucia Social & Economic Lab
  - Participants in 3 Workstreams: 210+
  - Hours of effort logged by lab teams: 67,000

- Nigeria ERGP Lab
  - Minister & PS syndication visits/sessions to the ERGP Focus Lab: 15

- Lesotho Economic Lab
  - At Focus Group kick off: 185
  - Hours worked: 10,900

- St. Lucia Social & Economic Lab
  - Game changers identified: 65
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

<table>
<thead>
<tr>
<th>Initiative #: Initiative Name</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
</tr>
<tr>
<td><strong>2</strong></td>
</tr>
<tr>
<td><strong>3</strong></td>
</tr>
<tr>
<td><strong>4</strong></td>
</tr>
<tr>
<td><strong>5</strong></td>
</tr>
<tr>
<td><strong>6</strong></td>
</tr>
<tr>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>

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**

- 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
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**
- 154 Projects & Initiatives

**GDP in 2023**
- OMR7.9b

**INVESTMENTS**
- OMR17.3b

**JOBS**
- 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

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.

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

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

- GTP: 2,154 visitors
- ETP: 2,557 visitors
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
   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

2. Reliable Sources
   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

3. Credible Sources
   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.
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.

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage of respondents who answered “Secure” or “Very Secure”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barbados</td>
<td>78.7</td>
</tr>
<tr>
<td>Suriname</td>
<td>57.6</td>
</tr>
<tr>
<td>Antigua and Barbuda</td>
<td>45.9</td>
</tr>
<tr>
<td>Guyana</td>
<td>42.7</td>
</tr>
<tr>
<td>Saint Lucia</td>
<td>37.7</td>
</tr>
<tr>
<td>Jamaica</td>
<td>35.7</td>
</tr>
<tr>
<td>Trinidad and Tobago</td>
<td>24.7</td>
</tr>
</tbody>
</table>

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.
A nationwide crime perception survey conducted during the Lab revealed that 75% of Saint Lucians were worried about crime. The survey responses from 1,224 respondents showed that 93.2% are concerned about crime in their area. Key Demographics indicate that 62% are female and 38% are male. Key Highlights show that 75% are worried about crime, 91% are not satisfied with the judicial system, and 89% are not satisfied with the 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)**

<table>
<thead>
<tr>
<th>Date</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>04-Jan</td>
<td>84</td>
<td>63</td>
</tr>
<tr>
<td>24-Jan</td>
<td>382</td>
<td>322</td>
</tr>
<tr>
<td>13-Feb</td>
<td>589</td>
<td>506</td>
</tr>
<tr>
<td>05-Mar</td>
<td>717</td>
<td>947</td>
</tr>
<tr>
<td>14-Apr</td>
<td>1,046</td>
<td>1,297</td>
</tr>
<tr>
<td>04-May</td>
<td>1,572</td>
<td>1,309</td>
</tr>
<tr>
<td>24-May</td>
<td>1,657</td>
<td>1,479</td>
</tr>
<tr>
<td>13-Jun</td>
<td>1,839</td>
<td></td>
</tr>
</tbody>
</table>

**Bike patrol in city area starts**
**Targeted night patrols starts**
**CCTV Phase I Command Centre starts**
**Increased police omnipresence starts**

**Case Study**
St Lucia

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

**Ferry passenger journey (Arrival)**

- Wait on ferry for docking
- Immigration
- Baggage claim
- Customs

**Bottleneck (qualitative)**

- Long lines waiting for passport and travel documents to be checked and stamped.
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)

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Jul</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>120</td>
<td>82</td>
<td>67</td>
<td>60</td>
</tr>
</tbody>
</table>

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

“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

Source: Assuring Quality Education NKRA Lab Report, World Bank’s Improving Education Sector Performance in Malaysia: Lessons from a Delivery Unit Approach
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.

<table>
<thead>
<tr>
<th>2017 literacy and numeracy rates among Year 1-3 students</th>
<th>Percentage of students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malay Literacy</td>
<td>Year 1: 78.5 Year 2: 90.7 Year 3: 98.3</td>
</tr>
<tr>
<td>English Literacy</td>
<td>Year 1: 72.8 Year 2: 79.4 Year 3: 95.7</td>
</tr>
<tr>
<td>Numeracy</td>
<td>Year 1: 86.1 Year 2: 93.7 Year 3: 98.8</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>MALAYSIA</th>
<th>INDIA</th>
<th>SRI LANKA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Service Delivery Unit</td>
<td>Andhra Pradesh Planning Department</td>
<td>Foresight and Innovation for #NextGenGov Champions</td>
</tr>
</tbody>
</table>

**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

**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

**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
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' 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**.

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**.

---

Our Experience
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
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
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

How did they do it?
Governments often underestimate the importance of implementation.

90:10

Fails
Governments often underestimate the importance of 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  
<table>
<thead>
<tr>
<th></th>
<th>Specific measurable goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>How are you trying to do it?</td>
<td>Clear practical plans which are regularly updated</td>
</tr>
</tbody>
</table>
| 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 |
...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**
- Help ministries to deliver their goals
- Give credit to where it belongs
- Simplify things

**DON’Ts**
- Take over ministries’ roles
- Take credit from ministries
- 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

<table>
<thead>
<tr>
<th>Leadership</th>
<th>DINO</th>
<th>Delivery Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>The system leader puts the Delivery Unit on the organisational chart.</td>
<td>Make everything a priority,</td>
<td>The system leader fully supports the Delivery Unit and focuses entirely on citizen impact.</td>
</tr>
<tr>
<td>Resource the Delivery Unit like everything else in government.</td>
<td>Delivery only requires a set of tools</td>
<td>Obsess about moving a handful of numbers that really matter.</td>
</tr>
<tr>
<td>Hold pro forma meetings about delivery and policy.</td>
<td>Hope change is happening on the ground.</td>
<td>Do whatever it takes to get the best people.</td>
</tr>
<tr>
<td>Use stocktakes to drive action and set deadlines for progress.</td>
<td>Check and see for yourself.</td>
<td>Delivery requires sustained ambition and a belief that it can be done.</td>
</tr>
</tbody>
</table>
New South Wales maintained its priorities through a leadership transition

- Create 150,000 jobs by 2019
- 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
- Double the number of Aboriginal people in senior leadership roles
- Double the number of Aboriginal people in senior leadership roles
- Double the number of Aboriginal people in senior leadership roles
- Double the number of Aboriginal people in senior leadership roles
- Double the number of Aboriginal people in senior leadership roles
- Double the number of Aboriginal people in senior leadership roles
- Improve customer satisfaction with key Government services every year, this term of Government

**8,300 more children meeting reading standards in one year**

**179,000 jobs created in two years**

- An 8% increase in the proportion of students in top 2 NAPLAN bands
- Reduce the volume of littered items by 40%
Brunei focused on moving a few key numbers

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

2015: 101
2016: 84
2017: 72
2018: 56

+47 place improvement

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

Photographs of every child vaccinated between 2014 and 2016

46% more children vaccinated between 2014 and 2016

Source: MICS, PDHS, Punjab Health Survey 2016
Canada focused its problem-solving on what was happening on the ground.

- Delivery Unit’s priority review work began
- ~50% reduction in drinking water advisories in 18 months
- On track to eliminate all DWAs by March 2021
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

- Improve living conditions of farmers and boost exports of fine flavor cocoa
- Promote rural enterprises and increase employment

IFAD HQ in Rome
Ecuador
Ghana
Togo
Madagascar
Samoa
Results are already beginning to show in Togo

Number of rural entrepreneurs in Togo receiving financing

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

Visit [www.deliveryassociates.com/our-publications](http://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