

Setting up a Delivery Unit

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PEMANDU
A S S O C I A T E S

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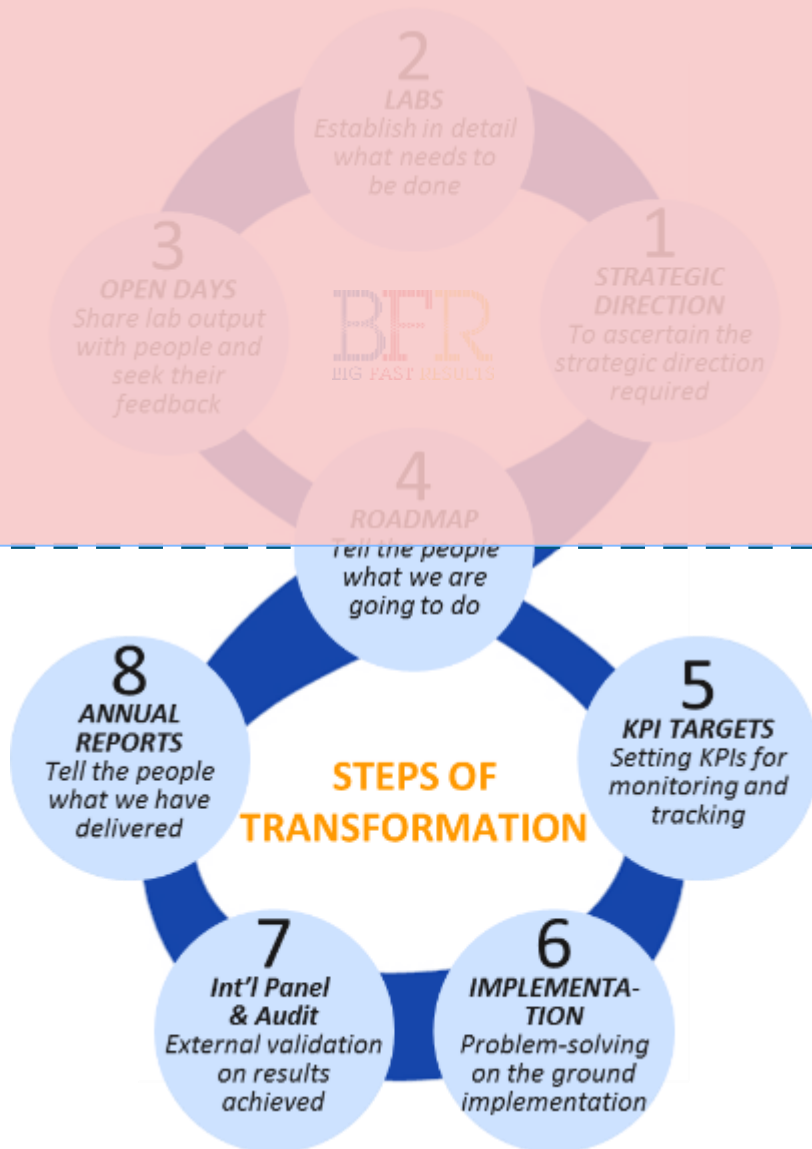
Part 2: Implementation

Planning / Thinking (10%)

- Strategies, Key Activities & Responsibilities
- Organizing
- Communication & Engagement

Implementation / Doing (90%)

- Monitoring
- Recursive Problem Solving
- Assessment / Validation
- Reporting



Setting up a Delivery Unit

- ① **Units don't always survive transitions in power**
- ② **Weak or ineffective units don't just represent a waste of resources, it cultivates false sense of security that projects are being properly monitored**
- ③ **Delivery units are to fulfil their potential as a means of achieving results in today's challenging operating environment**

Common traits of an effective Delivery Unit

- ✓ **Strong Leadership**
- ✓ **Political Support**
- ✓ **Robust monitoring & tracking framework**
- ✓ **Routine problem solving resulting in solid implementation**
- ✓ **Detailed & Implementable Development plans**
- ✓ **Clear goals & targets**
- ✓ **Adequate funding from Treasury or DPs to carry out initiatives**



Clear identification of key prioritised areas and Targets under development plans are crucial to ascertain effective delivery

Example of prioritised areas



% of Vaccinator attendance rate under GPS Childhood immunization programme



Infant mortality rate per 1,000 births in Maryland, at high-risk areas & groups

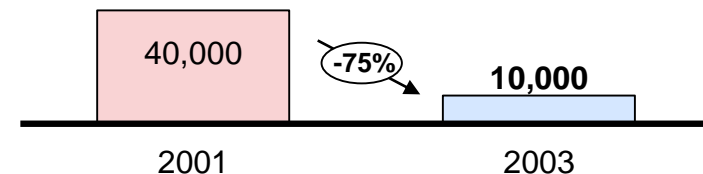
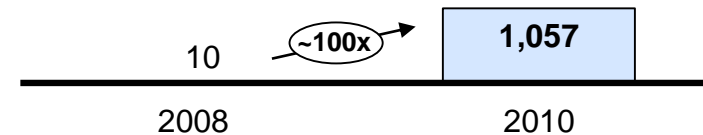
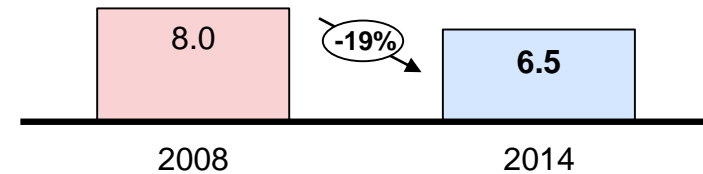
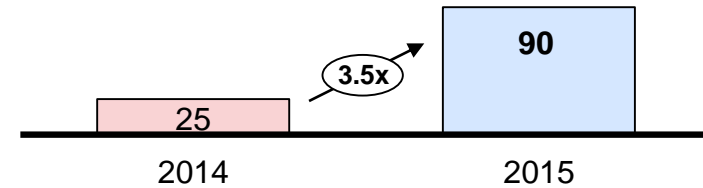


Km of roads built per annum in rural areas with no road access since formation of Malaysia in 1963



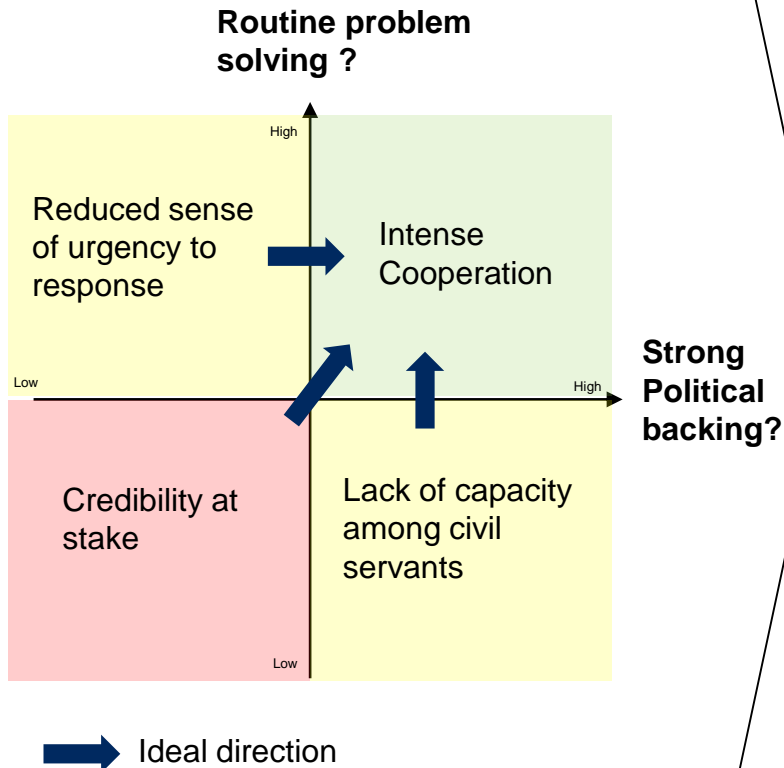
Hospital waiting times, the number of people waiting more than a year for surgical procedures

Example of targets of prioritised areas



Capacity of Civil service to deliver goals and targets

Psyche of civil servants towards Delivery Units



1 Building a leadership coalition

Global Practice

broadening ownership to a wider group of civil servants and political leaders over time is critical to preventing these units “from limping on, tailing off or being discarded”

2 Embedding delivery unit staff members within the wider delivery system

Having delivery staff members embedded in relevant line ministries/departments genuinely support ministries’ /departments’ monitoring of progress of programmes and support capacity building and address the challenges on the ground

3 Data-tracking systems, delivery plans and performance metrics

Transparent performance tracking and database system shared across line ministries/ departments and agencies are crucial to ensure meaningful problem solving and implementation.

Ownership of prioritised targets and goals across key government ministries/ departments

Characteristics & Functions

- Central delivery units where **a small team gathered and analysed data, mobilised resources** in response to **identified problems** (often in surgical approach) and **relentlessly scrutinised performance** until outcomes improved
- **Monitor implementation** of prioritised areas weekly, **conduct strategic planning** and address delivery capacity gaps, **escalating issues to the highest level**
- **Taskforce** to ensure that **its top priorities** have the necessary level of ministerial ownership
- Usually created as part of a government-wide re-organisation of performance management systems which sometimes replicated central delivery units in their own departments
- **Conduct weekly problem solving meetings**, identify cross ministerial issues to be resolved at central level
- **Mayors and Chief Executives** transform the performance of locally administered public services
- **Often adopt & localize global best practices** (at lowest cost) at ground level to smoothen implementation processes to achieve National targets
- **Issues** requiring ministerial interventions are often **raised during weekly meetings** with Line ministries reps

Global Best Practices

- PEMANDU, Malaysia
- Implementation Unit (Cabinet Office), UK
- Tanfeedh Delivery Unit, Oman
- Unidad de Cumplimiento de Gobierno, Peru
- Delivery Units, Albania
- MDUs, Tanzania
- Line Ministries in UK (Ministry of Health, defense, etc.)
- PADU & DMOs, Malaysia
- London Borough of Haringey, UK
- Norfolk, UK
- Buenos Aires
- Governor's office, Maryland, USA



National actors

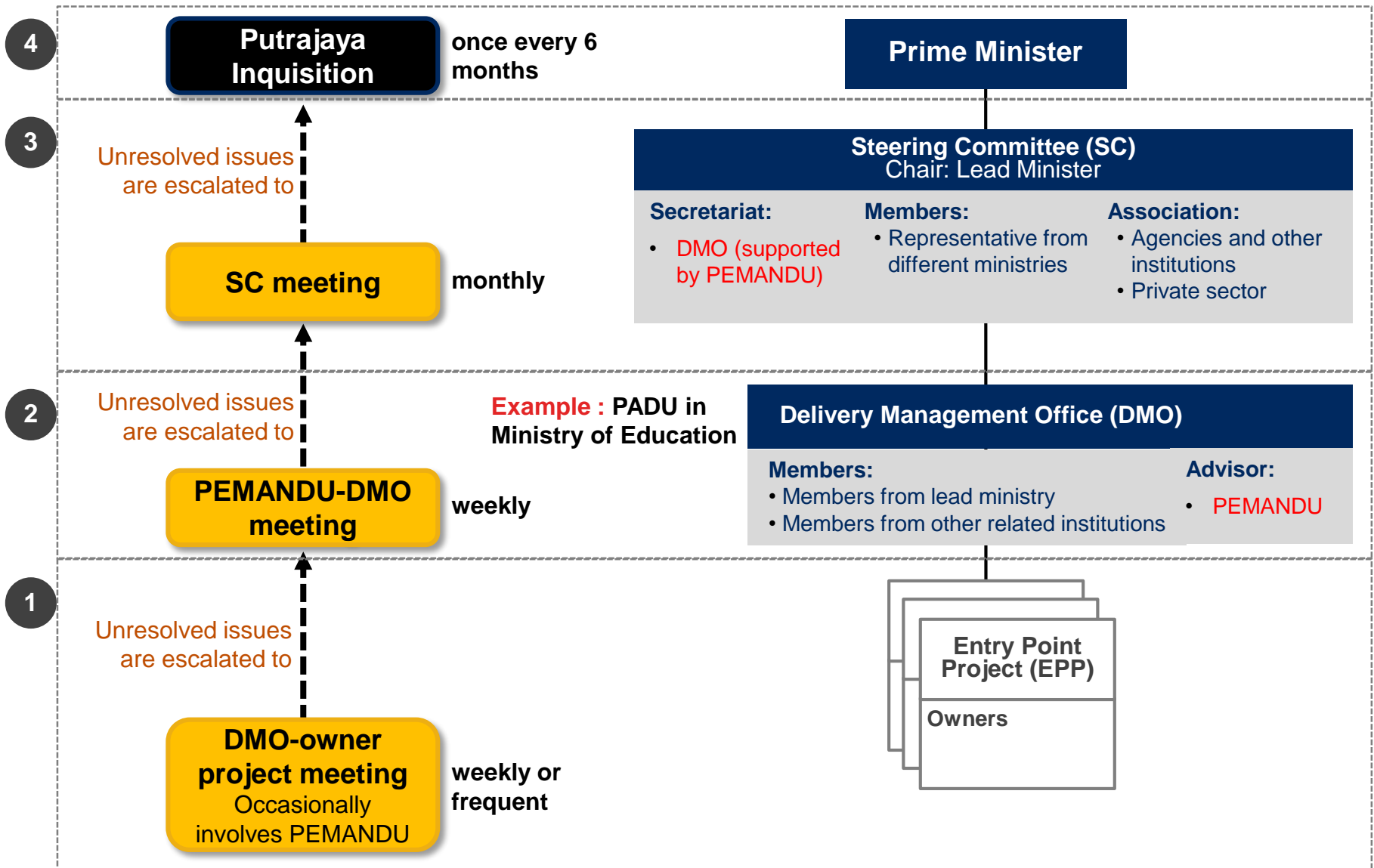


Line Ministries



Local government

The Malaysian model : Delivery challenges are resolved through problem-solving avenue involving the PM at the highest level



Flashback

April 2009 :

Najib Razak was announced as the new Prime Minister

→ Announced that he will launch Malaysia's Transformation effort



September 2009 :

Prime Minister announced the set-up of

Performance Management & Delivery Unit (PEMANDU)

→ CEO : Idris Jala



PEMANDU
UNIT PENGURUSAN PRESTASI DAN PELAKSANAAN

What would be the appropriate structure for this unit?

We considered various options.

TWO guiding principles:

1

Flexibility

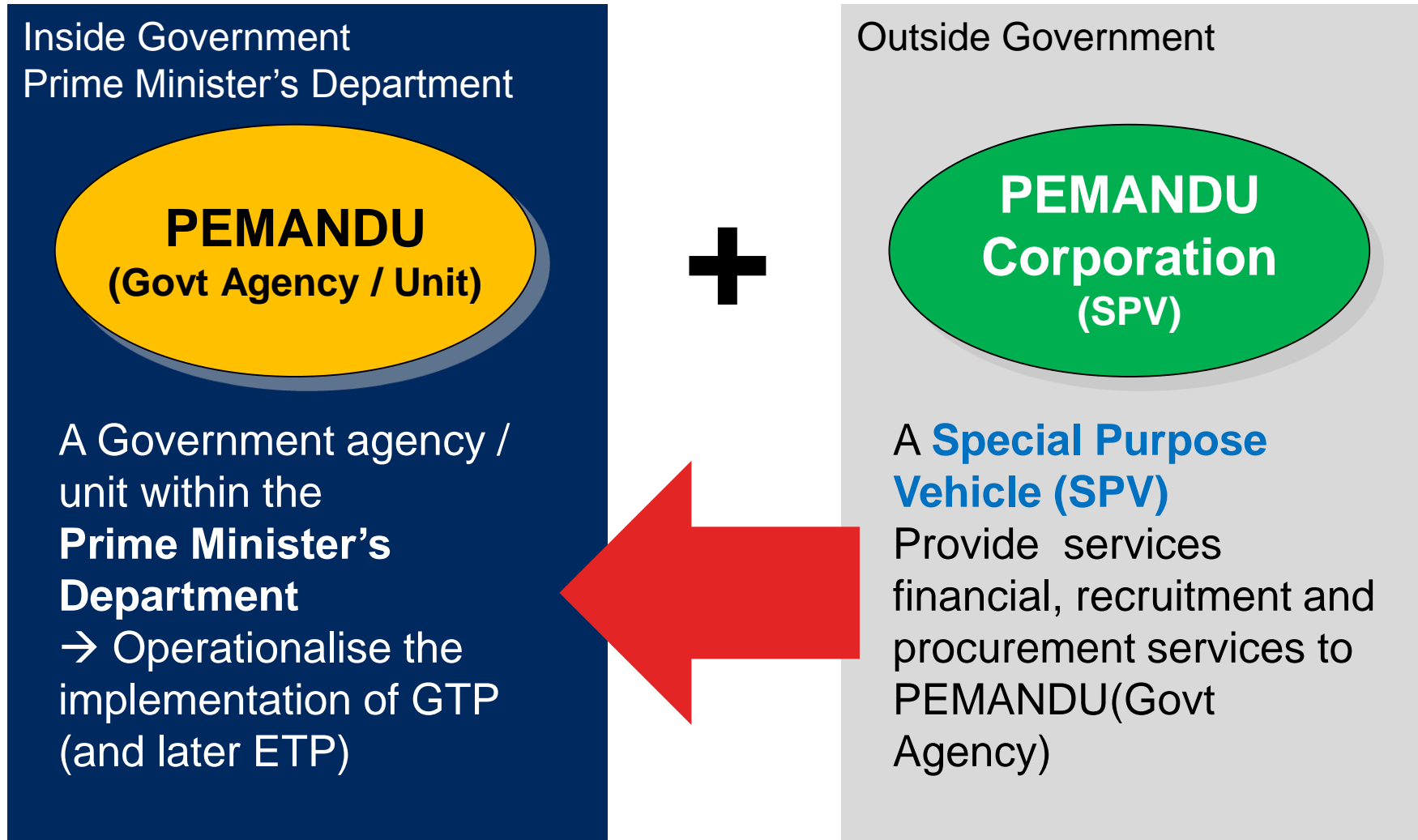
- Have **operational flexibility** (free from Government existing processes and procedures)
 - Able to recruit the best and brightest at **competitive market rate in private sector**
 - Fully focus on delivering Government Transformation Programme (GTP)

2

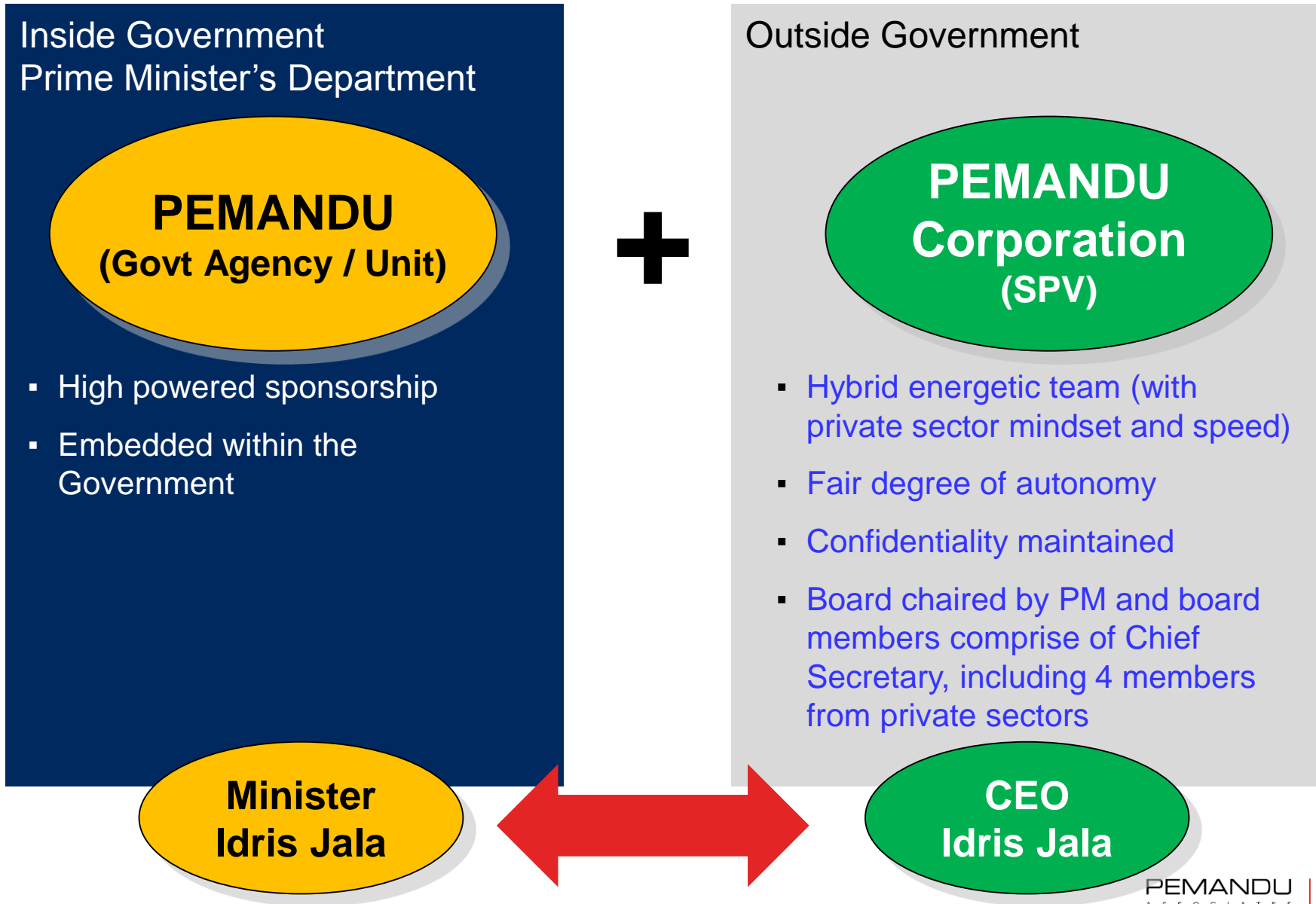
Confidentiality

- Have the ability to **maintain confidentiality** of sensitive info on **staff salaries**

In the end, we landed on this structure:



Best of both worlds...



