



**Delivery
Associates**

Success Delivered

**How Delivery Units make a difference for
governments and the citizens they serve**

Foreword

The effectiveness of government is not just a technical issue but a moral one. Around the world there will always be debate between those who prefer big government and higher taxes, and those who would rather have smaller government and lower taxes. What usually unites both is a desire for government to perform effectively for its citizens.

Ineffective government results in poor services, wasted taxes, lower economic growth and education standards, higher crime, pensions not paid out in full, inadequate healthcare – the list goes on.

By contrast, effective government creates opportunity for individuals, families and communities and adds to the sum of human potential and fulfilment.

Since the first Delivery Unit was set up in the Blair government in the UK, many governments across the world have set up a Delivery Unit of their own. Inevitably some of these have been effective and some of these haven't.

We now have enough experience to be able to research and establish the characteristics that lead to both success and failure. In this document we have set out some of these lessons, drawn directly from the work of those who have led successful Delivery Units.

We urge anyone interested in effective government to look beyond the label. There are some 'Delivery Units in Name Only' – DINO's – which inevitably fail. But there are plenty of examples of the genuine article that are helping governments deliver ambitious goals and make a big, positive difference to people's lives.

The central message is clear. Success is not guaranteed by just creating a Delivery Unit. Instead, it needs the systematic application of key lessons from successful Delivery Units around the world, and a long-term dedication to what it actually takes to deliver. It is not conceptually difficult, but it does require sustained focus and rigour. As in most great enterprises, this makes the difference between success and failure.

Sir Michael Barber, Chairman and Founder, Delivery Associates



From DINO To Deliverology®

Ever since the success of the world's first Delivery unit, set up by the UK Prime Minister in 2001, there has been global interest in the concept.

The value to a government leader is clear: a good Delivery Unit can focus a whole administration on delivering real results for citizens. It allows a leader to keep the promises they make to their people.

The last several years have seen a surge in the creation of new Delivery Units. But even as the number of Delivery Units has grown, their record of success has been mixed. The literature evaluating this has become almost predictable. It acknowledges the potential and results of some, but inevitably focuses on where and how Delivery Units have fallen short.

This critique is important, but is not completely fair, as the idea of a Delivery Unit has become a victim of its own success. When something is fashionable, lots of people rush to do it, and so impact inevitably varies. As a result, many Delivery Units have the label, but not much else. They belong to a large and growing group of '**DINOs**' - Delivery Units in Name Only.

Over the years, we've learnt three things about this phenomenon:



Calling it a Delivery Unit doesn't make it one. DINOs are often born when a government's advisors take a current, familiar concept (like project management), rename it a "Delivery Unit," and think they're done. On the other hand, there are many governments that are faithfully applying the principles of the Delivery Unit approach and achieving results without ever using the label "Delivery Unit." The key is the rigorous application of the approach, not the name given to it.



Longevity isn't the goal; results are. Several critiques of Delivery Units point to the closure of some of them as evidence of failure. But the measure of a Delivery Unit's success is in the results it delivers, not its continued existence. In fact, the first Delivery Unit had a limited four-year mandate (2001-2005).



Don't start a Delivery Unit unless you really mean it. Variation from the original Delivery Unit model is inevitable. But sometimes "innovation" is just another name for doing something differently. The Delivery Units that have been most successful are the ones that worked to apply the approach "by the book," at least as a starting point. Just as surgeons shouldn't reinvent the protocol every time they approach an operating room, new Delivery Units should start with what's tried and tested and build upon that.

Leaders around the world are investing significant resources to build Delivery Units on every continent. The stakes are high to get it right: the lives, livelihoods, and futures of millions depend on the effectiveness of those who lead them. The good news is that while DINO's roam the earth, so do real Delivery Units. Their governments are models for others seeking to adopt the approach, moving from DINO to something much more powerful: Deliverology®.

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

It is both a science and an art.

The science is the routine of setting a target and then using data, technology, planning, monitoring and problem solving to achieve it.

The art is the way you do it and how you behave – it needs focus, urgency, ambition, honesty and humility.

Deliverology® = good government = lasting meaningful results for citizens.

Success In Six

What makes Deliverology® different from a DINO?

Six elements: leadership, numbers, people, culture, routine and reality.



Leadership

An important condition for increasing the chance of successful delivery is harnessing the commitment of leaders who are ambitious, focused and determined to deliver meaningful results for citizens.

This kind of leadership has driven significant impact in New South Wales, Australia, and sustained it through a transition of power in 2017.



In 2015 Premier Baird created the 'Premier's Implementation Unit' to support agencies to drive the delivery of 12 state priorities in New South Wales. Premier Berejiklian has carried on this drive in 2017 and we have learned a great deal about what it takes to harness and sustain the engagement of a Premier.

From the outset and throughout, we listened carefully to the Premier to understand where they are coming from on the priorities and what they wanted in terms of working style. We needed this understanding to meet their expectations in the way we behaved, the materials we produced, and the delivery routines we facilitated. This meant being consistently citizen-focused, driven by the facts and reality 'on the ground', clear and to-the-point in our briefings, and solution-focused. A lot goes on behind the scenes to make this happen and ensure that our routines really deliver outcomes for citizens.

Our engagement with the system leadership is much broader than the Premier. All ministers, via cabinet,

are engaged every six months in the delivery reporting routine – there is full transparency. The top civil servant is engaged in all the routines as are the secretaries responsible for each priority.

There are also routines that bring together all the key leaders – civil servants, political advisors and practitioners – with responsibility for delivery via 'roundtables' and other forums to review progress and share learning. Our whole approach is built on a foundation of collective leadership, commitment, and collaboration – getting these relationships and engagements right at the outset pays off in the long run and it helps when leaders change. It is by no means perfect and is something we keep working away at day-to-day.

- Glenn King, Head of Premier's Implementation Unit



8,300

more children meeting reading standards in one year

Source: Australian Curriculum and Assessment Reporting Authority

179,000

jobs created in two years

Source: Australian Bureau of Statistics

Keys to Deliverology®

- 1 Make sure the Delivery Unit has the system leader's personal, visible backing.
- 2 Harness and use that backing wisely.
- 3 Dedicate regular time in the leader's schedule for leading delivery routines.
- 4 Ask the leader and others to spend their personal political capital on making difficult decisions.



The system leader puts the Delivery Unit on the organisational chart.



The system leader fully supports the Delivery Unit and focuses entirely on citizen impact.



Numbers

Sticking to a small set of well-defined priorities allows for early wins and builds belief in the Deliverology® approach. This sets the stage for medium and long-term progress.

From the outset, Brunei determined a small set of key priorities and focused on delivering them.



Right at the start, we decided to focus on two main areas - improving the business environment and improving primary education. In both, we identified clear indicators so we could track our progress and demonstrate success: the World Bank's annual Doing Business rankings and the national end of primary school exam.

Improving the business environment was a priority for our Wawasan 2035 vision to help diversify our economy away from oil and gas. It is a key pillar to attract foreign investment, encourage growth of micro, small and medium enterprises. In the 2015 EoDB assessment, we ranked 105th out of 190 economies. We set an ambitious target of achieving a top 20 ranking by the October 2016 DB report and got to work.

We identified accountable champions in each area; analysed global best practices to adapt for Brunei; began systematic data collection; and set up monthly routines to report progress, review regular data on outcomes, and problem-solve. But most importantly, we adopted a whole-of-government and whole-of-nation approach, which is supported and guided at the highest level by His Royal Highness Prince Haji Al-Muhtadee Billah ibni His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Crown Prince and Senior Minister at the Prime Minister's Office. This allowed strategic reforms to move at an accelerated pace.

We began with a single indicator - 'Starting A Business' - which we found impacted business-owners most from our engagement with them and so we focused our efforts there.

From 2012 to 2014, there was a decline in new companies being incorporated and it took 15 steps

and 101 days to start a business in Brunei against less than 1 in New Zealand. On 1st January 2015, we launched a new online business registration system that simplified the process of incorporating a company by making it simpler, faster and cheaper. With this new online system and streamlined process, the average time to register a business has been reduced to less than twenty-four hours. Subsequently, 25% (116) more limited companies started in 2015 and 66% (303) more in 2016 compared to 2014 and already as of October, 198 more companies have started in 2017 than in all of 2014. This proved we could rapidly implement real reform, and most importantly, companies could feel its effects on the ground.

For the past three years in a row, we have been recognised by the World Bank as the most improved economy that has undertaken key reforms to make it easier to do business. However, reforms do not end there. Brunei Darussalam continues to strive to find ways to improve, especially in ensuring stronger collaboration between private sector stakeholders and the government. More importantly, the reforms to make doing business easier in Brunei are not only on paper but must also be felt on the ground. We cannot afford to be complacent.

A critical part of our success has been due to the support, focus, pace, urgency and accountability of all our stakeholders, as well as systematic data collection to support our initiatives.

- The Honourable Pehin Dato Seri Setia (Dr) Awg. Haji Mohammad Yasmin Bin Haji Umar, Minister of Energy and Industry at the Prime Minister's Office (2015-Jan 2018)



Most improved

country three years in a row

66%

more limited companies started in 2016 vs 2014

Source: World Bank Doing Business Report

Source: Registry of Companies and Business Names (ROCBN) under Ministry of Finance in Brunei

Keys to Deliverology®

- 1 Be specific and ambitious in defining success - define the number you'll move, and how fast you'll move it.
- 2 Get the indicator right. Is it:
 - Meaningful: If the number moves, will citizens care?
 - Moveable: Do you have leverage over it?
 - Measurable: Do you already have the data, or are you willing to do whatever it takes to get it within 3 months?
- 3 Start small. Put a quick win on the board as fast as possible - and surprise people who are sceptical of what you're doing.



Make everything a priority.



Obsess about moving a handful of numbers that really matter.



People

People are a Delivery Unit's most valuable asset. From the outset, governments should think innovatively about what it will take to get the right people on the team.

Leaders in Peru recognized this and got off to a strong start as a result. Peru's Delivery Unit, the Unidad de Cumplimiento de Gobierno (UCG), mobilized top talent with a diverse skill and experience mix. Though it is a very new Delivery Unit, this team has allowed it to achieve results quickly – so much so that President Pablo Kuczynski has already called it one of the most significant contributions to his administration.

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Attracting and retaining talent has always been a top priority for us. From day one, we focused on building a highly capable team that would help us deliver on our ambitious goals. Our mandate is very challenging and we need to set ourselves up for success. Building a strong team is core to our strategy.

Our account managers and analysts are highly motivated graduates from top Universities with strong analytical, problem solving, and communication skills. They greatly value preparing and participating in stocktake meetings with Ministers, the PM, and President – where their engagement with ministry counterparts and the front line of service delivery inform important decisions to drive progress. They are also attracted by the fast-paced but laid-back work environment. The exposure to top officials and ability to influence key decisions at the highest levels of government is a unique value proposition of the UCG. In many ways, the UCG feels like a public sector start-up, where innovation and learning are part of the routine, and some of the most exciting work in government is taking place.

The former Head of the Unit, Ernesto Balarezo, set the tone for the UCG from the beginning. One thing

he said still stands out: “One of my main functions in this Unit is to find, develop and empower the best talent. If I am successful at that, all else will follow.” He knew that his time leading the UCG would be limited, so we put a succession plan in place at the start. For months, we were deliberate about the transition, so that the Unit would be set up for success through the process. We jointly led routines and the engagement with Ministers and their teams.

Our focus on people, culture and clear processes is already paying off. Among other things, our people have worked with the Ministry of Interior and National Police to reverse a decline in quality of service in police stations – a key performance indicator in our security priority. Getting these and other departments to work together – and with us – has been possible only due to the extraordinary facilitative skill and diplomacy that our team brings to the work. No matter how much time it takes, the best investment I can make as Head of Delivery Unit is to keep attracting and developing the best available human capital. A historical trend is now reverting. We trust this is just the beginning.

- Juan Jose Leguia, Head of the Delivery Unit

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**Early
progress**

13%

**improvement in quality of service
in police stations in six months**

Source: Enapres – National Survey of Strategic Programs
(National Institute of Statistics)

Keys to Deliverology®

- 1 Stop at nothing to bring the right people into the team.
- 2 The Head of the Delivery Unit is the single most important appointment that a system leader will make. The Head must be:
 - Completely trusted by the System Leader.
 - Adept at building strong, trusting relationships with diverse stakeholders.
 - Credible, with a successful track record of achieving change in business or government.
 - Optimistic about the possibility of change and determined to bring it about.
 - Happy to stay out of the limelight and give credit to others.
- 3 The Unit itself must balance:
 - Experiences: Inside vs. outside government.
 - Skills: Technical/analytical vs. interpersonal/adaptive.
 - Seniorities: Worker bees vs. senior leaders.



Resource the Delivery Unit like everything else in government.



Do whatever it takes to get the best people.



Culture

The tools and techniques that Delivery Units use have been well documented. But they're not enough by themselves. The day-to-day work of Deliverology® requires building and constantly renewing relationships with key leaders who are responsible for implementation. In this context, the right mind-set – optimistic, solution-oriented, results-focused – is the most important thing to bring to the job.

In early 2015, the government of the Western Cape Province (South Africa) established a Delivery Support Unit (DSU) to deliver results on the Premier's 'Game Changer' priorities, which were announced that year. The DSU's head knew she needed to make culture a priority if she wanted to change the way government worked.

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Our Premier Helen Zille made it clear that the 'Game Changers' needed ambitious goals and had to deliver visible impact through faster delivery. Stretch targets and real-time performance tracking have forced officials and departments to work differently, which has inevitably disrupted existing organisational behaviour, systems and structures.

Instituting these changes across government has been challenging. We have responded by building a team characterized by a unique set of values and standards: an untiring work ethic, persistence, resilience, plain-speaking, self-motivation, taking initiative, and flexibility. All these are framed in an environment that supports innovation, constant inquiry, and an orientation towards finding solutions to the problems we face.

By constantly discussing these values internally, and challenging each other to live up to them, we have made them real. An example of this is within our e-learning Game Changer.

It is complex, as it requires influencing an entire education system to innovate and change its

teaching and learning methods, training thousands of teachers and influencing a million learners. It cannot work in a top-down manner, with some of the best results emerging with engagement at the coalface – the schools and teachers.

South Africa has a reputation of teachers reluctant to put in extra effort and time, and yet teachers in the Western Cape have been so excited by this initiative that they have accepted after hours training, with no extra remuneration. The DSU's e-Learning team is just two people, working closely with a small eLearning team within the Education Department, but it has seen tremendous results to date, not least in getting broadband and technology to schools, with a rapidly growing eContent platform. This is down to the way the team has lived out our values and as a result, they have earned the trust of a broad range of stakeholders and supported them to accomplish great things in this priority.

- Jenny Cargill, Head of the DSU

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5,328

more technology-enabled classrooms built in schools

Source: WCG Education website

Keys to Deliverology®

- 1 Believe that better public services are possible and build that belief across government through early wins.
- 2 Articulate the values for your unit and make these values your moral compass.
- 3 Remember these values as you build day-to-day relationships with other leaders.
- 4 Find the balance between support and challenge to bring out the best in each leader you work with.



Delivery only requires a set of tools.



Delivery requires sustained ambition and a belief that it can be done.



Routine

Routines are the true engine of delivery. For them to work, everyone, starting with the system's leader, must take them seriously and use them to maintain a consistent focus on progress.

For the last 5 years, the Chief Minister of Punjab, Pakistan, has used stocktake routines to drive progress on his most important priorities. The individual Ministers responsible for delivering on these priorities welcome the challenge and focus they bring.

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Stocktakes help me drive delivery on my Health priorities, which, among other things, include child vaccination rates, number of births with skilled birth attendants, health worker availability, availability of medicine, equipment functionality, and quality of public health facilities. If something is on the stocktake agenda, we know it must be delivered. At each stocktake, the Chief Minister holds me accountable for my health priorities. This puts positive pressure on me and my team to deliver outcomes before the next stocktake, and we deliver.

Before every stocktake, I review the progress of each indicator in detail with my team and the Special Monitoring Unit (SMU). Where there are issues, we expedite the resolutions with extra effort to ensure they are either resolved or 'in progress' by the time stocktake is held. The stocktake gets the whole system moving and it enables me to sort out issues by involving stakeholders from outside my Department as well.

Just to give an example: before a recent stocktake, I was reviewing progress with my team and noticed medicine distribution was low. Following field visits and inquiries, it turned out that district officials were not making payments despite the fact that funds had been allocated for this purpose. We took this

to the Chief Secretary, requesting urgent action to be taken with districts as unused funds were about to be reallocated for some other purpose within a month and these payments would be delayed indefinitely. As the stocktake was looming close, all parties worked together and, as a result, more than 75% of the payments were made in time. Following this, and with Chief Minister's approval, we have now devised a system of centralized payments in order to avoid such occurrences in future. The stocktake routines not only help uncover such issues; they enable fast policy change to facilitate improvements in the delivery system. They are also a tool to measure my own performance.

I now have my own set of routines to ensure sufficient progress is made between stocktakes. I hold weekly reviews with my team to ensure implementation activities or "traffic lights" are on track. Stocktakes drive accountability; they keep us focused and result oriented. The visible commitment and continued interest shown by the Chief Minister inspires us all to drive change and deliver results for the betterment of health of the people of Punjab.

- Ali Jan Khan, Secretary of Primary and Secondary Health

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38%

point increase in medicine dispensation from November 2015 to October 2017

23%

more hospitals meeting cleanliness standards in six months

Source: MEA data

Keys to Deliverology®

- 1 Have the right people in the room, including the system leader and the single leader responsible for the priority being discussed.
- 2 Have a clear agenda that focuses on identifying and overcoming the most significant barriers to moving the numbers.
- 3 Prepare obsessively. Support the discussion with excellent data analysis, a synthesis of key insights from the evidence, and engaging charts to illustrate it all.
- 4 Maximize the use of everyone's time through expert facilitation.
- 5 Don't let anyone leave the room without clear and measurable actions to move delivery forward.
- 6 Rigorously follow up with every agreed action after the routine and at the next.



Hold pro forma meetings about delivery and policy.



Use stocktakes to drive action and set deadlines for progress.



Reality

A real Delivery Unit isn't content to stay at the centre of government. Instead, they disrupt the culture at the centre by learning about reality at the front line. This is especially important when barriers to delivery arise and we need to know what to do about them.

Canada established a Results and Delivery Unit (RDU) in 2016 to deliver on the new government's commitments. One of these commitments was to eliminate long-term drinking water advisories (LT-DWAs) in First Nations (indigenous) communities by 2021. A total of 105 LT-DWAs were in place as of November 2015. One year into their work, they saw that this priority was off track. Their response focused on the most important question: what's happening on the ground?

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By February 2017, the number of DWAs had only declined by 7, reducing the overall number to 98. In order to examine key barriers and challenges to delivery and identify sustainable solutions for achieving this commitment, it was decided that a Deep Dive into this issue would be undertaken as a joint initiative by the RDU and key federal departments in partnership with Delivery Associates.

The Deep Dive team began by examining the data on DWAs in each province to look for areas of strength and weakness. They examined the delivery chain to understand the current systems through which DWAs are created, monitored, and lifted. This included Chiefs and councils, water monitors and water system operators in communities, the people who train them, and the regional government leaders who support them.

The team then visited each link in the chain to hear from those experiencing the problem first hand.

They reviewed training materials for water system operators, analysed funding flows to different regions, and engaged regional officials and stakeholder groups. Most importantly, the Deep Dive team visited First Nations communities and did our best to listen and understand their experience.

Some clear recommendations have emerged from this work. Better regional performance management is serving to focus efforts on the issue, and best practices are being shared from regions that have already made real progress in resolving their LT-DWAs. Based on the latest trajectory, we anticipate that the number of LT-DWAs in First Nations communities will be reduced by more than 50% by the end of 2019, and that the government's commitment will be met by March 2021.

- Francis Bilodeau, Assistant Secretary to the Cabinet, Results and Delivery

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17%

reduction in long-term drinking water advisories in six months

March 2021

on track to eliminate all long-term drinking water advisories

Keys to Deliverology®

- 1 Dig into the data to understand areas of strength and weakness.
- 2 Draw the delivery chain from the centre of government to the impact on citizens.
- 3 Go and see what's happening at every part of the delivery chain, both in places where it's working well and in places where it's not.
- 4 Return with specific, actionable recommendations for the next stocktake, or sooner.



Hope change is happening on the ground.



Check and see for yourself.

Success in Six

In Summary



Leadership

The system leader fully supports the Delivery Unit and focuses entirely on citizen impact.



Culture

Delivery requires sustained ambition and a belief that it can be done.



Numbers

Obsess about moving a handful of numbers that really matter.



Routine

Use stocktakes to drive action and set deadlines for progress.



People

Do whatever it takes to get the best people.



Reality

Check and see for yourself.

A Return To Moral Purpose

It is not easy to be a successful Delivery Unit. It is much easier to be a DINO – falling into the well-worn rut of some other “best practice” that is widely accepted in some governments.

But the most significant distinction of Deliverology® is its grounding in the importance of the moral purpose of government. A real Delivery Unit wouldn't be satisfied with the easy path because they remember why they've chosen a life of public service. When all else fails, their commitment to making a real difference for their fellow citizens will carry them through to deliver the results their leaders have promised. And in today's world of shrinking budgets and restless taxpayers, people should demand nothing less of government.

For more information visit

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