BIG RESULTS NOW! (BRN)

Presentation to PER Annual Review Meeting

4th October 2013
Outline

1. Background
2. Implementation Status
3. BRN Financing
4. Challenges
Background

1. Tanzania Development Vision 2025
   - high quality livelihood;
   - peace, stability and unity;
   - good governance;
   - educated and learning society; and
   - competitive economy

   - Vision is still valid
   - Implementation challenges: prioritisation; M&E.

3. GoT Response: Reversion to long term planning
   - Long Term Perspective Plan 2011/12-2025/26 (LTPP 2011/12-2025/26) formulated
   - Implementation LTPP divided into three five year development plans (FYDPs)
Background

- Each five year Plan has a theme to underpin the thrust and priority interventions.
- The **Five Year Development Plan 2011/12-2015/16 (FYDP I)**
  - First in the series of 3 FYDPs aimed at implementing the LTPP (TDV 2025)
  - Theme: “Unleashing Tanzania’s Latent Growth Potentials”
  - **Objective:**
    To unleash the country’s growth potentials in order to fast-track the provision of the basic conditions for high, broad-based and pro-poor growth.
  - **Strategy:**
    Undertaking deliberate interventions that will remove the binding constraints on the country’s ability to exploit its strategic growth opportunities.
Big Results Now! (BRN) Programme … local efforts to deliver on Development Vision 2025 … inspired by Malaysian experience

Experience from Malaysia showed that big results can be achieved fast through the “delivery lab” methodology…

- Malaysia launched a *transformation program* in 2009 –known as “Big Fast Results” (BFR) to realize its vision of becoming a high-income country by 2020

- The approach was centred around ‘delivery labs’ for priority areas and the *Performance Management and Delivery Unit* (PEMANDU) was established to run and monitor the programme

- The delivery lab methodology has delivered *significant results* in less than 3 years in Malaysia on 18 national key economic areas, such as
  - Street crime reduced by 39% from 2010 to 2011
  - Implementation of a new MRT urban transport system providing >11% of total travel across Kuala Lumpur

. . . inspired by the Malaysian experience, Tanzania launched its own BRN programme January 2013

- His Excellency President Kikwete visited Malaysia and was introduced to PEMANDU’s delivery lab methodology
- The Government of Tanzania expressed interest in adapting the methodology to and implementing it in Tanzania
- High level Cabinet Retreat on BFR methodology and approval of the same to be adapted and used in Tanzania
- 6 focus areas for the programme were selected and approved in a Cabinet Retreat
- Launch of the Big Results Now approach and Lab Process.
Background

4. **Big Results Now! Initiative**
   Initiative of the government aimed at establishing a strong and effective system to oversee, monitor and evaluate the implementation of its development plans (particularly the FYDP I) and programmes based on Malaysia’s Big Fast Results approach, which hinges on: prioritisation; detailed monitoring tools; and accountability for performance.

5. **Mainstreaming BRN**
   The impact of the Big Results Now initiative will be felt as resulting initiatives are implemented through the Annual Development Plans for the years 2013/14, 2014/15 and 2015/16 which are the channels through which FYDP I is also being implemented.

6. **BRN and the PER Process**
   The BRN initiative complements objectives of the PER process by emphasizing prioritisation and ensuring that resource allocation is informed by the agreed priorities.
Background

BRN...an integral part of TDV 2025

• Overarching development goals
• Launched 2000

Long Term Perspective Plan (LTPP)

FYDP I  FYDP II  FYDP III

BRN  BRN  BRN

Catalytic projects with big fast results

2013/14  Annual Dev. Plan
2014/15  Annual Dev. Plan
2015/16  Annual Dev. Plan

• Education NKRA
• Water NKRA
• Energy NKRA
• Agriculture NKRA
• Resource Mobilization NKRA
• Central Corridor Transport NKRA
Implementation Status

1. Identifying and working on National Key Results

1. Strategic Direction
   Done through Multiple Cabinet retreats, finally 6 NKRAs picked

2. Labs
   Establish in detail what needs to be done; conducted in White Sands Hotel, 22/02 – 5/04/2013

3. Open Day
   Shared lab output with general public and got feedback - 24/05/2013 at National Museum Grounds

4. BRN Roadmap
   Inform the public by publishing what is going to get done in tiny detail (getting pregnant!)

5. KPI targets
   Setting KPIs for the managers of the process (6 Ministers), available POPC website (www.mipangotz.go.tz).