Agenda

- **Background**

- Organisation set-up
- Attracting high-caliber and talented people
- Availability & effectiveness of monitoring framework
- Availability of funds to implement initiatives & programmes
- Q&A



Mandate & Responsibilities

- 1 Ensure delivery of GTP and ETP
- 2 Conduct **independent assessment** of performance and progress, give recommendations and highlight areas of attention to Prime Minister and Cabinet Ministers.
- 3 Act as a catalyst for change by **providing in-house consultancy** and advisory to the Government on each transformation program.
- 4 Provide **active support** to the Prime Minister and Cabinet Ministers on all Key Result Areas
- 5 **Work in partnership** with the ministries and civil service to achieve **BIG FAST RESULTS**

Mandate & Responsibilities

- 1 Recruit top-calibre talents from public and private sector and then second to PEMANDU in PM's Department.

Remuneration package & performance assessment are based on competitive market practices in order to attract top-calibre talents in Malaysia.
- 2 Procure the services of external consultancy and professional support only in the beginning until our capacity was built.

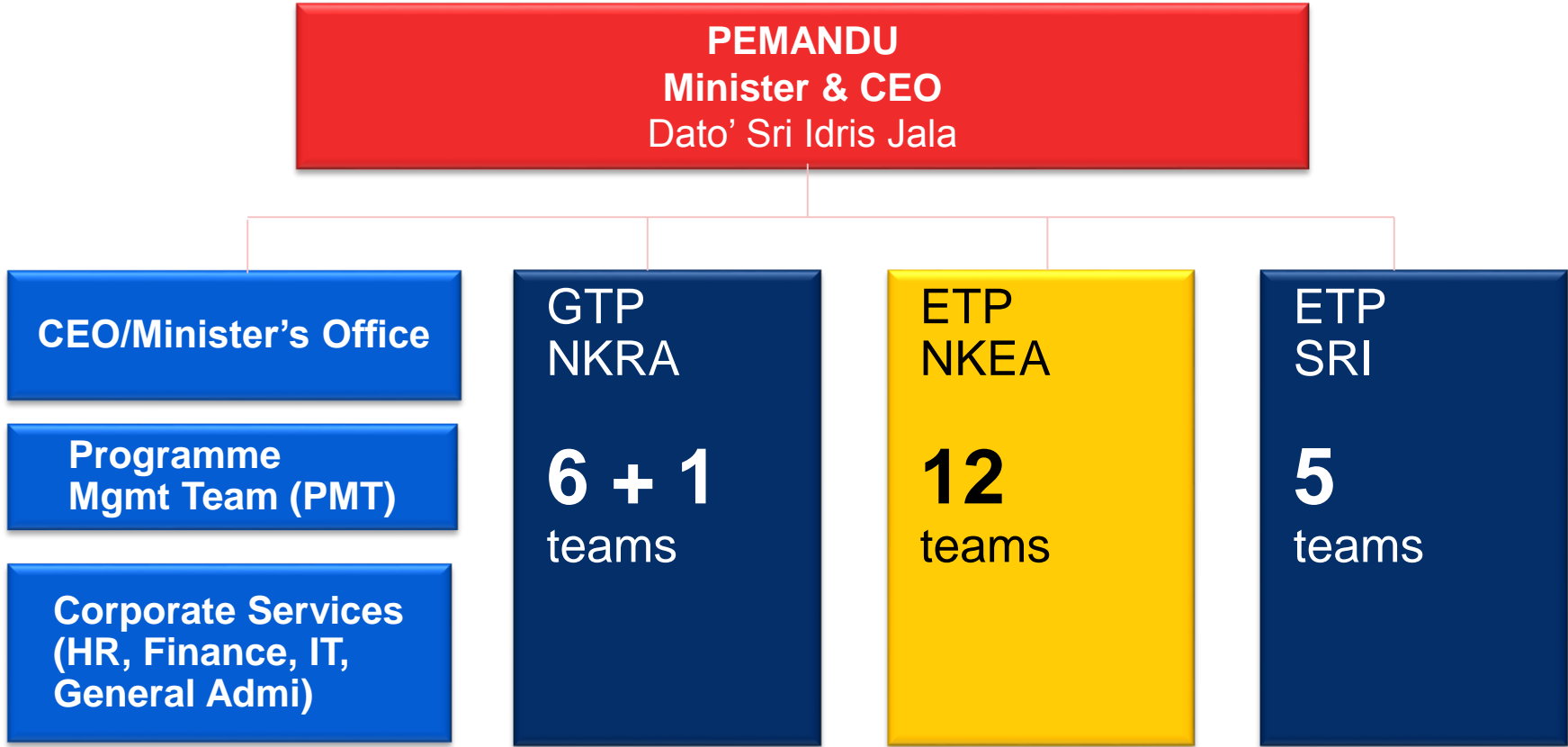
This is crucial in order for PEMANDU to tap into the best practices and acquire specialist skills and knowledge.
- 3 Procure the general services and supplies to ensure smooth running of PEMANDU. This includes advanced IT devices i.e. Smart phone handsets, tablets, servers, etc.
- 4 All other tasks to enable PEMANDU carry out its mandate and responsibilities.

Agenda

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- **Organisation set-up**
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PEMANDU - Organisation Structure (Overview)

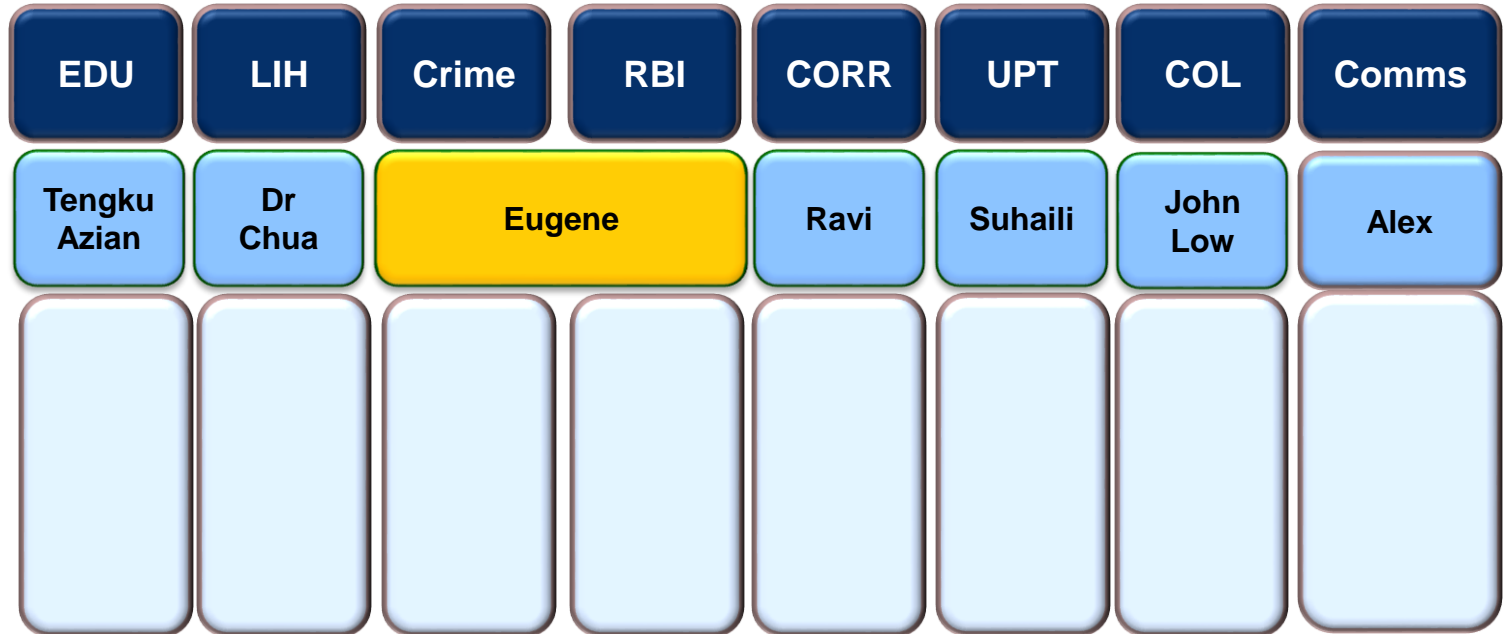


Total staff size = 135
Executive = 105
Admin / Support = 30

Individual team – typical structure

GTP (7x NKRA)

Double Hatting



Flat structure

Typical job titles:

Directors, Associate Directors,
Senior Managers, Managers, Senior Analysts, Analysts

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PEMANDU is led by a strong leader with proven track record

Senator Dato Sri Idris Jala



Served Shell (23 years) – 4 years in Holland & 4 years in London

- **Global Business Turnaround & Transformation experience**



Appointed as the CEO of Malaysia Airlines to turnaround the business

- **(loss making of RM 1.23 billion to the highest profit of RM 840 million in 2 years)**



Headed PEMANDU as the **CEO and also served as a Minister in the Prime Minister's Department**. Currently the Advisor to the Prime Minister on National Transformation Programme

Bloomberg

Bloomberg placed Idris Jala among the top 10 most influential policy makers in the world



Served on the Advisory panel for the World Economic Forum (WEF) on New Economic Growth and also on the Advisory Panel of World Bank

MAS: 1 year turnaround to record profit

SAVING MAS

2005 LOSSES
Q1 - RM280.7m
Q2 - RM367.7m
 THAT'S
H1 - RM648.4m
LOST IN 6 MONTHS

REVENUE UP **9.4%** TO **RM3b** BUT...

MAINTENANCE AND OVERHAUL CHARGES UP

STAFF COSTS UP

HANDLING AND LANDING FEES UP

etc, etc, etc...

OPERATIONAL COSTS UP **32%** TO **RM3.4b**

FFUEL COSTS UP **45%** TO **RM1.16b**

Plans to trim expenditure by **RM400m** in 2006. But no plans yet to downsize **22,513** - strong workforce

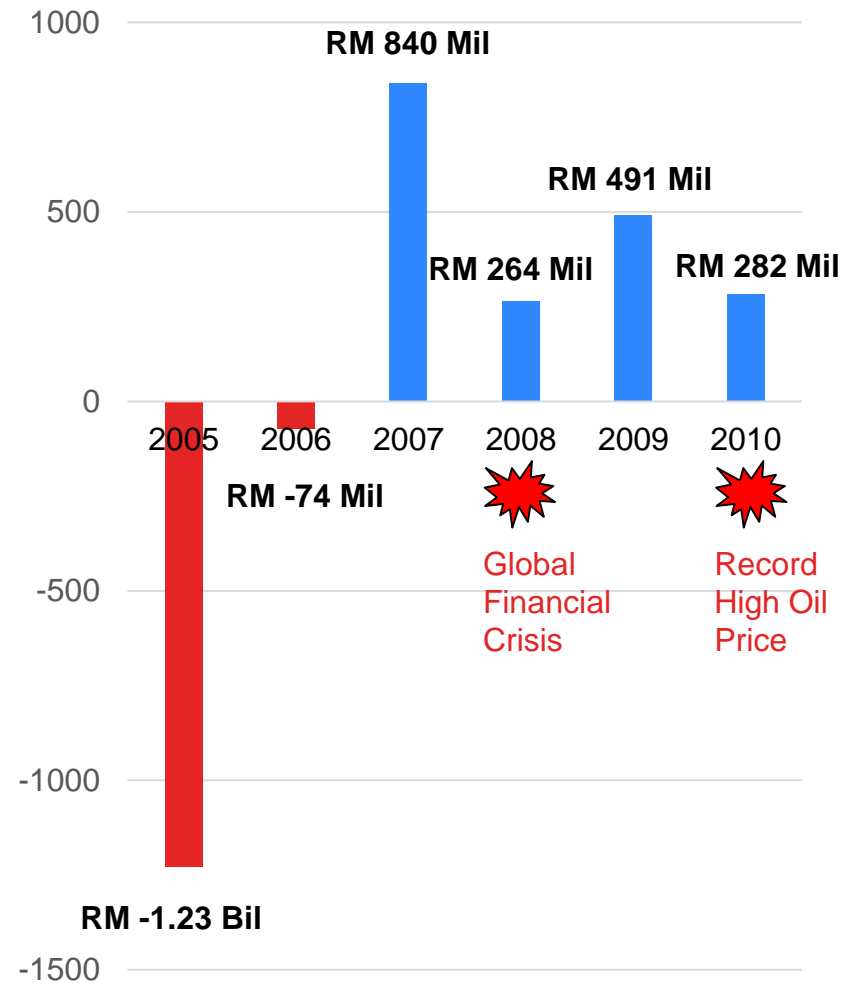
HOW TO SAVE MAS

CRASH OF 2005

malaysia

Airline lost RM367.7m in second quarter. New MD has one big mess to clean up - starting today.

>> P6



The type of work & activities

→ Dictate the type of people we recruit

Traits

- 1) Versatile → able to juggle many things
- 2) Tenacious → chaser and finisher
- 3) Strategic thinker
- 4) Creative & innovative
→ out-of-the-box
- 5) Good inter-personnel skills → at stakeholder management

Skill sets (Ideal)

- 1) Good project management
- 2) Good at problem solving & analysis
(comfortable with numbers)
- 3) Good with Powerpoint & Excel
- 4) Strong ability to distill large amount of info in short space of time
→ provide concise executive summary for senior management

Recruitment Advertisements

Illustrative





Be at the forefront of Malaysia's most ambitious transformation programme

Performance Management & Delivery Unit (PEMANDU) is a unit under the Prime Minister's Department which has been tasked to deliver the Government Transformation Programme (GTP) and Economic Transformation Programme (ETP).

Led by Dato' Sri Idris Jala, PEMANDU offers the opportunity to work in a high performance work culture with the brightest talents from the private and public sector to deliver innovative solutions and solve the toughest challenges faced as a nation. We offer market-competitive compensation, excellent networking exposure and a rare opportunity to build skills in large-scale change and transformation. If you have what it takes to achieve Big Results Fast, we invite you to join our team.

We are looking to fill up positions in both the GTP division and ETP division

Government Transformation Programme (GTP)

To meet the challenges standing in our way of achieving Vision 2020, PEMANDU has conceptualised initiatives to the GTP in accordance with the principles of Malaysia, People First, Performance Now. This roadmap details the objectives, outcomes and the initial set of actions – in areas identified as National Key Result Areas (NKRAs). NKRAs represent a combination of short-term priorities to address urgent national demands and equally important long-term issues affecting the nation that require our attention now.

The six NKRAs are:

- Reducing Crime
- Fighting Corruption
- Improving Rural Basic Infrastructure (RBI)
- Improving Urban Public Transport (UPT)
- Raising living standards of Low Income Household (LIR)
- Improving Education

Available Positions:
Analysts and Managers with an appreciation for the country's social development issues.

Economic Transformation Programme (ETP)

In our nation's path to become a high-income economy, the Government has initiated the National Key Economic Areas, or NKEAs. The NKEAs are strategic moves to identify and focus on specific areas of development and investment, fueling growth and creating a more transparent, market friendly and merit-based economy.

In addition, the NKEAs will also build and regulate on new and emerging sectors that are fundamental to long-term growth.

The 12 sectors covered under NKEAs are:

- Oil, Gas & Energy
- Palm Oil & related product
- Telecommunication
- Chemical & Electronics
- Agriculture
- Wholesale, Retail & Distribution
- Private Education
- Health Care & Services
- Financial Services
- Tourism
- Business Services
- Greater KL Urban Regeneration

Available Positions:
Analysts, Managers, Senior Managers and Associate Directors with an appreciation for macroeconomics within the relevant sub-sectors.

A typical day in PEMANDU:

- Conduct analysis and identify problems for the various NKRAs and NKEAs.
- Formulate solution and recommendations, and also implement follow plan with clear targets.
- Provide programme management support to ensure timely and effective delivery of targets.
- Provide weekly biweekly report to CEO, directors and stakeholders in the Government.
- Engage stakeholders from the government and at higher level of operational level to obtain alignment and buy-in.

Criteria of suitable candidates are:

Associate Directors

- Hold senior management position in current organisation (e.g. Associate Vice President, Associate Director, General Manager, etc)
- Proven leadership skills – e.g. experience in leading teams or organisations on projects
- Proven track record on delivering big projects and results
- Demonstrable strong organisational skills
- Proven experience in managing stakeholders and senior civil service officers
- Able to influence, engage and articulate vision and ideas clearly

Senior Managers

- Minimum 5 years working experience
- Good working experience project management, consultancy, corporate planning and strategy, and executive jobs related to analysis and implementation.

Managers

- Minimum 3 years working experience
- Good working experience project management, consultancy, corporate planning and strategy and executive jobs related to analysis and implementation.
- Applicants must achieve a minimum 5.0 out of 4.0 for Cumulative Grade Point Average (CGPA) or equivalent.

Analysts

- This is an entry level position
- Open to Fresh graduates from established Universities (local overseas) or those with 1-5 years working experience
- Fresh-graduates who apply for this position must achieve a minimum 5.0 out of 4.0 for Cumulative Grade Point Average (CGPA) or equivalent.

Candidates must have excellent written and verbal communication skills in English and Bahasa Malaysia, strong analytical and problem solving skills, Proactive, strategic and critical thinking in solving issues and challenges, Independent, self-motivated and driven to deliver results.



The screenshot shows the PEMANDU website with a navigation bar (Home, About PEMANDU, Big Results Fast, The National Key Result Areas, Your Feedback, Media Centre, Careers) and a search bar. The main content area features a 'Careers' section with a butterfly image and the text: 'PEMANDU is led by its CEO Dato' Sri Idris Jala and staffed by specially selected people of exceptional talents and qualities from the private and public sector. We offer market-competitive compensation, excellent networking exposure and a rare opportunity to build skills in large-scale change and transformation. If you have what it takes to make a difference, we invite you to join our team.'

Below the main text, there are sections for 'Latest News' (including 'MALAYSIA'S GDP TO HIT 8.0 PER CENT IN 2010, SAYS AMRESEARCH' and 'KUALA LUMPUR, April 23 (Bernama) -- The Malaysian economy is expected to expand at 8.0 per cent in 2 [...]'), 'Reports' (including 'GTP Roadmap Quick Reference Guide', '1 Malaysia GTP Roadmap - Full Version', and '1 Malaysia GTP Roadmap - Executive Summary'), and 'Director' information (Supporting ministry transformation initiatives to enable successful delivery of outcomes, Collaborating with ministries on strategic planning and project management to ensure effective implementation of key initiatives).

Online (website)

Print (in major newspapers)

How to ensure we recruit the right type?

We DO NOT just rely on :

- Looking at resume/CV
- Standard interviews

We devise a few ways to assess their abilities and skill sets

For senior executives

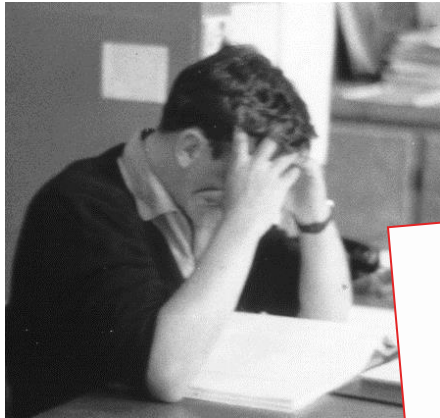
- 1) Case study interview;
- 2) Observation of their performance in Lab

For entry level (fresh graduates)

- 1) Case study interview;
- 2) Trial period via internship

Case Study - Sample (usually 35-40 pages)

Real Excerpts



Confidential

Demand
Palm oil is the largest internationally traded vegetable oil with its main markets in China, European Union, Pakistan, India, Japan and Bangladesh. Figure 5 shows the world demand for edible oils and fat, and Figure 6 shows the world demand for palm oil.

Harvesting commences about 24 to 30 months after planting and each palm can produce between 8 – 15 FFB per year weighing about 15 kg each, depending on the planting material and age of the palm. Each FFB contains about 1,000 – 1,300 fruitlets (Figure 2.B); each fruitlet consists of a fibrous mesocarp layer which contains crude palm oil (CPO) and the endocarp which contains the kernel from which palm kernel oil (PKO) is derived (Figure 2.C).

World demand for edible oils and fats 2000-2008

Year	Oil	Value (USD Bn)		
2000	Oil	100		
	Wheat	10		
	Maize	10		
	Other	10		
	2001	Oil	105	
		Wheat	10	
		Maize	10	
		Other	10	
		2002	Oil	110
			Wheat	10
Maize			10	
Other			10	
2003			Oil	115
			Wheat	10
	Maize		10	
	Other		10	
	2004		Oil	120
			Wheat	10
		Maize	10	
		Other	10	
		2005	Oil	125
			Wheat	10
Maize			10	
Other			10	
2006			Oil	130
			Wheat	10
	Maize		10	
	Other		10	
	2007		Oil	135
			Wheat	10
		Maize	10	
		Other	10	
		2008	Oil	140
			Wheat	10
Maize			10	
Other			10	

World demand for Palm Oil - 2000-2008

Year	Value (USD Bn)
2000	10
2001	10
2002	10
2003	10
2004	10
2005	10
2006	10
2007	10
2008	10

Number of workers per hectare

Year	Workers / Hectare
2002	10.5
2003	10.5
2004	10.5
2005	10.5
2006	10.5
2007	10.5
2008	10.5
2009	10.5

Figure 2:
A: Fresh Fruit Bunch (FFB);
B: Cross section of an oil palm fruitlet; CPO is taken from the Mesocarp and PKO taken from the kernel; Production of Oil Palm Planting Material.
D: Commercial plantation is capable of producing 30-35 tonnes/ha of FFB and palm oil (22-25% OER). The current national averages are however much lower



Version 2.0

PRIME MINISTER'S DEPARTMENT
PEMANDU
PERFORMANCE MANAGEMENT & DELIVERY UNIT

Case Study Interview

Please do not mark on this booklet.
Confidential

- To assess the candidate:**
- ✓ Ability to synthesize large amount of information
 - ✓ Analytical skills
 - ✓ Problem-solving skills
 - ✓ Communication and presentation skills
 - ✓ etc...

Case Study – Typical questions

→ To test the candidate's ability to read charts and analyse

(Ref Page 22 and 23) - Question: Do you see any correlation between the charts on Palm Oil versus Palm Kernel Oil ?

Illustrative

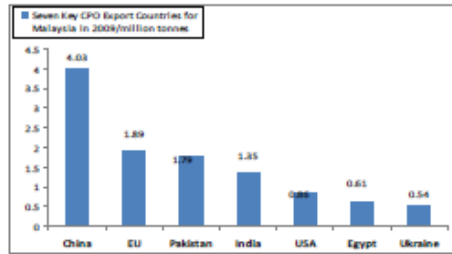


Figure 17. Seven largest markets for export for Malaysian Palm oil in 2009.



Figure 18. Share of exports between crude palm oil and processed palm oil

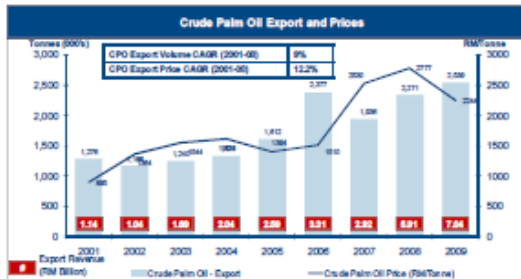


Figure 19. Crude palm oil export volumes, price and export revenue.

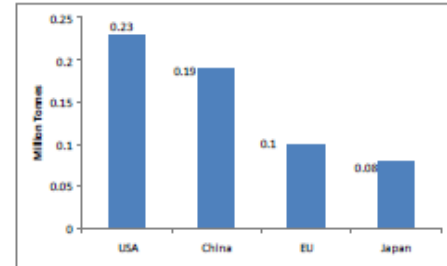


Figure 20. Four largest export markets for Malaysian Palm Kernel Oil in 2009.



Figure 21. Share of exports between Crude Palm Kernel Oil (CPKO) and Processed Palm Kernel Oil (PPKO).

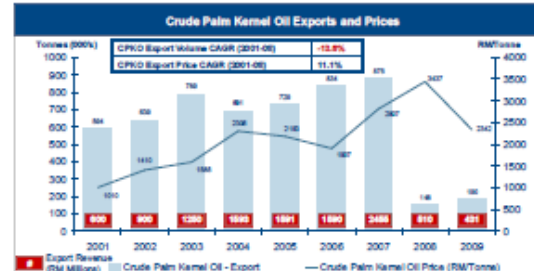


Figure 22. Crude palm kernel oil export volumes, price and export revenue.



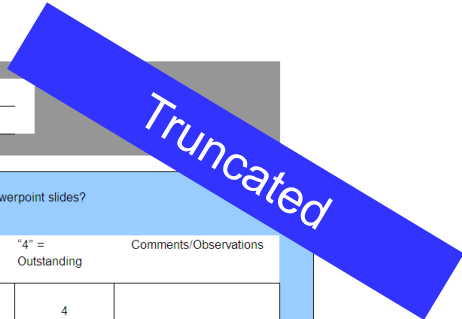
Case Study – Assessment Scoresheet

→ Ensure rigorous and consistent comparison between candidates

Interview Assessment - Scoresheet

Date: _____
Candidate Name: _____

Position Applied: _____
Interviewer: _____



PRESENTATION

Is the candidate able to structure his/her thoughts and put it on powerpoint slides?
Is he/she able to present the slides/materials?

	"0" = Unable to observe	"1" = Below Average	"2" = Average	"3" = Good	"4" = Outstanding	Comments/Observations
Content - Demonstrate good grasp of the case study	0	1	2	3	4	
Presentation - Any framework/structure? Logical thinking? - Powerful messages?	0	1	2	3	4	
Delivery - Able to articulate in a clear and impactful manner	0	1	2	3	4	

CAPACITY

Is the candidate able to identify issues, structure them, produce complete and reliable analyses?
Can he/she develop creative and sound recommendations/solutions?

Problem Identification - Able to identify key / core issues - Able to link with other issues outside of what is given	0	1	2	3	4	
Problem structuring - Able to break a problem down to key elements / parts to be resolved and prioritized	0	1	2	3	4	
Statistic / Chart Reading - Able to read and comprehend statistics / charts	0	1	2	3	4	
Analytical Capabilities - Able to self-initiate end to end analyses; and draw insights and implications on work from analyses.	0	1	2	3	4	
Development of solutions & recommendations (creativity & implementability) - Able to develop solutions & recommendations, and defend them - Identify implementation challenges and risks, and suggest mitigations	0	1	2	3	4	

RELATIONSHIP & LEADERSHIP

Is the candidate able to influence others through effective communication, and assert self-confidence?
Has the candidate demonstrated inspiring leadership and an ability to help teams succeed in the face of challenges?

Ability to engage, influence and advocate - Behaviors, plans, and actions demonstrate an awareness and understanding towards the thoughts and feelings of others. - Able to use reasoning and adapt personal style to successfully influence others.	0	1	2	3	4	
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(More...)

Current profile of PEMANDU team

Direct Hire from Private Sector

- Previous jobs (non-exhaustive):
- Bankers
 - Consultants
 - Professional managers and executives from MNCs
 - Project management
 - Etc...

Competitive remuneration package (private sector level)

Seconded from private sector

- Government linked companies (GLC)
- Private sector (local and foreign)

Seconded from public sector (civil service)

- Ministries
- Government agencies

Top up allowance

One typical question which we receive:

How is a **small team like PEMANDU able to deliver big results?**

We practice the Game of Leverage.

Agenda

- Background
- Organisation set-up
- Attracting high-caliber and talented people
- **Availability & effectiveness of monitoring framework**
- Availability of funds to implement initiatives & programmes
- Q&A



It is fundamental for a delivery unit to operate with effective monitoring and tracking framework



The types of Priorities tracked ?

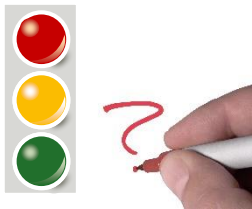
Common themes among global best practices

- Prime Minister or President's priorities
- Major projects (In terms of financial values, political / legislative needs)
- National development priorities
- Ministerial Mandates



How Priorities are Selected ?

- Donors inputs (World Bank, EU, Delivery Units Romania)
- Collective agreements between the Prime Minister and his cabinet members (PEMANDU, Malaysia)
- Design Labs focused on priority areas (South Africa)



How to ensure delivery are on Track ?

- Online Dashboard (Netherlands, Australia, PEMANDU Malaysia)
- Mini-stocktake meetings discuss lower-priorities initiatives (Australia)
- Cabinet Meetings update President and ministers (Guatemala, Indonesia)



How to resolve issues ?

- Problem Solving Meetings scrutinize feasibility of ministerial and departmental proposals (PEMANDU, Malaysia)
- Labs bring together experts to solve problems (PEMANDU, Malaysia)
- Communities of practitioners identify solutions (Canada's CRDO)

Example : PEMANDU's weekly & monthly reporting

NKRA / NKEA - Overview

Illustrative

NKRA	Overall KPI Achievement %	Overall Progress Score	
		4-8 Jun	11-15 Jun
#1	94%	92%	93%
#2	92%	81%	90%
#3	89%	80%	85%
#4	82%	79%	82%
#5	75%	79%	79%
#6	32%	30%	42%

NKRA / NKEA – Weekly & Monthly Tracking

Illustrative

NKRA : EDUCATION		KPI (Quantitative)			Progress (Qualitative)	
NKPI #	NKPI	Target (FY)	Actual (YTD)	% Achieved	31 Oct- 4 Nov	7 - 11 Nov
1	Literacy Rate	95%	95.28%	100%	G	G
2	Numeracy Rate	95%	97.28%	102%	G	G
3	High Performing Schools	50	52	104%	G	G
4	Enrolment to pre-school	80%	76.30%	95%	Y	Y
5	Head teachers/ principals exceeding target	3%	Only available in Jan 2012 (Primary) and May 2012 (Secondary)		G	G
6	Head teachers/ principals performing below target	not more than 8%	Only available in Jan 2012 (Primary) and May 2012 (Secondary)		NA	NA
7	School Improvement Programme (SIP) Composite Score	20%	Only available in Jan 2012 (Primary) and May 2012 (Secondary)		NA	NA
				101%	90%	90%

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- Availability & effectiveness of monitoring framework
- **Availability of funds to implement initiatives & programmes**
- Q&A



“A plan without a budget is a draft”



Careful coordination among stakeholders and a solid understanding of all fiscal issues are important to ensure success of prioritised projects

- 1** Collaborate and closely involve the finance ministry/Treasury (or a similar authority) early and throughout this process
- 2** Develop a clear picture of both funding demand (detailed cost estimates) and supply (available government funds)
- 3** Involve external experts and use international benchmarks to challenge thinking so that estimates are not overstated
- 4** Where the budget is tight, shortfalls can be bridged in a number of ways, for example, reallocating existing funding to priority areas, improving tax collection, seeking private donor contributions, or collaborating with state-owned enterprises or private sector for co-investment in improvement initiatives

Development Partners plays a key role in coordinating the delivery of development commitments through transparent processes

Common issues faced across governments



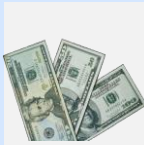
Capacity issues

- Mismatch of skillsets
- Manpower shortages



Silo-ed mentality across government bodies

- Weak implementation culture



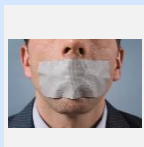
Value for money

- Per capita project costs
- Project log frame & impacts



Project/program execution

- Overambitious targets
- Unjustifiable targets or projects



Lack of Transparency

- Process loopholes
- Weak procurement processes
- Accountability issues

Example : BFR® 8 Steps Methodology

1



Strategic direction

To ascertain the strategic direction required

5



KPI Targets

Setting KPIs for monitoring & tracking

2



Labs

Establish in detail what needs to be done

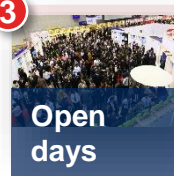
6



Implementation

Problem-solving on the ground implementation

3



Open days

Share lab output with people & seek their feedbacks

7



PwC Audit

External validation on results achieved

4



Roadmap

Tell the people what we are going to do

8



Annual Reports

Tell the people what we have delivered

PEMANDU's 8-step BFR™ Methodology complements DP's initiatives

1 Strategic Direction



Intense discussions among Development Partners (DPs) and governments often set implementable strategic directions

5 KPI Targets

To ensure national targets should always be aligned with key global targets e.g. SDGs etc.

2 Labs



Development Partners play pivotal roles in stress-testing what works (historically) and what doesn't

6 Implementation

DPs often assist implementers via deployment of SWAT team or specialist consultants when necessary

3 Open Days



Practitioners from various Development partners will share their experiences and provide feedbacks on Lab outcomes, which further enhance implementability

7 External Audit

Implementation results are further validated by international benchmarks – e.g. PISA results, transparency Index, Global Competitive rankings, etc.

4 Roadmap

Targets set made available for public consumption. This allow DPs to track alignment of DPs funding with committed projects

8 Annual Reports

Published outcomes often scrutinizes effectiveness of implementation & will surface any gaps in implementation, where DPs can assist

PADU drives Malaysia Education Blueprint initiatives through...

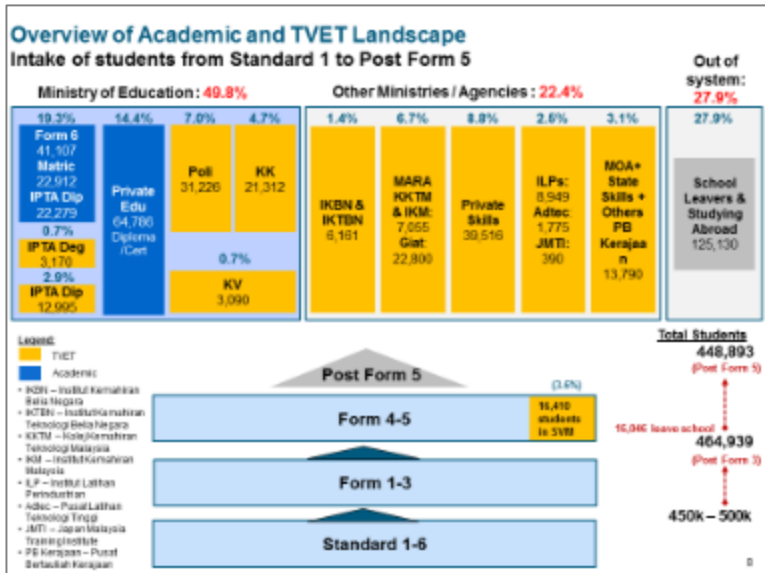


PEMANDU provides support to PADU by...



1 Providing inter-agency support - example

- Facilitated TVET supply and demand data from multiple agencies to map TVET supply landscape so MoE and other agencies can set appropriate national targets to avoid oversupply of graduates
- Escalate the issue during Delivery Task Force Meetings to obtain DPM directive for all agencies to supply accurate and complete data



PSM #1 : Vocational education enrolment

Objective:

- To ensure students stay in school by increasing vocational education enrolment, especially at the upper secondary school. To ensure the supply data is accurately captured at MOE and across all other Ministries.

Problem Statement:

- There is lack of information from Ministries/agencies in understanding of the appropriate targets to avoid oversupply

PSM #1 : Vocational education enrolment

What is being done:

- JKK Dasar, under MOE's Taskforce for TVET, is working with EPU, PADU, PEMANDU, MQA and JPK to seek for a standardized definition of TVET, to be adopted by all Ministries/ agencies for the purpose of data collection and maintenance.
- PADU and PEMANDU are working to obtain accurate data for TVET from all TVET institutions (based on the agreed definition) for overall landscape (16+). This data will be fed into ILMIA as their baseline data for the TVET supply landscape

Observations:

- Overall TVET intake estimated to be at 150k
- The KPIs for MOE TVET currently may not cover the TVET supply landscape other ministries that TVET talent pool

Direction required:

- KPIs for TVET across all 6 ministries (including MOE) must be set with reference to data on the overall TVET supply landscape, and industry needs
- The data on overall TVET landscape shall be collected and maintained by ILMIA, which has an existing portal managed by MOHR
- The data to be collated to include intake, enrolment, graduation data, as well as tracer studies on students' employability.
- KPIs for MOE TVET to include 16+ enrolment and must be cascaded appropriately to MOE TVET institutions to enable collective effort

PEMANDU provides support to PADU by...

2

Offering an independent view on issues - example

- **Examined and proposed** for liberalization of private preschools which is under the purview of MoE, so it is **consistent with policy of other Ministries** on private childcare centres and schools

Requirements for ECCE Centres vs. International Schools & PHEIs

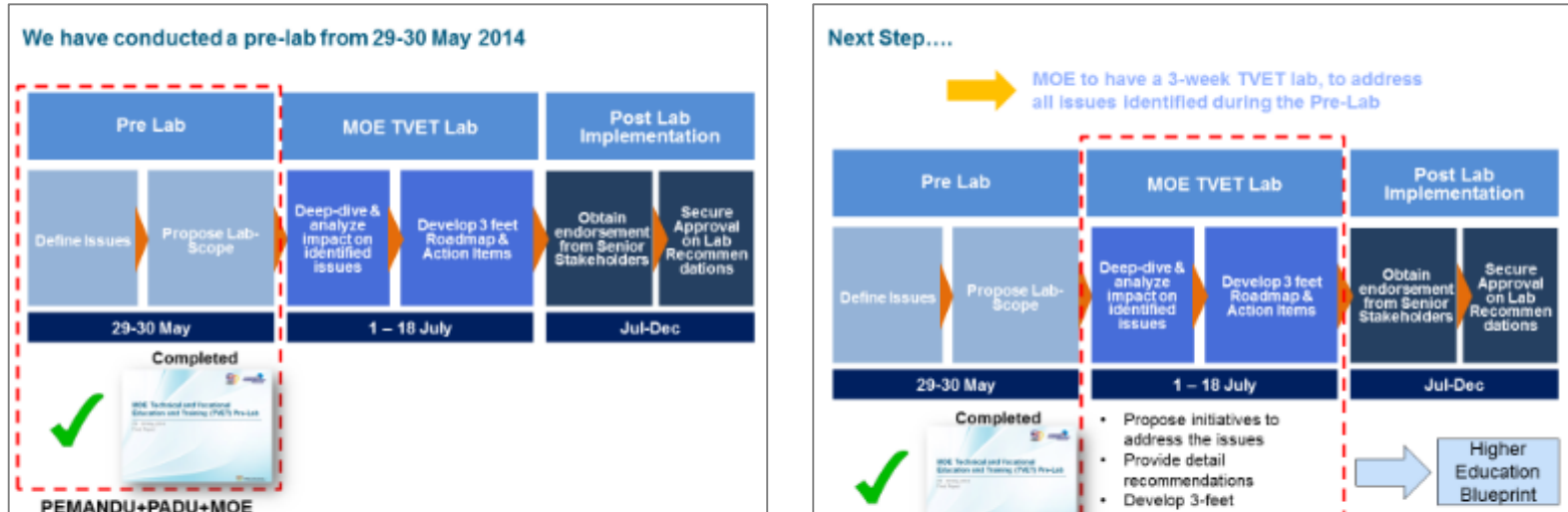
	Childcare Centre Partially Liberalised ✓	Private Pre-school Not liberalised ✗	Mind enrichment centre Partially Liberalised ✓	International School Liberalised ✓	PHEI Liberalised ✓
Ministry in charge (Division/ Agency)	MoWFCDD (Social Welfare Department)	MoE (Private Education Division)	MoE (Private Education Division)	MoE (Private Education Division)	MoE (Private Education Division)
Age Group	0 to 4	4+ and 5+	4+ to 17	4+ to 17	17+ onwards
Equity Requirements for foreign investors	<ul style="list-style-type: none"> • No set equity requirements • Must be in partnership with a local person/ company 	<ul style="list-style-type: none"> • Foreign investment not allowed • Open to local business owners only 	<ul style="list-style-type: none"> • Foreign equity <49% • 30% Bumi equity requirement 	100% foreign equity allowed	100% foreign equity allowed
Additional Restrictions			Maximum of 3 hours of lessons daily	<ul style="list-style-type: none"> • Must offer pre-school to secondary school (end-to-end) • Not allowed to establish pre-school only 	

Steering Committee Meeting (1 Dec 2014) decision:
conduct a comprehensive study on liberalising preschool by PADU and PEMANDU

PEMANDU provides support to PADU by...

3 Collaborating in Labs/brainstorming sessions while building capacity in MOE and PADU - example

- Co-organized and co-facilitated TVET Lab in 2014 with PADU and while exposing PADU new recruits to the PEMANDU Lab methodology



Workstream, Facilitators & Members (1/2)

Lead Director: Tengku Azian Shahrman

Engagement Manager: Shafenaz Farouk

1 Policy, Governance & Articulation

Facilitators:

1. Shafenaz Farouk (Lead - PEMANDU)
2. Mildred Voon (PADU)

2 Curriculum & Accreditation

Facilitators:

1. Suryani Sulong (Lead - PEMANDU)
2. Anisha Pradhan (PADU)

3 Resources (Budget, Facilities & Quality Trainers)

Facilitators:

1. Samantha Peh (Lead - PEMANDU)
2. Zekri Ghazali (PADU)

4 Industry Linkages

Facilitators:

1. Nigel Fong (Lead - PEMANDU)
2. Hairul Hilmi PADU

PEMANDU provides support to PADU by...

4 Researching best practices - example

- **Conducted research for best practices** in Sri KDU School, a private schools which scored the best among Malaysian schools in PISA 2012.
- Visited and **examined the success factors** of High Performing Schools in Malaysia
- **Future project** : adopt and transform a low-performing school using the success factors identified from best practices



Efforts are concurrently focused on the set-up, capacity building and empowerment of the Implementation Support and Follow-Up Unit (ISFU) in Oman

Core Roles & Responsibilities of ISFU

تنفيذ
TANFEEDH



1

Monitoring and Managing Performance



2

Problem Solving



3

Producing consistent implementation reports



4

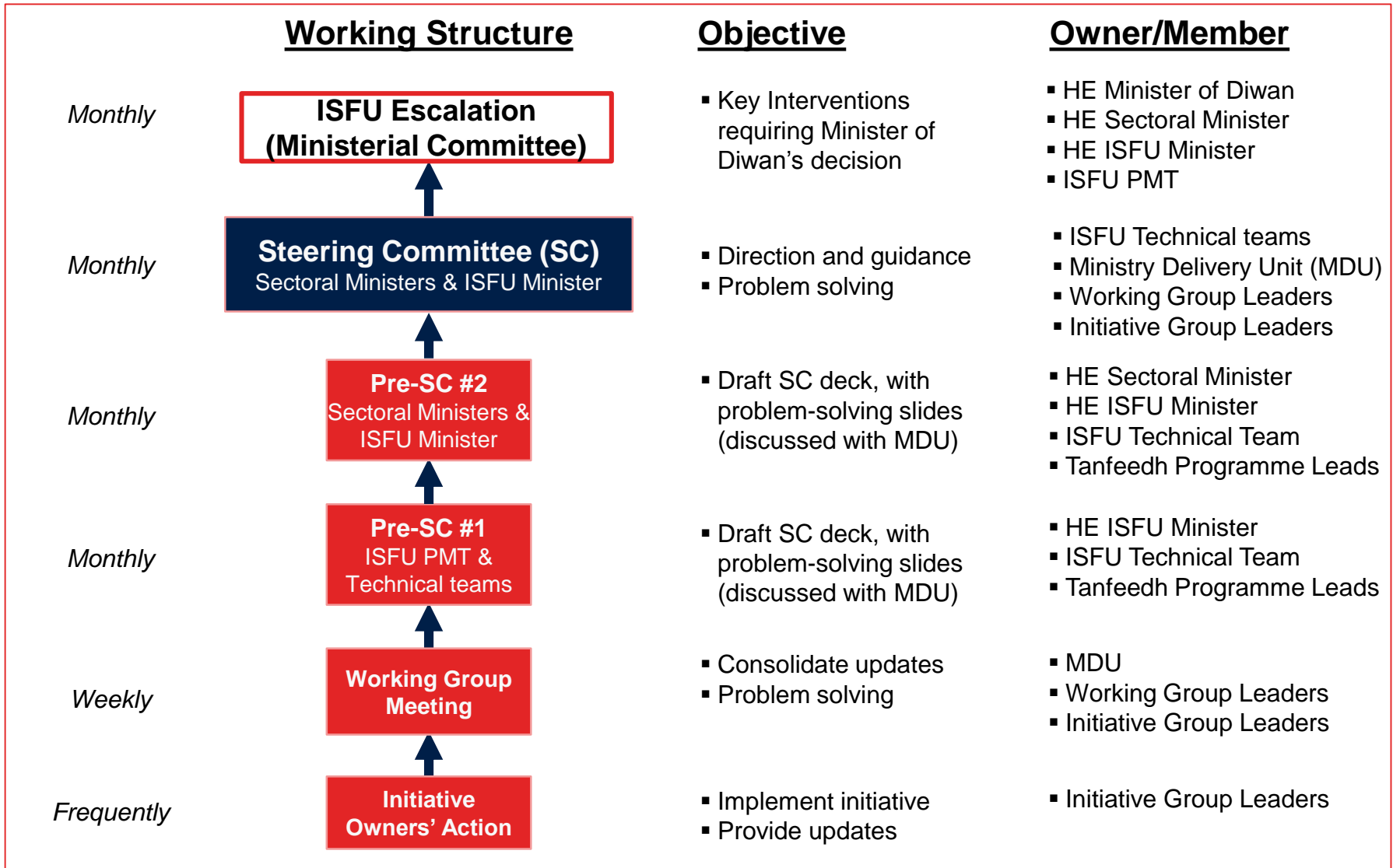
Creating awareness and communicating progress to the public



Key Activities of ISFU

- Act as **secretariat** to high-level problem solving platforms such as the Steering Committee comprising of ministers and initiative owners
- Provide **problem-solving support** to Ministries on lab implementation programmes as well as to resolve cross-ministerial issues
- Facilitate **development of detailed implementation plans** of the Key Priority Sectors with the other Governmental Ministries
- Producing **reports and communicate** the results of the program and projects to stakeholders and the public

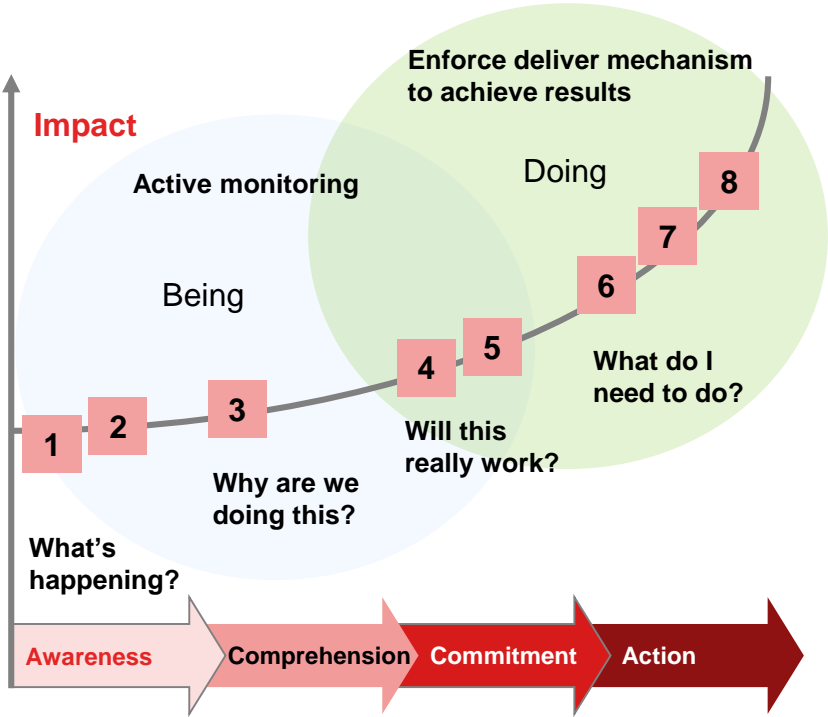
A strong governance structure has been custom-built and being facilitated to constantly problem solve on-the-ground issues



Recap of 8-Steps methodology

PEMANDU's 8-Steps methodology

Planning	1	Strategic Direction
	2	Labs
	3	Open Days
	4	Roadmap
	5	KPI Targets
Implementation	6	Implementation
	7	International Panel & Audit
	8	Annual reports



PEMANDU is one of the more well known Delivery Units and a lot of case studies have been written

Case Studies



***Economic Transformation:
All About Focus, Competitiveness, and Execution***

Published: Nov 2012
Authors: Prof Diego Comin &
Ku Kok Peng

Not available for distribution or download



***Doing, Learning, Being: Some Lessons Learned from
Malaysia's National Transformation Program***

Published: January 2015
Author: Charles Sabel, Luke Jordan

***Driving performance from the center: Malaysia's
experience with PEMANDU***

Published: April 2017

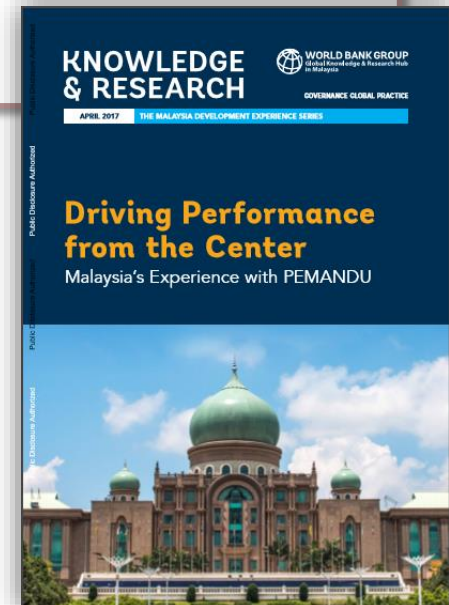


***Tying Performance Management To Service
Delivery: Public Sector Reform In Malaysia, 2009 –
2011***

Published: July 2011
Author: Deepa Iyer

***Mapping A Transformation Journey: Malaysia's
Strategy Development. 2009 - 2010***

Published: Aug 2014
Author: Elena Lesley



Agenda

- Background
- Organisation set-up
- Attracting high-caliber and talented people
- Availability & effectiveness of monitoring framework
- Availability of funds to implement initiatives & programmes
- **Q&A**



Thank You...



Q & A

Key lessons can still be derived from PEMANDU, PDB & Tandeefh

Lessons Learnt

Details

1

Embedding the delivery structure

- The governance structure for implementation projects should have clear representations within the current structure of the Government, to avoid roadblocks due to lack of buy-in

2

Capacity building the locals is key

- Implementation projects require a mixture of capacity building & delivery work to ensure continuity and confidence of the highest level decision makers
- There needs to be a conscious effort to schedule regular capacity building & training sessions on the core skills required such as analysis, problem-solving, storylining

3

No funds = no implementation

- Before starting a project, we really need to determine the ability of the Government and/or Development Partners to commit to fund the initiatives in the lab report
- We should also determine the appetite and readiness for PPPs before actually pushing for something the Government is not ready to do

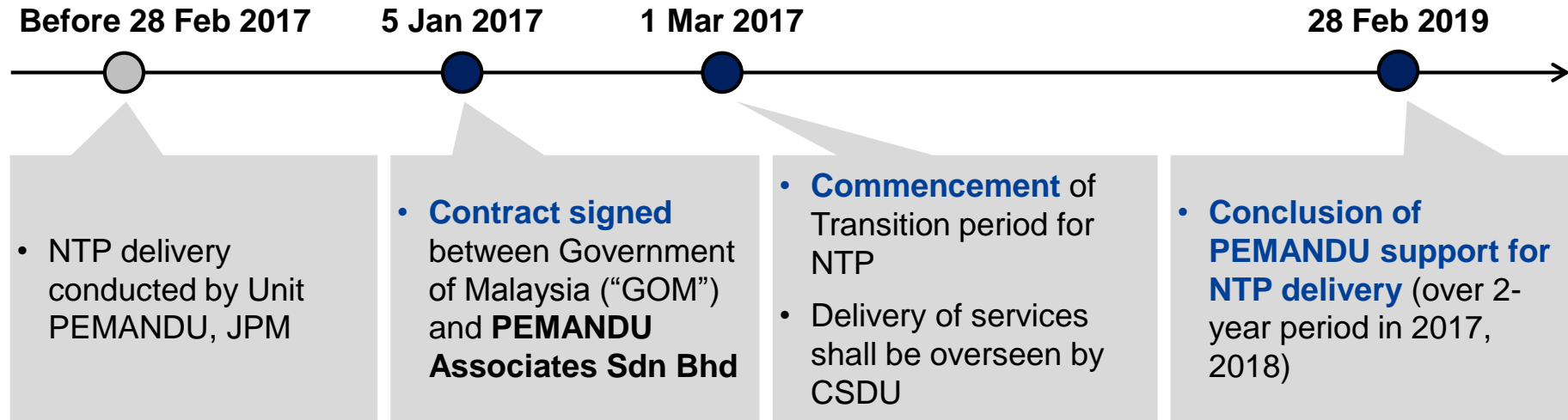
4

Timing for budget cycles

- Timing of the lab needs to consider budget cycles, in order to be able to catch the budget cycle & get sufficient funding for implementation

YAB PM has agreed for a transition period of 2 years for PEMANDU to hand over full responsibility for the NTP to the civil service

Timeline for PEMANDU Transition



PEMANDU Associates is a private company formed by the leaders and staff of Unit PEMANDU and applies the BFR™ methodology

PEMANDU Associates Sdn Bhd



PEMANDU
A S S O C I A T E S

**Civil Service Delivery Unit
(CSDU)**

1. Independent private management consulting company
2. Established to apply Big Fast Results (“BFR”) methodology to help clients deliver results, whether for Public Sector Transformation or Business Turnaround
3. Founded and led by Dato’ Sri Idris Jala, and supported by former staff of PEMANDU



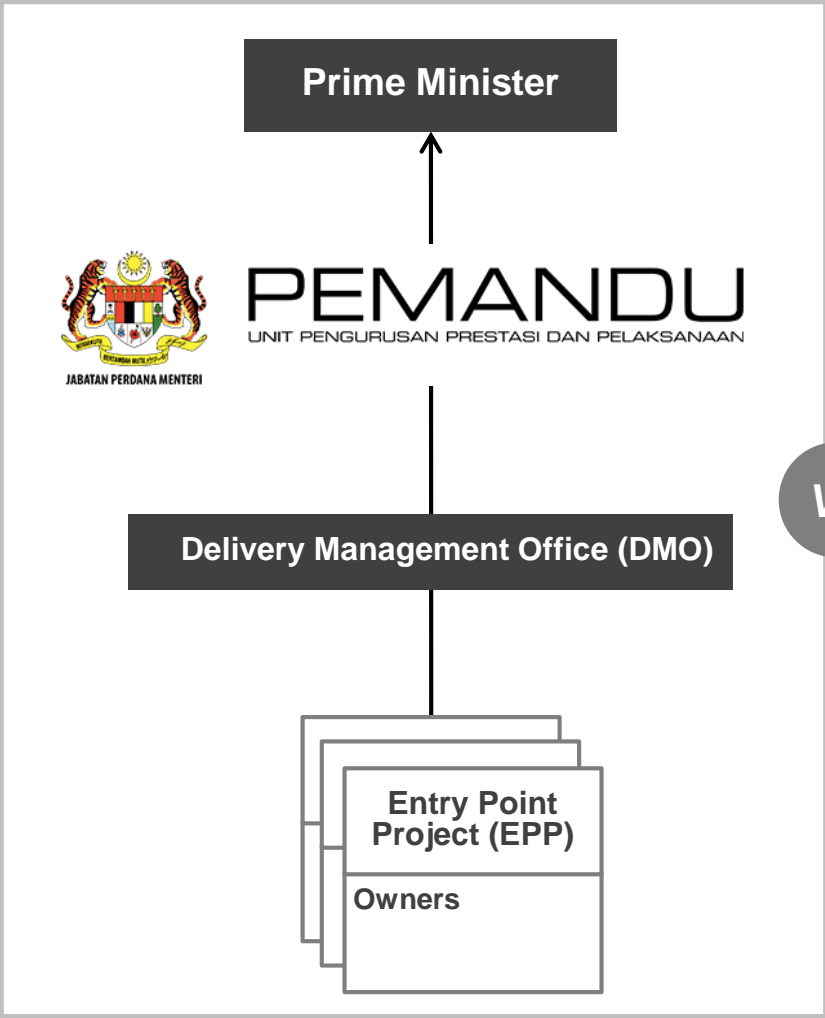
CSDU

E P U
ECONOMIC PLANNING UNIT
PRIME MINISTER’S DEPARTMENT, MALAYSIA

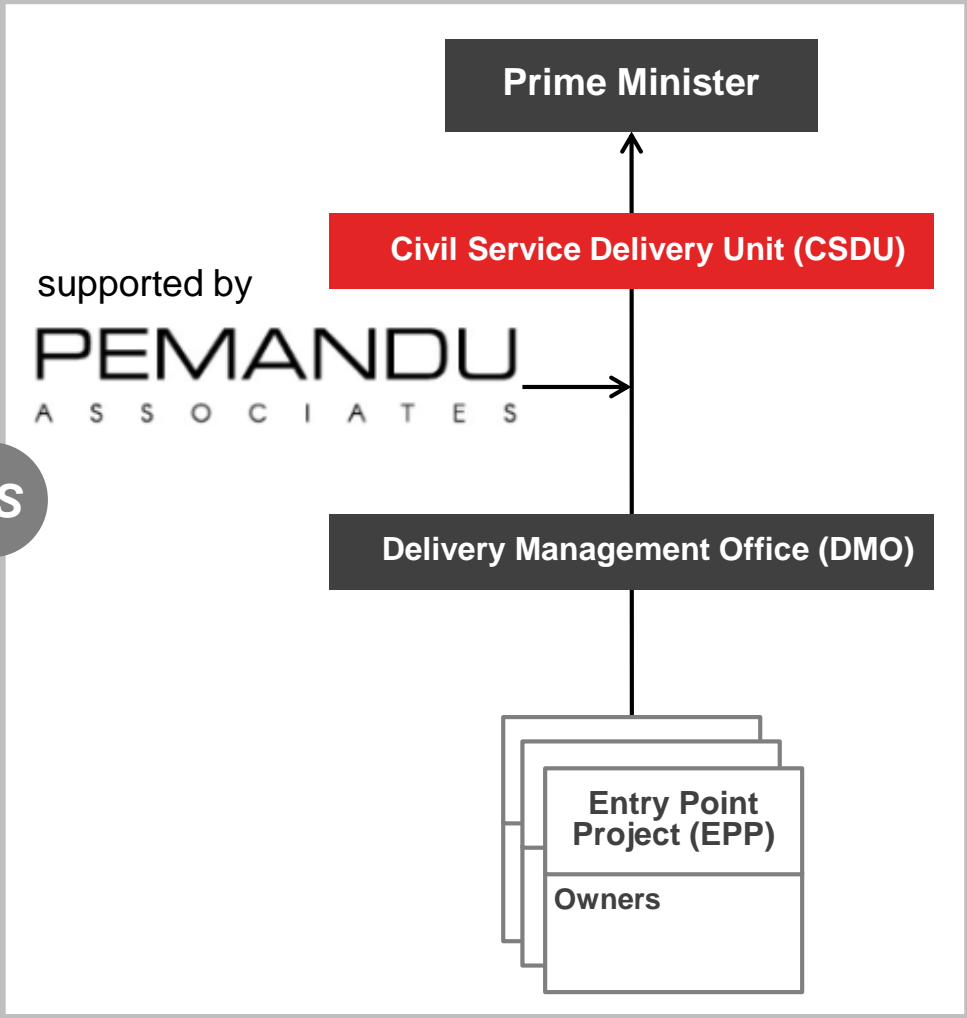
1. A unit set up under the Economic Planning Unit (EPU) of the Prime Minister’s Department
2. Established to carry on the NTP agenda, lead by Johan Merican and supported by civil servants (including ex-PEMANDU employees)
3. Will receive support and facilitation from PEMANDU Associates for 2 years, as part of the contract to ensure smooth transition of NTP into the civil service

All in all, PEMANDU Associates facilitates the NTP agenda on behalf of CSDU from 1 March 2017 – 28 Feb 2019

Before...



1 March 2017 – 28 Feb 2019



Results were seen immediately from the first 2 years of implementation in Tanzania's Development Partners funded projects

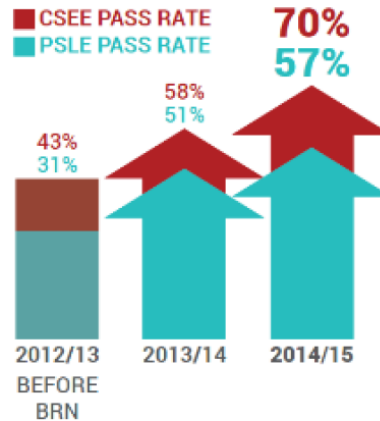
Agriculture

Export value of maize up by **23%**



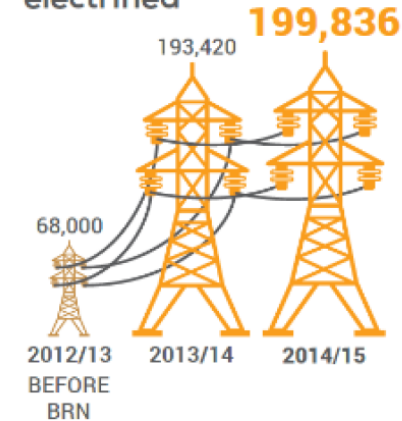
Education

Jump in **PSLE** and **CSEE** pass rates



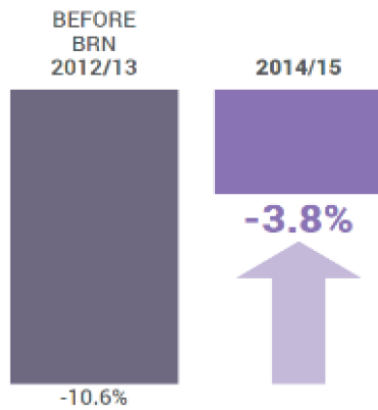
Energy

Almost **400,000** households have been electrified



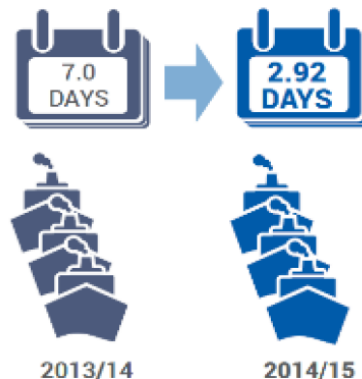
Resource Mobilisation

Budget deficit slashed by **64%**



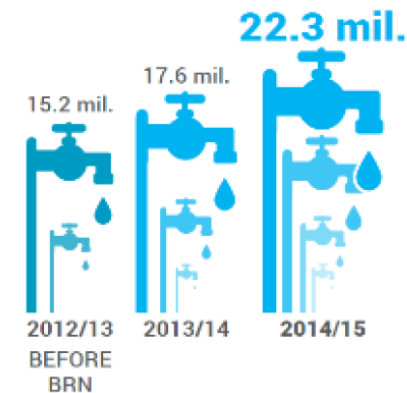
Transport

Ship turnaround time **halved** at Dar es Salaam port



Water

An additional **4.7 million** rural Tanzanians have access to water



Thank You