PUTTING
BIG FAST
RESULTS
TO WORK

PEMANDU
ASSOCIATES

"PEMANDU's ability to drive performance stems from its design features, innovative tools, as well as how it works with others."

World Bank, Driving Performance from the Centre: Malaysia's Experience with PEMANDU Associates

DRIVING BIG FAST RESULTS

There's beauty in seeing an audacious goal come to fruition. But equally profound is the transformation that happens along the journey. We believe that every government and business has the capacity to win big and win fast. And that's where our ethos of *Big Fast Results* stems from.

Armed with our Big Fast Results (BFR) Methodology – 8 Steps of Transformation© and a team of passionate consultants, we offer strategic consultancy to drive big wins through detailed action plans across a wide field of industries. This discipline of action is the pulse of all that we do.

MALAYSIA

Economic Transformation Programme

12 Labs	8 Weeks

USD 406 billion
Private Investments (2011-2020)

EPPs	GDP	Targeted Jobs
131	USD 250 bil (by 2020)	3.3 mil (2011-2020)

Introduced in 2010, the National Transformation Programme (NTP) aimed to transform Malaysia into a high-income nation by delivering sustainable GNI and employment. The BFR methodology was employed through a robust series of labs to identify and develop initiatives for national key economic areas.

HIGH INCOME ASPIRATIONS

Increased the GNI per capita from **USD 6,700 in 2010 to USD 9,660 in 2017.**

RURAL REVIVAL

6.8 mil rural households gained access to basic amenities

354,400
houses connected to
clean water supply

6,868 km
of rural roads
completed

161,931
houses connected
to electricity supply

EMPLOYMENT OPPORTUNITY

2.68 mil

jobs created as at Dec 2017

SOWING THE SEEDS OF THE FUTURE

1,365

schools implemented the Dual Language Programme (2016-2018)

designed to increase English proficiency among students

TANZANIA

Big Results Now (BRN) Programme

14 Labs	18 Weeks

To accelerate
Tanzania's transition to middle-income status by 2025

13 National Key Result Areas

The Big Results Now! (BRN) programme launched in 2013 was aimed at transforming Tanzania into a middle-income nation by 2025. In order to ensure delivery of the focus sectors, the BFR methodology was deployed to design, implement and track the BRN initiatives.

AGRICULTURE ACCELERATED

INCREASED YIELD OF PADDY

in targeted areas within 3 years from 4.0 MT/ha to 5.0 MT/ha in 2015/16.

COMMUNITY SAFETY

Reducing crime in Tanzania's district of Kinondoni in 9 months

Major Crime Index dropped by

7.5%

Property Crime Index dropped by

17.3%

* The True North was an annual 10% and 20% reduction in the district's Major Crime and Property Crime Index, respectively.

UNLOCKING LOGISTICS POTENTIAL

Improved throughput capacity at the Dar Es Salaam Port

Average ship turnaround time **reduced by**

50%

in 3 years

Freight volume **increased by**

3.8%

in 3 years, hitting a record of 14.8 mil tonnes by June 2015

EQUIPPING TEACHERS. BOOSTING PASS RATES.

Trained

24,156

teachers to directly contribute to a boost in PSLE and CSEE passing rates

Primary School Leaving Examinations (PSLE) pass rates improved by

119%

in 3 years (2012-2015)

BETTER ACCESS TO CLEAN WATER

Additional

7.5 mil

people in rural areas given access to clean water in 3 years

MAHARASHTRA

Delivering Change Programme (DCP) Lab

1 Lab	6 Weeks

7.2 billion
cubic metres of water
to be generated by 2020

EPPs	GDP
32 initiatives	**USD 3 million** post-2020 initiatives

In 2014, the state government of Maharashtra, India engaged PEMANDU to carry out an extensive review of the existing water landscape in Maharashtra to create a drought-free state by 2022.

Approximately

7.2 bil

cubic meters of water

to be generated by 2020

SPILL-OVER EFFECT

Through a total of 32 water-related initiatives, the surplus of water is expected to

contribute
USD
3 mil
in GDP
post 2020

CONSERVATION OF WATER AND ITS SOURCES

Sustainability of water with
INCREASED adherence to
WATER RECYCLING

REDUCE POLLUTION
of existing water sources

BETTER WATER INFRASTRUCTURE

Deliver quality water supply for Maharashtra's urban and rural population by 2019 through:

- ADEQUATE INFRASTRUCTURE

- GOOD GOVERNANCE AND POLICIES

- BEHAVIOURAL CHANGE

OPTIMISING WATER USAGE

50% INCREASE

in water use efficiency through effective agriculture practices and technology.

Water efficiency targets:

Baseline : **47.9** Mm^3/lakh MT

Target : **24** Mm^3/lakh MT

RUSSIA

Federal Road Agency development

1 Lab	6 Weeks

100% REDUCTION
in ROAD FATALITIES (by 2030)

EPPs

8 NEW ROAD PROJECTS	145 ROAD UPGRADING WORK PROJECTS

The Russian Federation engaged PEMANDU Associates to conduct two labs – one for the Federal Road Agency (Rosavtodor) and the other for the Russian Exports Centre Group.

ZERO FATALITIES

100% reduction by 2030
through the elimination of accident
hotspots and infrastructure upgrades

ROADS RE-IMAGINED

15%
**REDUCTION IN
JOURNEY TIME
FOR 7 ROADS**

8
**HIGHWAY
PROJECTS
IDENTIFIED**

ST. LUCIA

Saint Lucia Social & Economic Labs

6 Labs	4 weeks

USD 1.8 billion
Total Investments (by 2022)

EPPs	Targeted GDP	Targeted Jobs
65	4.6% annual growth (2019 - 2022)	6,661 (2019-2022)

In 2018, the government of Saint Lucia engaged PEMANDU Associates to help carry out its Medium Term Development Strategy 2019-2022 with the end goal of creating an inclusive and sustainable country by 2022. The labs targeted six key result areas (KRAs) which together, represented the most important and impactful sectors in the country.

A SUSTAINABLE & INCLUSIVE SAINT LUCIA BY 2022

HEALTHCARE:

100% access
to healthcare services

EDUCATION:

2x increase
in post-sec/tertiary enrolment

CITIZEN SECURITY:

45% reduction
in serious crimes

AGRICULTURE:

36% increase
in food production

TOURISM:

40% increase
in tourist arrivals

INFRASTRUCTURE:

40% increase
in cruise capacity

2x increase
in air capacity

99km roads

BOTSWANA

National Strategy Office (NSO) Restructuring

| 1 Workshop | 8 Weeks |

To transform Botswana NSO into a national strategy & delivery unit

19 Initiatives

To drive the Botswana Vision 2036 goal in achieving high-income status, PEMANDU Associates facilitated the Government of Botswana in conducting labs to identify how high level public service could steer the economy towards its true north.

REVAMPING THE REMUNERATION SYSTEM

UNLEASH LATENT TALENT

A new remuneration system was established through the labs to cultivate a competitive environment, while attracting and retaining the right talent for an effective public service sector.

PERFORMANCE MANAGEMENT

SUSTAIN GROWTH

A performance management system was deployed to ensure alignment of national strategic priorities in the prioritised growth sectors.

CRYSTALISING ROLES

Clear citizen-centric roles were designed for the Directorate of Public Service Management (DPSM).

CONSULTANT
to the whole government on HR and work practices

STRATEGY PARTNER
to build the future public service capability and capacity

REGULATOR
for progressive policies

SENEGAL

Senegal South Agropole Lab

1 Lab	5 weeks

USD 207 million
Total Investments (by 2023)

EPPs	Increased Rate of 'Yield' (by 2023)		Targeted Jobs
26	Cashews **5% to 24%**	Mangoes **2% to 70%**	**4,154** (by 2020)

The Plan for an Emerging Senegal (PES) under the agriculture stream looked to boost the sector through the development of three industrial parks in the South, Centre and North region. PEMANDU Associates was engaged to conduct the South Agropole Lab.
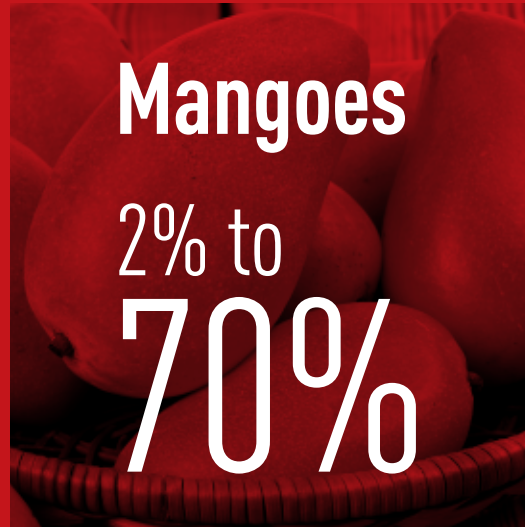
CREATING 4,154 TOTAL JOBS

South Agropole aims to bring
CFA franc 120.3 bil in investments,
resulting in the creation of 4,154 jobs.

BOOSTING AGRIBUSINESS

19 projects were identified across the value-adding activities of Bulking/Cleaning/Grading, Processing and Packaging, to spur the transformation rate of cashews and mangoes by 2023.

Cashews
5% to
24%

Mangoes
2% to
70%

ENABLING SHARED INFRASTRUCTURE AND SHARED SERVICES

CFA franc 35.6 bil of public and private investments identified between 2019 to 2023 to drive development of shared infrastructure and shared services.

SOUTH AFRICA

Operation Phakisa - Healthcare

1 Lab	6 Weeks

Transform 100% clinics into
Ideal Clinics
(by 2019)

EPPs 80 prioritised	Clinics in 52 districts targeted

Operation Phakisa - Oceans

4 Labs	6 Weeks

Unlocking the economic potential of
South Africa's oceans economy

EPPs 47 initiatives	Targeted GDP R14-R23 bil	Targeted Jobs 40,000-50,000 (by 2019)

Launched in 2014 to deliver the priorities outlined in South Africa's National Development Plan 2010, 'Operation Phakisa' was fast-tracked through the BFR labs, which facilitated goal setting for the transformation.

Increase GDP contribution by R129-R177 bil by 2033

Create up to **1 mil** new jobs by 2033

ANCHORING ON MARINE TRANSPORT & MANUFACTURING

OPTIMISATION
of Infrastructure and Operations

SKILL TRAINING & CAPACITY BUILDING

ROLLING OUT A STRATEGIC CAMPAIGN
to Support Market Growth as an Integrated Maritime Hub

IDEAL HEALTHCARE

To transform all PHC facilities into 'Ideal Clinics' that fulfill national standards for healthcare services.

OPTIMAL HEALTHCARE

The government committed to ensure that 100% of clinics provide holistic and integrated clinical care.

ANDHRA PRADESH

Education

1 Lab

Improve quality in education

by 2022 (preschool, primary and secondary)

9 INITIATIVES

Retail

1 Lab	6 Weeks

USD **755** million
Investments (by 2021)

8 INITIATIVES	**50% increase** in income for 70,000 micro-SMEs (by 2020)	**Targeted Jobs** minimum **25,000** (by 2021)

Former Chief Minister N. Chandrababu Naidu set an ambitious
target to make Andhra Pradesh the best state in India by 2029.
A series of labs were facilitated by PEMANDU Associates
for 4 priority sectors to help achieve this.

Governance

1 Lab	5 Weeks

Improve the governance of
the civil service

33 INITIATIVES	Increase state-owned tax revenue by 71% and public satisfaction rate to 85% (by 2023)

Urban development

1 Lab	5 Weeks

Ensure that infrastructure
can support an anticipated
56% population growth
by 2029

25 INITIATIVES	GDP per capita in Andhra Pradesh cities to reach USD10,400 (by 2029)	5% of all housing to be affordable units (by 2029)

REVITALISING RETAIL

CREATE OVER
25,000
NEW JOBS

Facilitate investments of
USD **755** mil
into the retail sector

INCREASE **50%**
of income for 70,000 micro SMEs

*Targeted to be achieved by 2022

INCLUSIVE GOVERNANCE

50 mil
POPULATION
to have access to 745 services,
with satisfaction improved from
55% * to 85%
in Andhra Pradesh by 2019

*Based on the AP Quarterly Survey (Q2 2015/16)

URBAN DEVELOPMENT

GDP per capita in AP cities to reach
USD 10,400

100% coverage of water supply,
sewage connection, wastewater
treatment and solid waste
treatment.

*Targeted to be achieved by 2029

OMAN

Tanfeedh Programme

8 Labs	18 Weeks

USD 50.4 billion
Private Investments (2017-2020)

EPPs	Targeted GDP	Targeted Jobs
140	USD 17.9 bil (by 2020)	121,400 (2017-2020)

US-Omani Riyal Conversion Rate, 1 OMR = USD 2.6

In 2016, the Government of Oman embarked on an economic diversification journey through the Tanfeedh programme. We helped them plan and implement initiatives to achieve their targets.

PRIORITISED DELIVERY

The tourism, finance and manufacturing sectors were prioritised to:

Achieve an
OMR **3.1** **bil**
increase in GDP by 2020

Ensure that
80%
of the initiatives
are financed by
the private sector

Create
30,000
jobs for Omani nationals

All figures stated are targeted to be achieved by 2020

FAST-TRACKING TOURISM

Enhancing the tourism sector

Increase international tourist arrivals to at least

2.7 mil

by 2020 from 1.9 mil in 2015

FORTIFYING MANUFACTURING

Increase the sector's GDP

from OMR 2.6 bil to

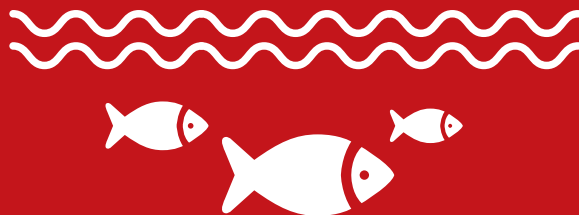# OMR 6.6 bil

by 2020

SUSTAINING FISCAL GROWTH

BECOME A HIGHLY COMPETITIVE GCC ECONOMY

that attracts both foreign and domestic direct investment to sustain robust economic growth

CASTING A WIDER NET FOR THE FISHERIES SECTOR

INCREASE TOTAL FISH LANDING

280,000 metric tonnes in 2016 to 1.4 mil tonnes in 2023

NIGERIA

Economic Recovery & Growth Plan Focus Lab
(Wave 1)

| 1 Lab | 6 weeks |

USD **22.5** billion
Private Investments (2018-2020)

| EPPs | Targeted Jobs |
| 21 | 514,000 (by 2020) |

The Nigeria Economic Recovery & Growth Plan (ERGP) was an ambitious and bold move by the Government of Nigeria to unlock and deliver USD 22.5 billion in investments to spur economic transformation.

The plan was crafted through labs by PEMANDU Associates to identify areas of prioritisation and develop enablers over 8 weeks.

CREATING 514,000 DIRECT JOBS BY 2020

UNLOCKING AGRICULTURE AND TRANSPORTATION

BOOSTING PRIVATE INVESTMENTS TOWARDS STAPLE GOODS, CASH CROPS AND TRANSPORTATION

Attract
USD
4.8 billion
in private investment

Create
128.5k
jobs

CATALYSING MANUFACTURING AND PROCESSING

Attract
USD 9.3 billion
in private investment

Create
387.3k
jobs

BOOSTING POWER & GAS

Attract
USD 8.6 billion
in private investment

Create
7.2k
jobs

*Targets to be achieved by 2020

PEMANDU
A S S O C I A T E S