6. Implementation
   Problem solving, on the ground implementation

7. IPR/Audit
   External validation on results achieved

8. Annual Report
   Informing the public delivery over the period.

…5 out of 8 steps in BFR have been undertaken in BRN
# Implementation Status

## Lab Process

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<th><strong>What?</strong></th>
<th>An iterative process for addressing difficult issues and accelerating solution development</th>
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<td><strong>Why?</strong></td>
<td>To solve complex issue / problems; To syndicate to ensure alignment: Key stakeholders are engaged early and continuously (~every 2 weeks) To create transparency and remove silos in resolving bottlenecks and implementing solutions To secure commitment: Critical stakeholders sign off on plans and are accountable for the implementation</td>
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<td><strong>Who?</strong></td>
<td>Key stakeholders (20-30 people) from the relevant public, private and civil society organisations relevant to solve the defined problem</td>
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<td><strong>How?</strong></td>
<td>Cross-organizational team works full-time in one location (6-8 weeks) The lab involves intense problem-solving, supported by a facilitator team through: Learning (fact finding, research, identifying best practices and success stories); Analysis (Data analysis and number-crunching, Stakeholder analysis, root cause analysis) Brainstorming for solutions (Intervention design, follow-up on outstanding Issues, documentation and data entry); and Discussions and debriefs (outcomes from external meetings and discussions, syndications)</td>
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<td><strong>Output</strong></td>
<td>A “3-feet“ level implementation programme, including agreed solutions, detailed execution plan with responsible stakeholders, targets, and delivery mechanisms to ensure implementation</td>
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Implementation Status

First wave of labs were conducted from February 18 to April 5, at the White Sands Hotel

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<td>(Feb 18-22) Lab preparation</td>
<td>(Feb 25-Mar 1) Problem definition and prioritisation</td>
<td>(Mar 4-8) Key challenge identification</td>
<td>(Mar 11-16) Big ideas brainstorming and solution identification</td>
<td>(Mar 18-21) 10,000 ft implementation programme writing</td>
<td>(Mar 25-28) 1,000 ft implementation programme writing</td>
<td>(Apr 2-5) 3 ft implementation programme writing</td>
<td>(Apr 8-12) Finalisation &amp; documentati on Detail budget</td>
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The lab output increased delivery capabilities for participants and momentum for initiatives
Implementation Status

National Key Results Areas (NKRA)

**Big Results by 2015**

- **Agriculture**
  - 25 commercial farming deals for paddy and sugarcane
  - 78 collective rice irrigation and marketing schemes
  - 275 collective warehouse-based marketing schemes

- **Education**
  - Pass rate of 80% for primary and secondary school students
  - Improve students’ mastering of 3R in Standard I and II by implementing skills assessment and training teachers

- **Energy**
  - Increase generation capacity from 1,010 to 2,260 MW
  - Access to electricity to 5 mil more Tanzanians
  - Eliminate EPP reliance

- **Transportation**
  - Passage of 5 mil tons per year through the Central Corridor
  - Increase port throughput by 6 mil tons, rail by 2.8 mil tons
  - Reduce road travel time from 3.5 to 2.5 days

- **Water**
  - Sustaining water supply to 15.2 mil people
  - Restoring water supply to 5.3 mil people
  - Extending water supply to 7 mil new users

- **Resource mobilisation**
  - Increase tax revenue by Tsh 3 trillion
  - Implementation of PPP projects valued at Tsh 6 trillion
Implementation Status

2. Establishing the Delivery System

- Objectives
  - Problem-solving and solution generation:
    - critical first step in the overall delivery process where action plans are developed and implementation ownership is assigned.
    - Takes place both during the labs and throughout the process of implementing lab initiatives.
  - Implementation and execution support:
    - Additional support and capacity to ensure execution of lab initiatives on a line by line basis
  - Performance management:
    - monitoring and evaluation as well as performance reporting to ensure the accountability and delivery
  - Design and implementation of special projects
    - these are specific issues and/or requests in the overall delivery system that can be investigated or solved without the intensity and rigour of a lab environment.
The resulting delivery system is designed to support these principles, achieve early wins, and be sustainable over the long term.

**President’s Delivery Bureau (PDB)**

- **PDB CEO** reports to the President.
- PDB runs labs.
- PDB supports NKRA Steering Committees.
- MDU sends updates on lab implementation.

**Level 1:** Leadership, governance and prioritisation.

**Level 2:** Performance management and problem-solving.

**Level 3:** Implementation and delivery.

**MDU**

- MDU reports to PS / Minister.
- Lead Ministries.

**Ministers**

**MDU Delivery System**

**Existing structures**
Implementation Status

- PDB established.
- PDB Leadership in place.
- MDUs established.
- NKRA Steering Committees operational.
- Problem solving meeting chaired by Prime Minister.
BRN Financing

Funding for Implementing NKRAs

Analysed budget gap:

- Total for 3 years: TZS 17.3 Trillion (USD 10.3 BN)
- Of which requirement in 2013/14: TZS 4.862 Trillion (USD 2.9 BN)
- Available in budget (GOT + DPs): TZS 1.957 Trillion (USD 1.17 BN)
- Budget Gap 2013/14: TZS 2.905 Trillion (USD 1.73 BN)

Strategies to address the gap:

- Identifying internal savings (limited scope).
- Invite private sector (PPP) for suitable projects.
- Reach out to DPs to align programmes.
Challenges

- Budget alignment and resource mobilisation
- Procurement
- Regulatory Permits
  - Environmental and Social Impact Assessment (ESIA)
  - FDA Permits
  - TBS Certificates
- Legal and Court Processes
- Skilled Staff
Asanteni Sana!!