

Driving Mission-Focused Government

Achieving the Vision and Plan With Right Measures and Alignment

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Governments Create Sustainable Value from Intangible Assets

Human Capital

Information Capital

Citizen and Stakeholder Relationships

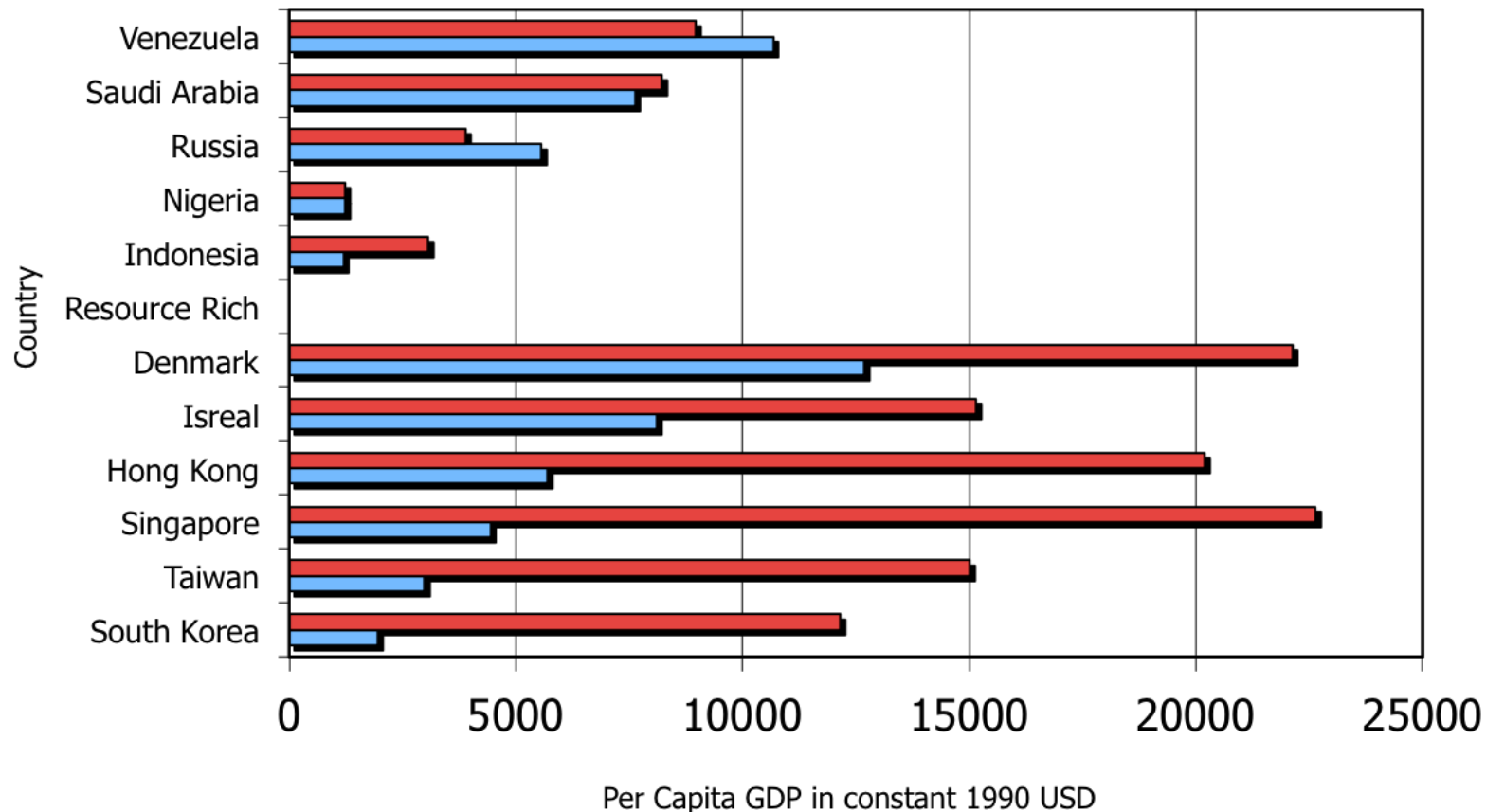
Innovation

Quality of Services

Citizen Centric Processes

Countries Create Greater Value From Intangible Assets

Per capita GDP of Selected Resource-Poor and Resource-Rich Countries



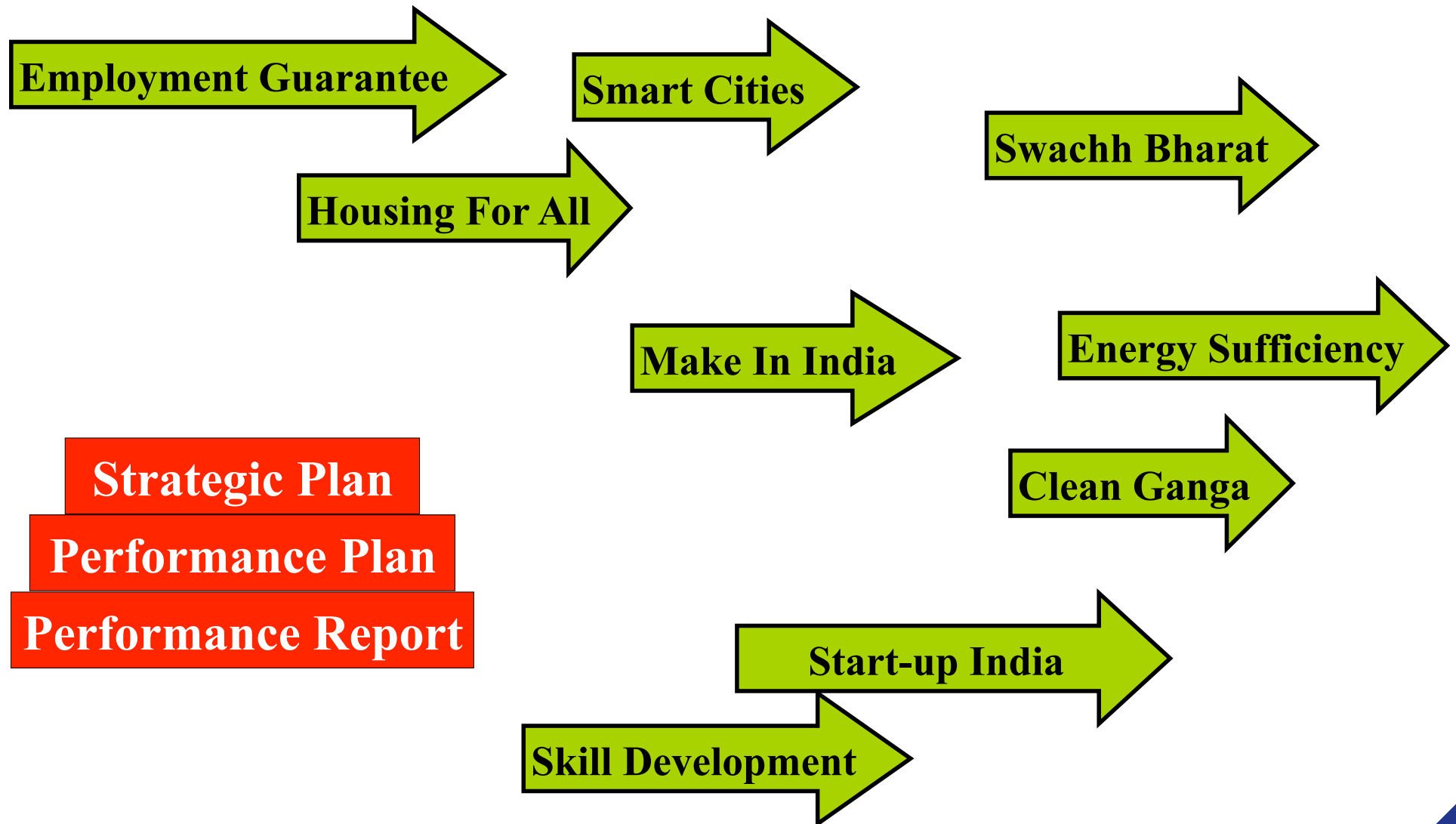
Challenges in the Government Environment

- Similar to the private sector, today's governments face a rapidly shifting operating environment.
- Where public organizations differ is that they must confront this environment while answering to different stakeholder demands for increased service and at the same time increased efficiency and accountability.
- Public organization must deal with:
 - Changing expectations of multiple groups (i.e. service recipients, employees, political opponents, media, communities, and taxpayers)
 - Emerging regulation (Terrorism, Black Money, etc)
 - Changes in politics and discontinuity
 - Outsourcing to private organizations providing similar services
 - Increasing demand for greater accountability and transparency

Where Government Organizations Stumble

- Poor Oversight
- Strategic Agenda
- Right Measures and Measurement
- Incentive Compensation
- Causal Linkages Between Action Elements
- Integrated Themes

The Coordination of Different Initiatives/Ministries in the Government Requires the Results be Integrated into Budgetary Decision-Making Process



The Solution: “Strategic Agenda and Scorecards”

- Government organizations in the developed world have used to effect strategic transformation and boost the ability of governments to get things done
- Identify a societal vision and a corresponding set of long-term objectives, targets, and actions
- Deploy a framework that can be created within government by a coalition of stakeholders
- Involve a broad cross-section of leaders who address economic and social issues from the top down as comprehensively as possible

Why “Strategic Agenda and Scorecards”?

- Develop a long-range vision, objectives, targets, and actions (initiatives) for current and future generations—and keep government focused on these strategic priorities
- Serve as a framework for monitoring government performance
- Create a democratic means of developing a common political platform that can be incorporated into the government programs of elected officials
- Provide a mechanism for aligning different stakeholders, building political consensus, and coordinating lobbying activities
- Mechanism for better governance on regular basis

The Benefits Are Long Lasting!

- High-performing governments
- High degree of transparency and accountability across all levels of Government
- Energised stakeholders, satisfied citizens and high performing government organisations
- Alignment and behaviour changes across all stake holders
- Increased creativity and unexpected benefits
- A comprehensive picture of all initiatives and activities as a dashboard.
- Maximized collaboration – All stakeholders focused on helping one another succeed
- Innovative approaches to solve social problems and drive social change
- Differentiation of the Government brought out explicitly and nurtured
- Linkage scorecards to monitor and improve cross ministerial roles in strategic projects
- Eventual behaviour change at all levels as desired for the mission.

A Gap Exists Between Mission-Vision-Strategy and Government Employees' Everyday Actions



The Best Way to Bridges the Gap Between Strategy and Action

Strategy Is a Step In a Continuum



We Believe The Right Measures Change Behaviour

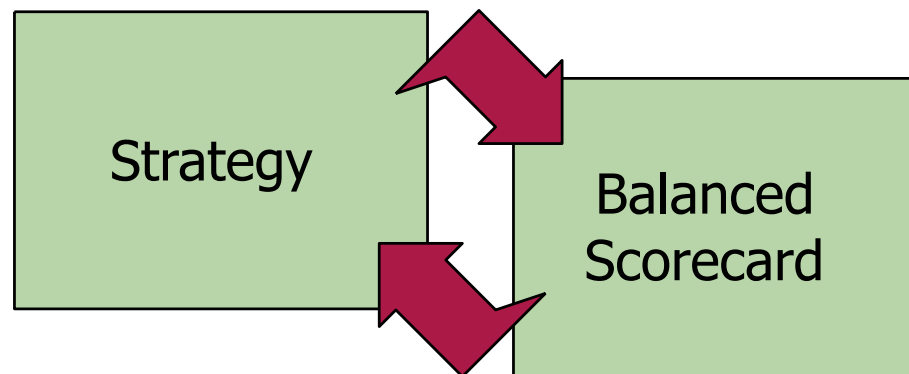
The Premise

Measurement Communicates
Values, Priorities And Direction



The Conclusion

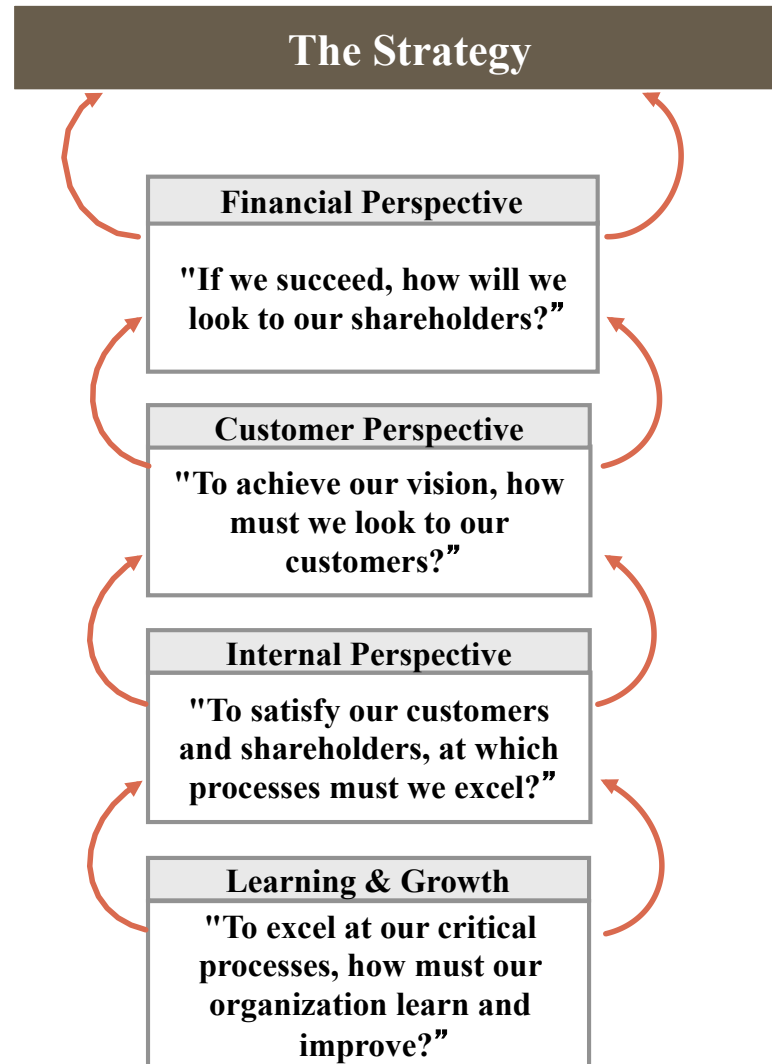
Measurement Must Be Linked To Strategy



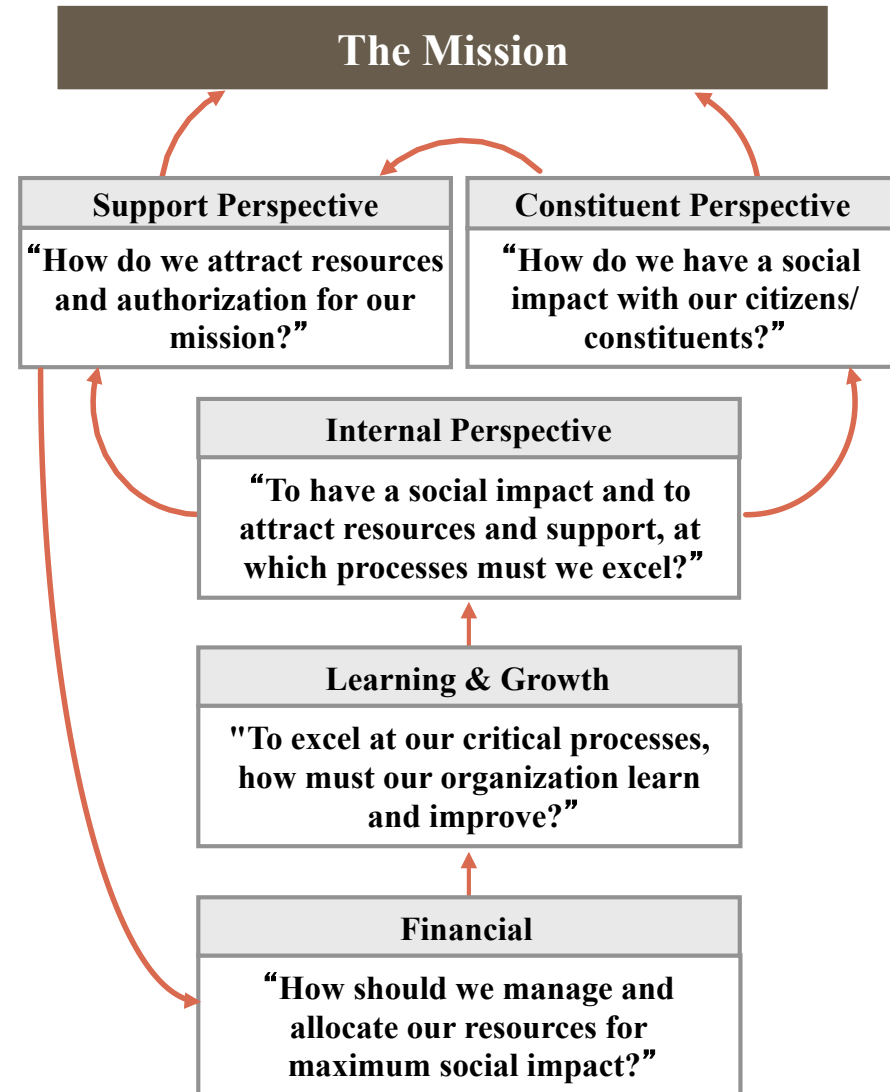
Measurement To Communicate, Not To Control

The Balanced Scorecard Model

Private Sector Organizations

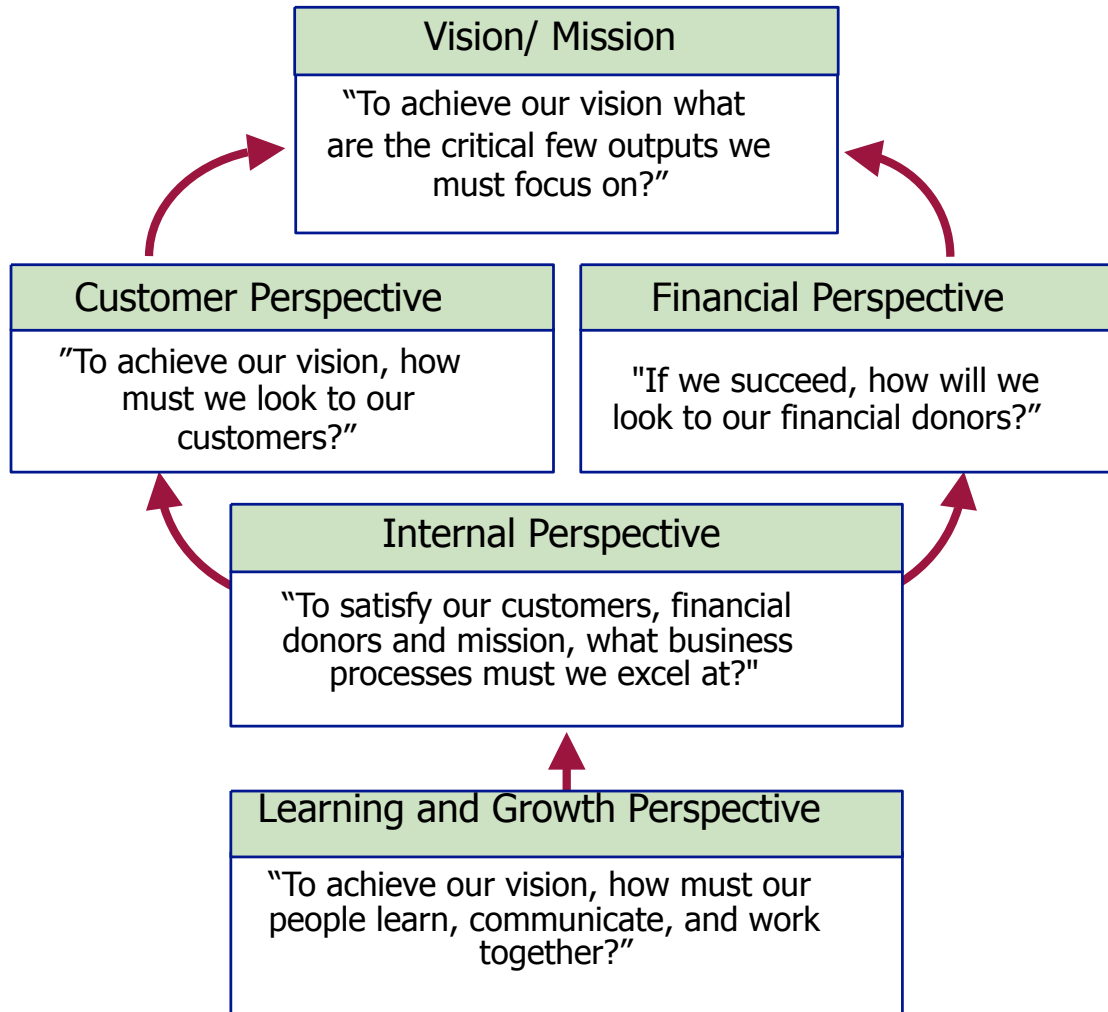


Government & Non-Profit Organizations



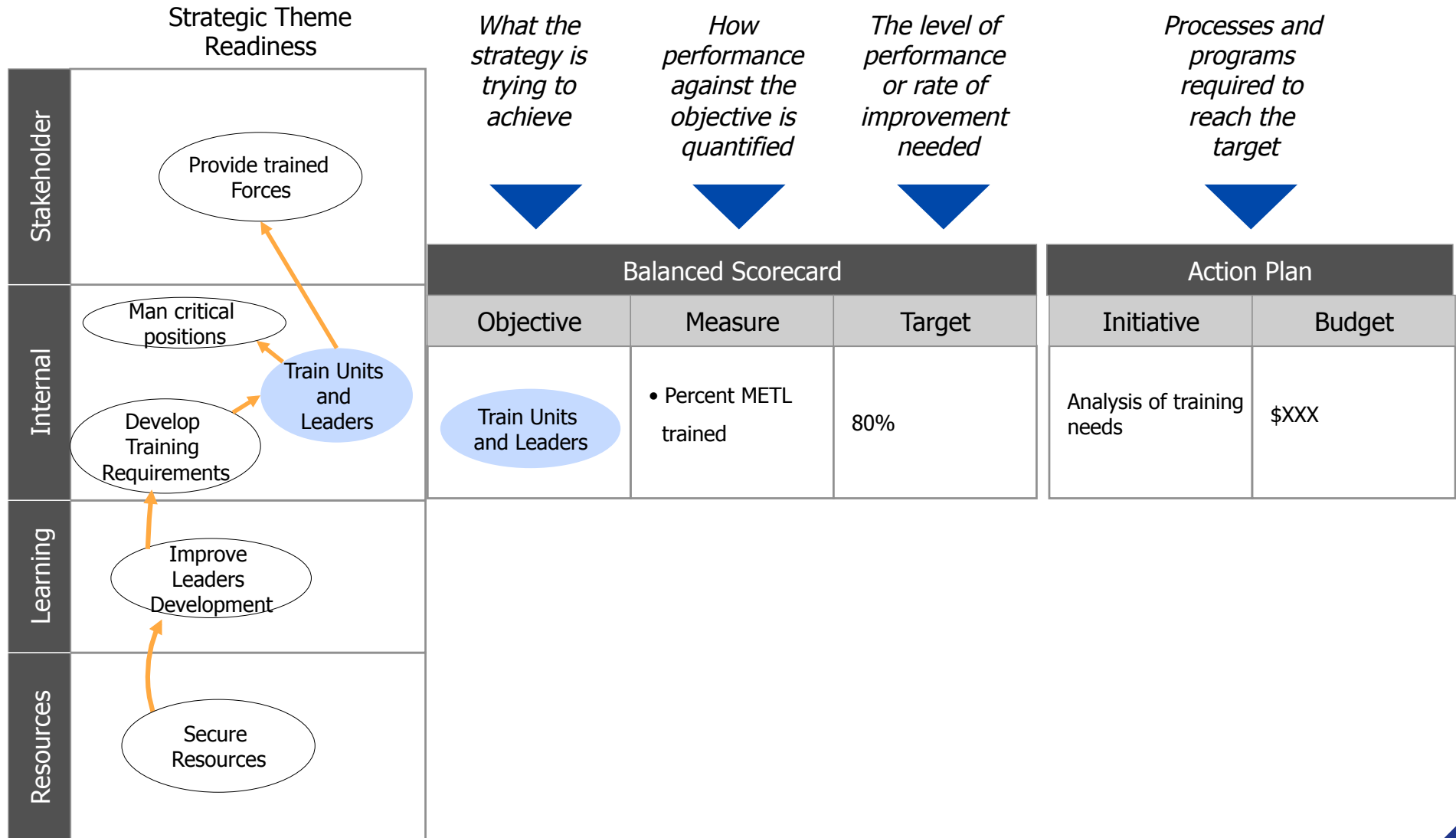
The BSC Operationalises the Vision

– in terms the stakeholders can understand



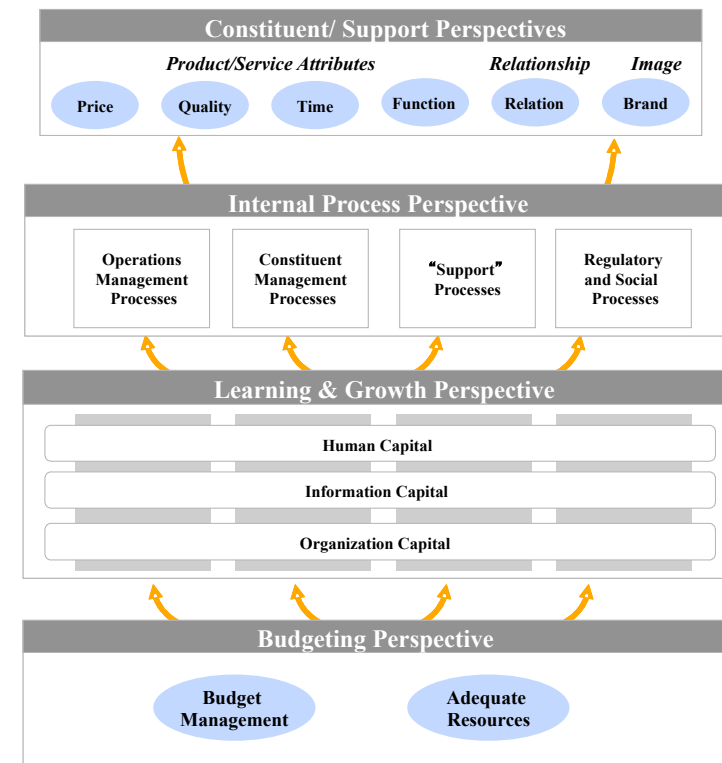
- G Cause & Effect Relationships
 - *Defines the chain of logic by which intangible assets will be transformed to tangible value*
- G Customer Value Proposition
 - *Clarifies the conditions which will create value*
- G Financial
 - *Defines the expectations of stakeholders, "the board"*
- G Value Creating Processes
 - *Defines the processes that will transform intangible assets*
- G Clustering of Assets & Activities
 - *Defines the ingredients which must be combined to create the value*

The BSC Includes *Measures* and *Targets* that are Identified and Communicated for Each *Objective*

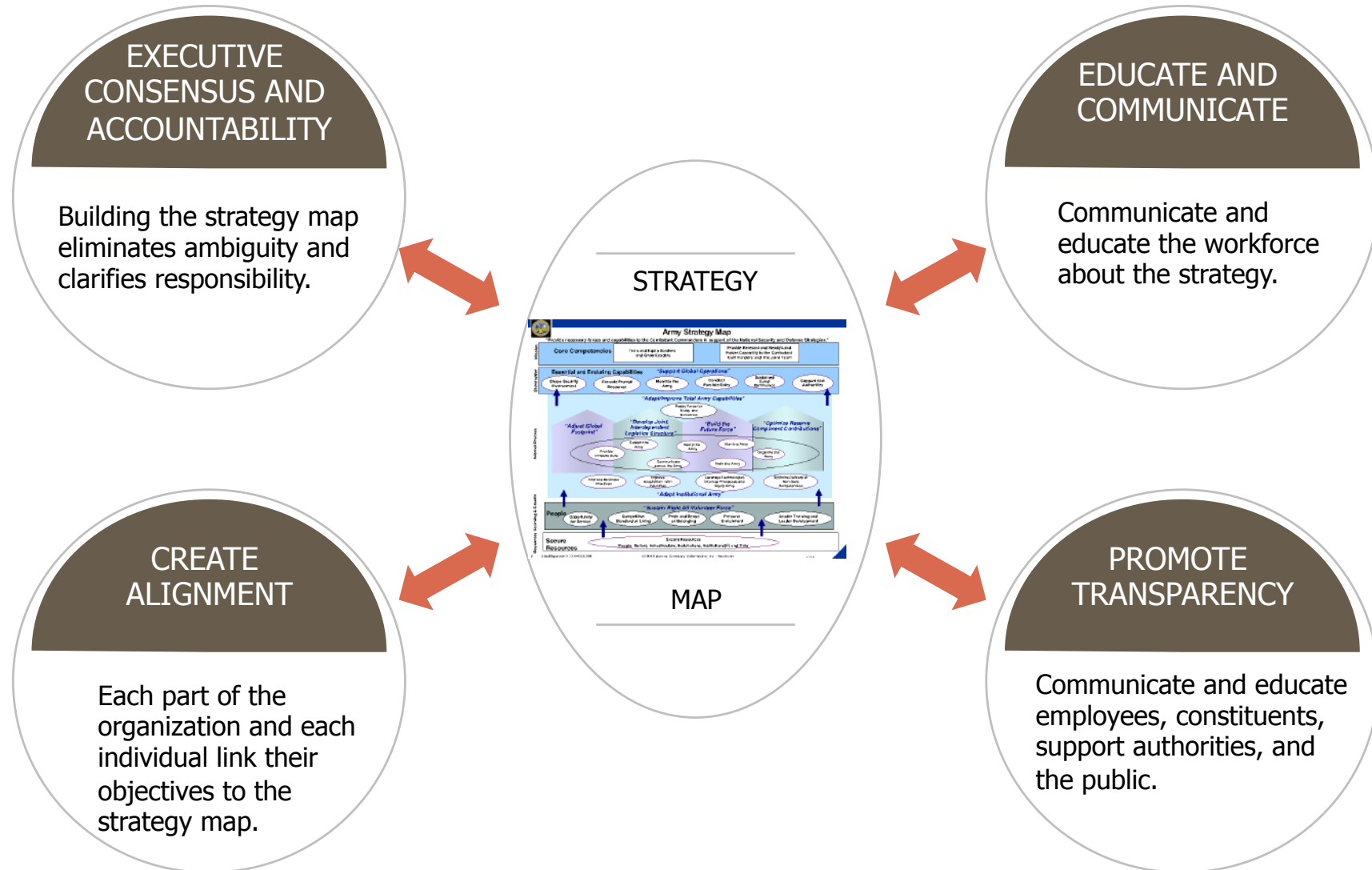


What makes a good government strategy map?

- Articulates how the organization creates value for its constituents and support/legitimizing authority
- Clearly shows the key priorities, and the relationships between the outcomes, the “what,” and the performance drivers, the “how.”
- Communicates the key elements of the strategy and what is unique about the organization (“**our** strategy”)
- Provides a clear view of “how I fit in” for Agency/Services/Groups, teams, and ultimately, individuals
- Strategic decision makers validate and own the strategy and the BSC



How do strategy maps help to create value?



Many Government and Not-for-Profit Organisations Have Successfully Implemented BSC

- US Army
- Defence Logistics Agency, USA
- Airforce Centre of Quality
- Arizona Game & Fish
- US Dept of Energy
- US Dept of Veteran Affairs
- General Services Administration
- MITRE
- Minnesota Dept of Revenue
- US National Reconnaissance Office
- Australia Defence Force
- Royal Canadian Mounted Police
- Washington State
- Swedish Post
- US Coastal Guard
- US Dept of Transportation
- Veterans Benefits Association
- Michigan

Singapore As A Case Study

While there are many successful examples of governments executing mission and vision well, we present one case study which is similar to our government

Case Study: Singapore

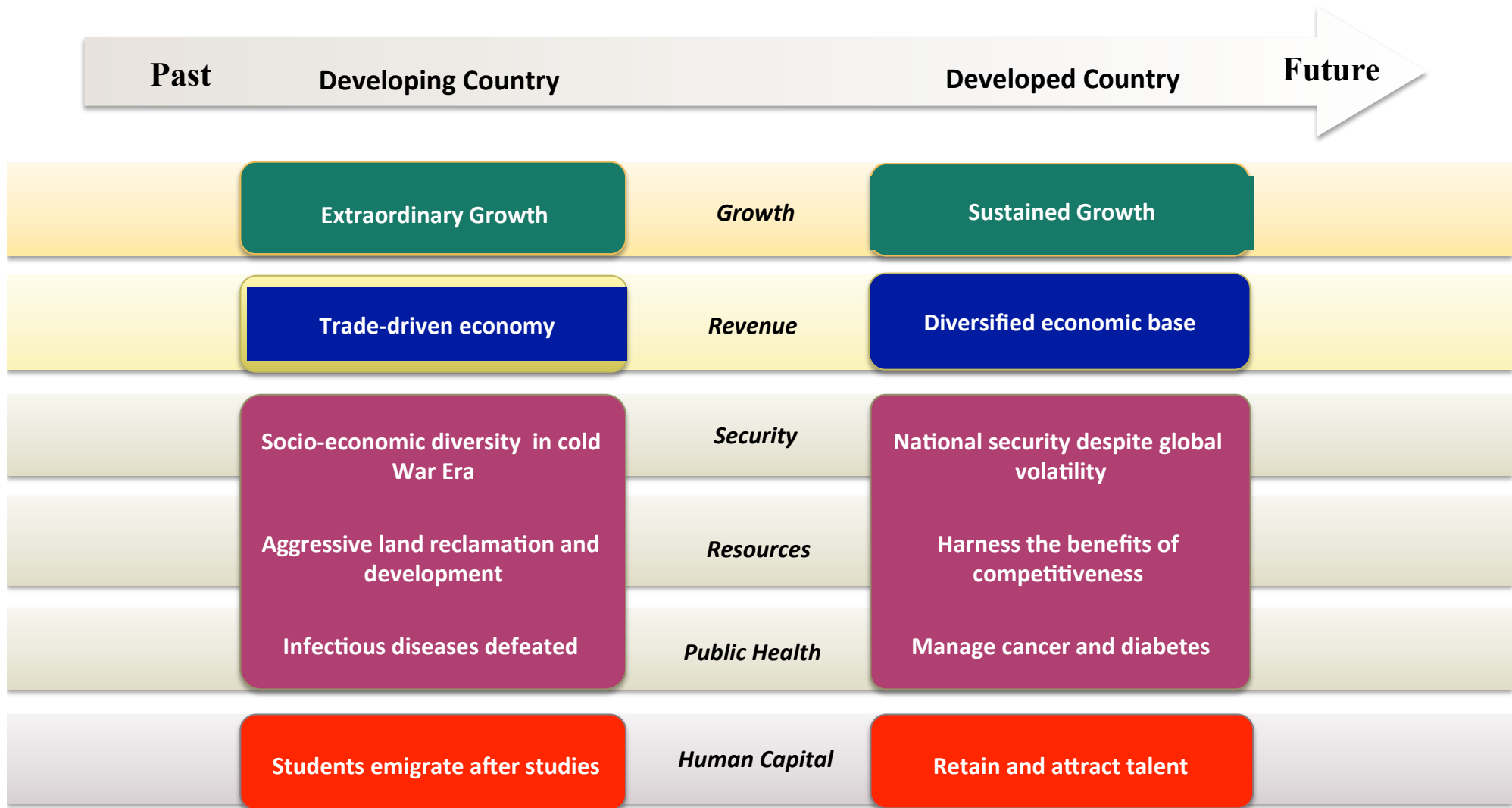


- **Population:** 5.1 million total, 3.2 million citizens
- **GDP:** \$291.9 billion / \$62k per capita
- **Landmass:** 694 km²
- **Languages:** (49.9% Chinese, 32.3% English, 12.2% Malay, 3.3% Tamil)
- **Religions:** (33% Buddhism, 18% Christian, 17% Atheist, 15% Islam, 11% Taoism)

Top Challenges Facing Singapore

- Sustaining Economic growth
 - Grew from \$2b to \$250b in the past 50 years
- Respect and harmony
 - Maintaining a cohesive society from a population of different races, languages, religions and cultures
- Land shortages
 - Reclaimed 20% of land from the sea, expensive
- Emigration
 - Students studying abroad are also settling abroad
- Marriages and children
 - Increasing fertility rates to offset aging pop.
- Schools & job training programs
 - Both for the young, as well as grandparents
- Diseases of affluence
 - Cancer, heart disease, diabetes, kidney failure
- Aging population health care costs
 - Life expectancy is 80yrs and rising

Change Agenda



-Created for Educational Purposes-

Balanced Scorecard Perspectives

Vision, Mission, Purpose

Resident & Citizen Perceptions

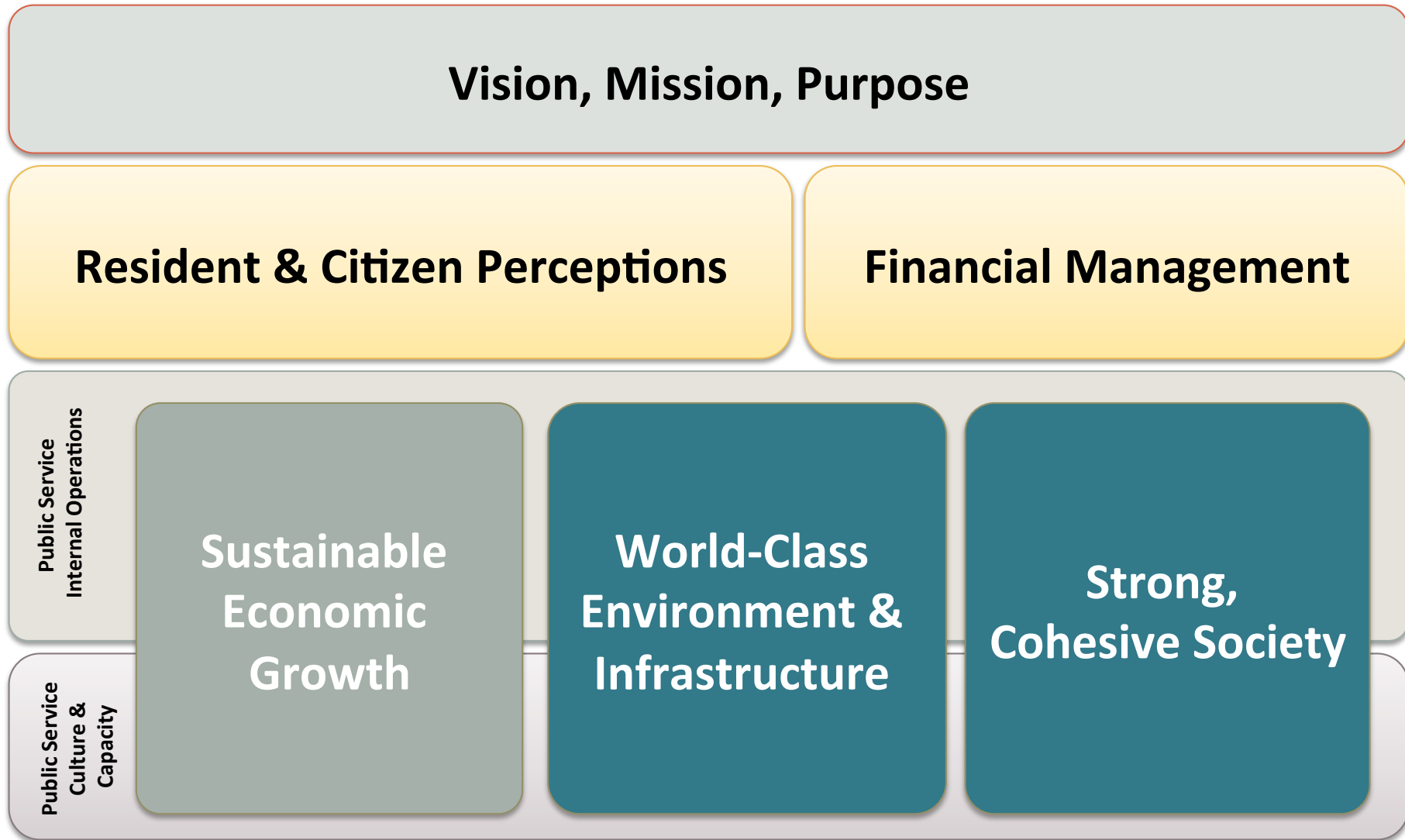
Financial Management

Public Service Internal Operations

Public Service Culture & Capacity

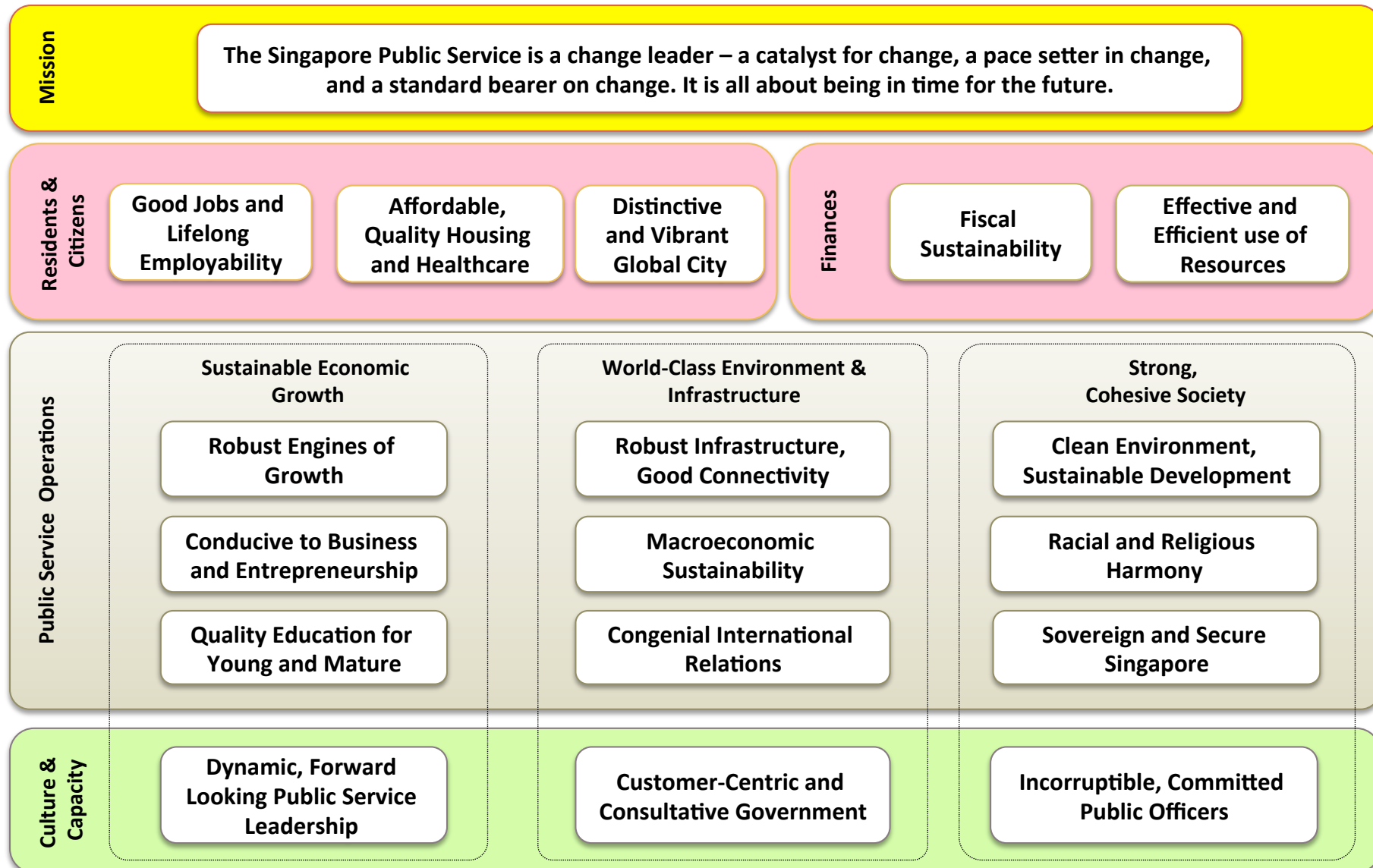
-Modified for Educational Purposes-

Balanced Scorecard Themes

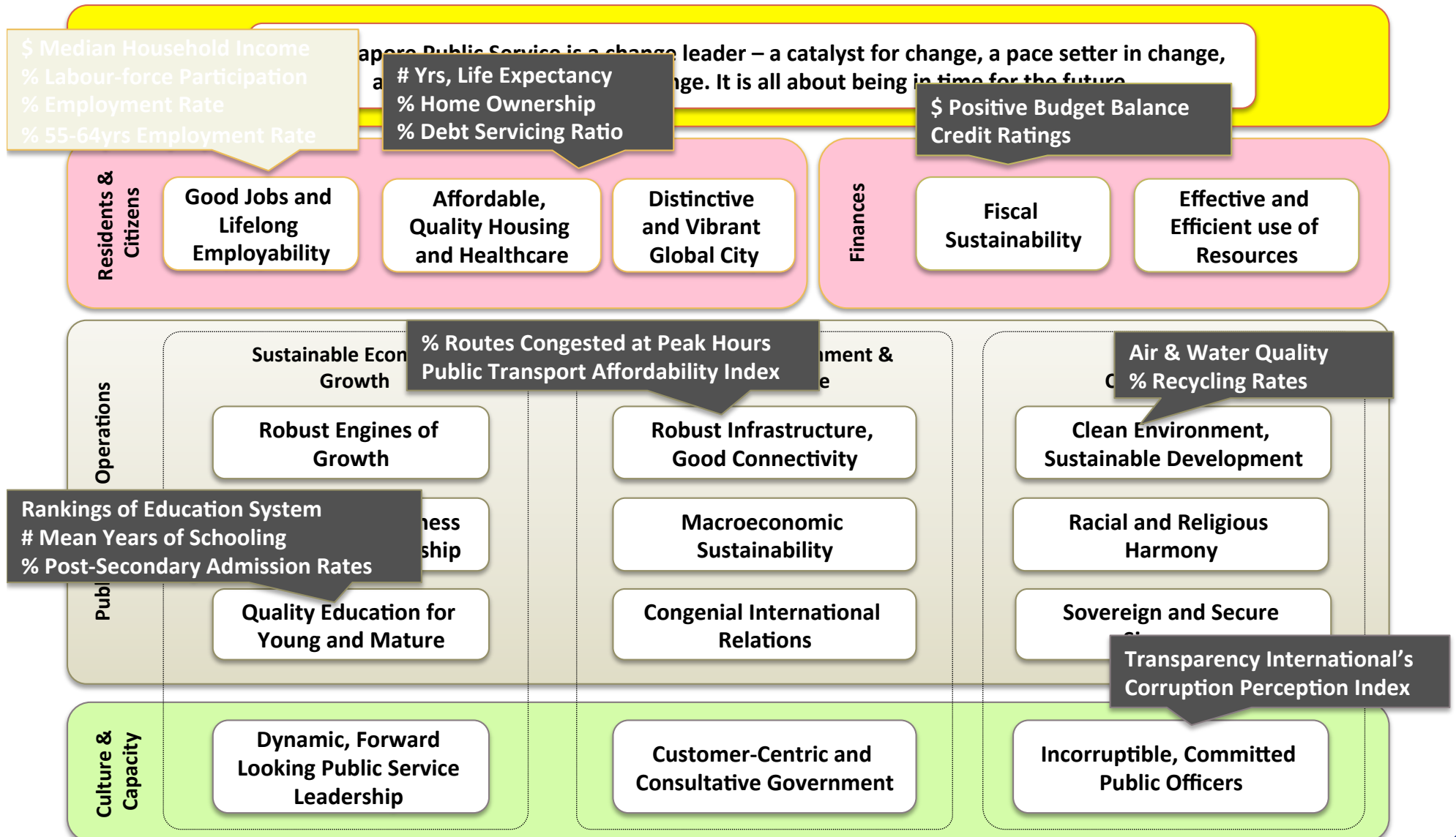


-Modified for Educational Purposes-

Strategy Map



Selected Measures

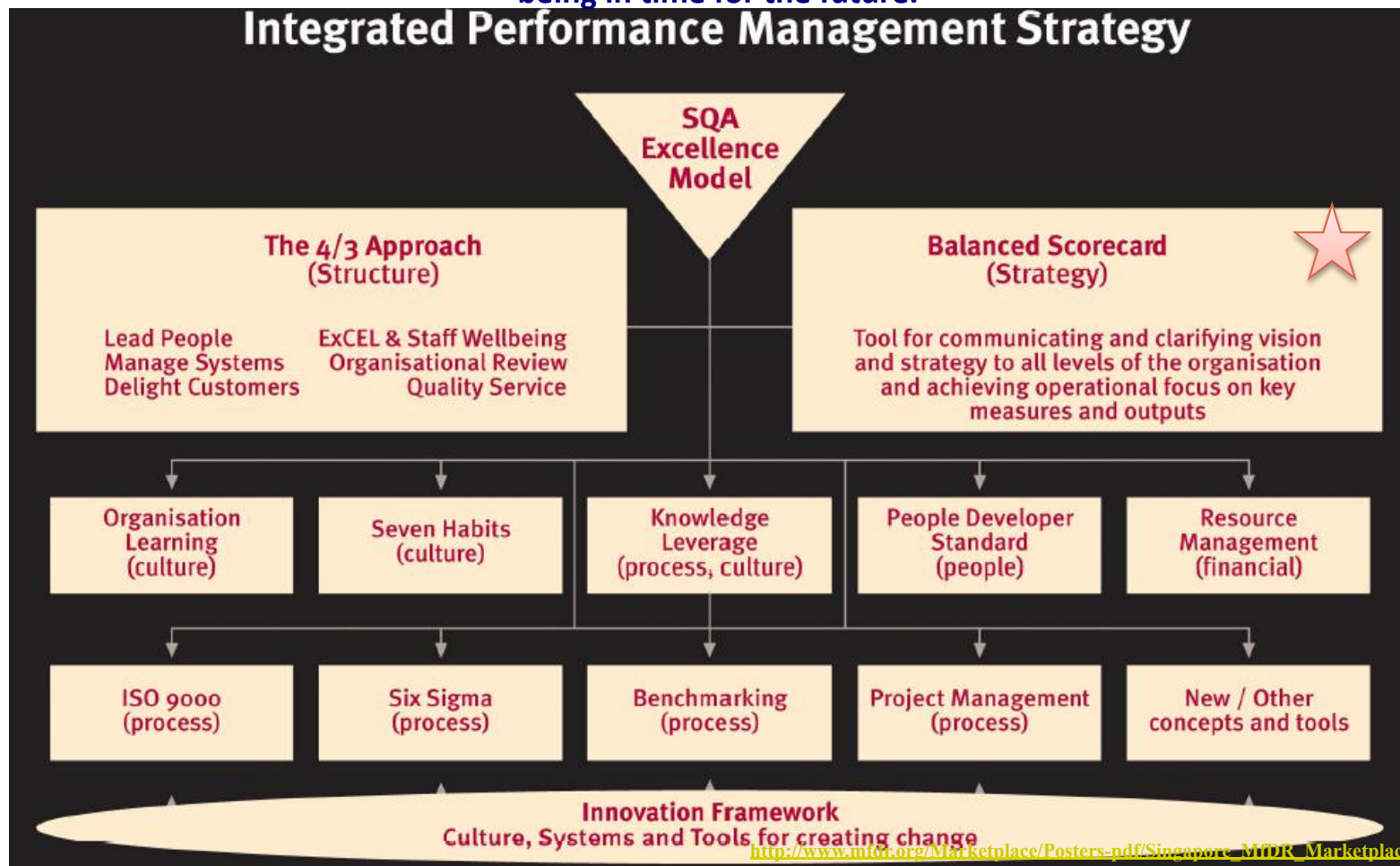


Selected Initiatives

Themes	Objectives	Initiatives
Sustainable Economic Growth	Robust Engines of Growth	
	Macroeconomic Security	• Tightening exchange rate policy
	Conducive to Business and Entrepreneurship	
	Good Job Opportunities and Lifelong Employability	
	Globally Competitive Workforce	• Government invests 1% of GDP in R&D, in addition to private sector investments
Robust Social Security	Financial Security	<ul style="list-style-type: none"> • Workfare Income Supplement (WIS) Scheme, supplements wages of older low-wage workers to encourage them to stay in work • The Workfare Training Support Scheme encourages employers to send older low-wage workers for training
	Good and Affordable Healthcare	<ul style="list-style-type: none"> • To better target low income residents, payment means-testing introduced • Medisave (individual), MediShield (catastrophic), Medifund (low income)
	Affordable, Quality Public Housing	• Building more public housing high-rises to offset housing price spikes
	Distinctive and Vibrant Global City	<ul style="list-style-type: none"> • More parks, Grand Prix race • Arts and Culture Strategic Review
World-Class Environment and Infrastructure	Robust Infrastructure, Good Connectivity	<ul style="list-style-type: none"> • Large car tax to discourage driving • Road improvements • More mass transit trains • Next-Gen Broadband Network
	Clean Environment, Sustainable Development	• Drainage and alert system improvements to reduce impact of flooding
Secure and Influential Singapore	Dynamic, Forward-Looking Public Service Leadership; Rule of Law	
	Incorruptible and Committed Public Officers	
	Customer-Centric and Consultative Government	• REACH initiative to solicit feedback, respond, and engage

Integrated Performance Strategy

“Within one generation, Singapore has transformed from a developing country to a developed country. Our “Public Service for the 21st Century” or PS21” framework has transformed the Singapore Public Service into a change leader – a catalyst for change, a pace setter in change, and a standard bearer on change. PS21 is all about being in time for the future.”



Singapore's Results



- "The adoption of the strategy map and scorecard provides a clearer line of sight on how departments and individuals contribute to our strategic outcomes, helping us create a strategy-focused and performance-driven organization. This will help us better serve the people of Singapore.

Permanent Secretary, Ministry of Manpower (MOM)

2009 Balanced Scorecard Hall of Fame Inductee

- **Singapore is a world leader in several areas:**
 - The world's fourth largest financial center
 - The world's third largest oil refining centers
 - The world's fifth busiest port
 - More US dollar millionaires per capita than any other country
 - The easiest place in the world to do business, per the World Bank
 - Triple-A Sovereign Credit Rating from all three agencies

Why Medici Institute is a great partner for Niti Ayog?

- A section 25 not-for-profit company registered under the Companies Act in India with the sole purpose of driving mission-focused governments
- Ability to mobilise local talent from the private and public sector to join hands in the development agenda
- Founders have many many years of research, application and execution of management best practices across the globe
- Partnerships with global thought leaders in management
- Partnerships with global like-minded organisations in the non profit and for profit sectors
- A deep passion to make a difference to the Indian social scenario

How We Can Assist Governments

- **Secure Buy-in from multiple stakeholders**
- **Executive awareness** and education for senior government officials
- **Publish guidelines** on management best practices based on the Kaplan & Norton methods adapted to Indian conditions
- **Provide tools** such as training, templates, publications, etc
- **Facilitate communities** of interest around the vision components
- **Partner with key departments** to enhance measurement and strategy execution capabilities
- **Lead research** effort to identify critical needs for governance as well as best practices

We Assisted Many Organisations (With our partners)

- ACCION International
- AE Group
- AUREOS / Handell
- Alabama Policy Institute
- Alexandria City Public Schools
- Alion Science and Technology Corporation
- Alliance Defense Fund
- American College of Cardiology
- Arc of Steuben
- Association of Research Libraries
- Atlanta Independent School System
- BIC Mexico
- Bolsa Mexico de Valores
- BNI Deutschland - Österreich
- Boys and Girls Clubs of Puerto Rico
- CALC
- Catholic Charities
- Celerant Consulting
- Center for Nonprofit Advancement
- CFA Institute
- City of Charlottesville
- City of Durham
- Cleveland Metropolitan School District
- Client Solution Architects
- Kenya Commissioner of Police
- CONALEP
- Concordant
- