Setting up a Delivery Unit

Presented by Ms. Tengku Azian Shahriman
Executive Vice President
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

Source: Institute for Government, Tracking Delivery, 2017
Clear identification of key prioritised areas and Targets under development plans are crucial to ascertain effective delivery.

**Example of prioritised areas**

- **Pakistan**
  - % of Vaccinator attendance rate under GPS Childhood immunization programme

- **U.S.A**
  - Infant mortality rate per 1,000 births in Maryland, at high-risk areas & groups

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

- **U.K**
  - Hospital waiting times, the number of people waiting more than a year for surgical procedures

**Example of targets of prioritised areas**

- **Pakistan**
  - 2014: 25, 2015: 90

- **U.S.A**
  - 2008: 8.0, 2014: 6.5

- **Malaysia**
  - 2008: 10, 2010: 1,057

- **U.K**
  - 2001: 40,000, 2003: 10,000

Source: Institute for Government, Tracking Delivery, 2017, PEMANDU
Capacity of Civil service to deliver goals and targets

Psyche of civil servants towards Delivery Units

1. Building a leadership coalition
   - 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.

Source: Institute of Government delivery, 2017, PEMANDU, PDB, Tanfeedh
Ownership of prioritised targets and goals across key government ministries/ departments

National actors

- 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

Line Ministries

- 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

Local government

- 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

Source: Institute of Government delivery, 2017
The Malaysian model: Delivery challenges are resolved through problem-solving avenue involving the PM at the highest level.

1. DMO-owner project meeting
   - Occasionally involves PEMANDU
   - Unresolved issues escalated to weekly or frequent PEMANDU-DMO meeting

2. PEMANDU-DMO meeting
   - Example: PADU in Ministry of Education
   - Unresolved issues escalated to weekly Delivery Management Office (DMO)

3. SC meeting
   - Unresolved issues escalated to monthly Steering Committee (SC)

4. Putrajaya Inquisition
   - Unresolved issues escalated to once every 6 months Prime Minister

Steering Committee (SC)
- Chair: Lead Minister
- Secretariat:
  - DMO (supported by PEMANDU)
- Members:
  - Representative from different ministries
- Association:
  - Agencies and other institutions
  - Private sector

Delivery Management Office (DMO)
- Members:
  - Members from lead ministry
  - Members from other related institutions
- Advisor:
  - PEMANDU

Entry Point Project (EPP)
- Owners

Source: PEMANDU
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
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:

**Inside Government**
Prime Minister’s Department

**PEMANDU**
(Govt Agency / Unit)

A Government agency / unit within the Prime Minister’s Department
→ Operationalise the implementation of GTP (and later ETP)

**Outside Government**

**PEMANDU Corporation**
(SPV)

A Special Purpose Vehicle (SPV)
Provide services financial, recruitment and procurement services to PEMANDU(Govt Agency)
Best of both worlds…

Inside Government
Prime Minister’s Department

PEMANDU (Govt Agency / Unit)
- High powered sponsorship
- Embedded within the Government

Outside Government

PEMANDU Corporation (SPV)
- Hybrid energetic team (with private sector mindset and speed)
- Fair degree of autonomy
- Confidentiality maintained
- Board chaired by PM and board members comprise of Chief Secretary, including 4 members from private sectors

Minister Idris Jala
CEO Idris Jala
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
PEMANDU (a Government Unit in PM’s Department)

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
PEMANDU Corporation (SPV)

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

• Background

• **Organisation set-up**
  • Attracting high-caliber and talented people
  • Availability & effectiveness of monitoring framework
  • Availability of funds to implement initiatives & programmes
  • Q&A
PEMANDU - Organisation Structure (Overview)

PEMANDU
Minister & CEO
Dato’ Sri Idris Jala

CEO/Minister’s Office
Programme Mgmt Team (PMT)
Corporate Services (HR, Finance, IT, General Admi)

GTP NKRA
6 + 1 teams

ETP NKEA
12 teams

ETP SRI
5 teams

Total staff size = 135
Executive = 105
Admin / Support = 30
Individual team – typical structure

Typical job titles:
Directors, Associate Directors,
Senior Managers, Managers, Senior Analysts, Analysts
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
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

- 2005: RM -1.23 Bil
- 2006: RM -74 Mil
- 2007: RM 840 Mil
- 2008: RM 264 Mil
- 2009: RM 491 Mil
- 2010: RM 282 Mil

Global Financial Crisis
Record High Oil Price
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

Print (in major newspapers)

Online (website)
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
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?
Case Study – Assessment Scoresheet

Ensure rigorous and consistent comparison between candidates

<table>
<thead>
<tr>
<th>PRESENTATION</th>
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<tr>
<td>Content</td>
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<tr>
<td>- Demonstrate good grasp of the case study</td>
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<td>Presentation</td>
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<td>- Any framework/structure? Logical thinking?</td>
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<td>- Powerful messages?</td>
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<td>Delivery</td>
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<td>- Able to articulate in a clear and impactful manner</td>
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<tr>
<td>Problem Identification</td>
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<td>- Able to identify key/core issues</td>
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<td>- Able to link with other issues outside of what is given</td>
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<td>Problem structuring</td>
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<td>- Able to break a problem down to key elements/parts to be resolved and</td>
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<td>prioritized</td>
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<td>Statistical/Chart Reading</td>
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<td>- Able to read and comprehend statistics/charts</td>
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<td>Analytical Capabilities</td>
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<td>- Able to self-initiate and conduct analyses, and draw insights/implications</td>
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<td>on work from analyses</td>
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<td>Development of solutions &amp; recommendations (creativity &amp; implementability)</td>
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<tr>
<td>- Able to develop solutions &amp; recommendations, and defend them</td>
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<tr>
<td>- Identify implementation challenges and risks, and suggest mitigations</td>
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<tr>
<th>RELATIONSHIP &amp; LEADERSHIP</th>
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<tr>
<td>Ability to engage, influence and advocate</td>
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<td>- Behaviors, plans, and actions demonstrate an awareness and understanding</td>
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<td>towards the thoughts and feelings of others</td>
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<tr>
<td>- Able to use reasoning and adapt personal style to successfully influence</td>
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<td>others</td>
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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?
- 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)

Source: Institute of Government, 2017, PEMANDU
Example: PEMANDU’s weekly & monthly reporting

NKRA / NKEA - Overview

<table>
<thead>
<tr>
<th>NKRA</th>
<th>Overall KPI Achievement %</th>
<th>Overall Progress Score</th>
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<tr>
<td></td>
<td></td>
<td>4-8 Jun</td>
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<tr>
<td>#1</td>
<td>94%</td>
<td>92%</td>
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<td>#2</td>
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<tr>
<td>#5</td>
<td>75%</td>
<td>79%</td>
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<td>#6</td>
<td>32%</td>
<td>30%</td>
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NKRA / NKEA – Weekly & Monthly Tracking

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

2. **Labs**
   - Establish in detail what needs to be done

3. **Open days**
   - Share lab output with people & seek their feedbacks

4. **Roadmap**
   - Tell the people what we are going to do

5. **KPI Targets**
   - Setting KPIs for monitoring & tracking

6. **Implementation**
   - Problem-solving on the ground implementation

7. **PWC Audit**
   - External validation on results achieved

8. **Annual Reports**
   - Tell the people what we have delivered

Source: PEMANDU
PEMANDU’s 8-step BFR™ Methodology compliments DP’s initiatives

1. **Strategic Direction**
   Intense discussions among Development Partners (DPs) and governments often set implementable strategic directions

2. **Labs**
   Development Partners play pivotal roles in stress-testing what works (historically) and what doesn’t

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

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

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

6. **Implementation**
   DPs often assist implementers via deployment of SWAT team or specialist consultants when necessary

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

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…

- **Weekly Status Update Meeting** with PEMANDU
- **Weekly KPI and Milestone reporting via PADU Dashboard**

**NKRA Delivery Task Force Meeting** chaired by Deputy Prime Minister, every 2 months

**Weekly War Room Problem-Solving Meeting** chaired by the Minister

Creating **Discipline of Action** and escalate issues for **Problem-solving** through regular platforms
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
PEMANDU provides support to PADU by…

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

---

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

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### Requirements for ECCE Centres vs. International Schools & PHEIs

<table>
<thead>
<tr>
<th></th>
<th>Childcare Centre</th>
<th>Private Pre-school</th>
<th>Mind enrichment centre</th>
<th>International School</th>
<th>PHEI</th>
</tr>
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<tbody>
<tr>
<td>(Division/ Agency)</td>
<td>(Social Welfare</td>
<td>(Education Division)</td>
<td>(Education Division)</td>
<td>(Education Division)</td>
<td>(Education Division)</td>
</tr>
<tr>
<td>Age Group</td>
<td>0 to 4</td>
<td>4+ and 5+</td>
<td>4+ to 17</td>
<td>4+ to 17</td>
<td>17+ onwards</td>
</tr>
<tr>
<td>Equity Requirements for foreign investors</td>
<td>No set equity requirements</td>
<td>Must be in partnership with a local person/company</td>
<td>Foreign investment not allowed</td>
<td>Foreign equity &lt;49%</td>
<td>100% foreign equity allowed</td>
</tr>
<tr>
<td>Additional Restrictions</td>
<td>Maximum of 3 hours of lessons daily</td>
<td>Must offer preschool to secondary school (end-to-end)</td>
<td>Not allowed to establish preschool only</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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37
PEMANDU provides support to PADU by…

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: Shafnaz Farouk**

<table>
<thead>
<tr>
<th>1</th>
<th>Policy, Governance &amp; Articulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitators:</td>
<td></td>
</tr>
<tr>
<td>1. Shafnaz Farouk (Lead - PEMANDU)</td>
<td></td>
</tr>
<tr>
<td>2. Mildred Voon (PADU)</td>
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</tbody>
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<table>
<thead>
<tr>
<th>2</th>
<th>Curriculum &amp; Accreditation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitators:</td>
<td></td>
</tr>
<tr>
<td>1. Suryani Sulong (Lead - PEMANDU)</td>
<td></td>
</tr>
<tr>
<td>2. Anisha Pradhan (PADU)</td>
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</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Resources (Budget, Facilities &amp; Quality Trainers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitators:</td>
<td></td>
</tr>
<tr>
<td>1. Samantha Peh (Lead - PEMANDU)</td>
<td></td>
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<tr>
<td>2. Zekri Ghazali (PADU)</td>
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<thead>
<tr>
<th>4</th>
<th>Industry Linkages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitators:</td>
<td></td>
</tr>
<tr>
<td>1. Nigel Fong (Lead - PEMANDU)</td>
<td></td>
</tr>
<tr>
<td>2. Hairul Hilmı PADU</td>
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</tbody>
</table>
PEMANDU provides support to PADU by…

4 Researching best practices - example

• Conducted research for best practices in Sri KDU School, a private school 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

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

<table>
<thead>
<tr>
<th>Planning</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic Direction</td>
</tr>
<tr>
<td>2</td>
<td>Labs</td>
</tr>
<tr>
<td>3</td>
<td>Open Days</td>
</tr>
<tr>
<td>4</td>
<td>Roadmap</td>
</tr>
<tr>
<td>5</td>
<td>KPI Targets</td>
</tr>
<tr>
<td>6</td>
<td>Implementation</td>
</tr>
<tr>
<td>7</td>
<td>International Panel &amp; Audit</td>
</tr>
<tr>
<td>8</td>
<td>Annual reports</td>
</tr>
</tbody>
</table>

Impact

- What’s happening?
- Why are we doing this?
- Will this really work?
- What do I need to do?

Doing

- Active monitoring
- Being
- Enforce deliver mechanism to achieve results

Awareness → Comprehension → Commitment → Action

Source: PEMANDU
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
Author: 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

<table>
<thead>
<tr>
<th>Before 28 Feb 2017</th>
<th>5 Jan 2017</th>
<th>1 Mar 2017</th>
<th>28 Feb 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>NTP delivery</td>
<td>Contract signed</td>
<td>Commencement</td>
<td>Conclusion of</td>
</tr>
<tr>
<td>conducted by Unit</td>
<td>between Government</td>
<td>of Transition period for</td>
<td>PEMANDU support for</td>
</tr>
<tr>
<td>PEMANDU, JPM</td>
<td>of Malaysia (&quot;GOM&quot;)</td>
<td>NTP delivery</td>
<td>NTP delivery</td>
</tr>
<tr>
<td></td>
<td>and PEMANDU</td>
<td>Delivery of services</td>
<td>(over 2-year period in 2017,</td>
</tr>
<tr>
<td></td>
<td>Associates Sdn Bhd</td>
<td>shall be overseen by</td>
<td>2018)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CSDU</td>
<td></td>
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</tbody>
</table>
PEMANDU Associates is a private company formed by the leaders and staff of Unit PEMANDU and applies the BFR™ methodology

**PEMANDU Associates Sdn Bhd**

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

**Civil Service Delivery Unit (CSDU)**

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.
Results were seen immediately from the first 2 years of implementation in Tanzania’s Development Partners funded projects.
Thank You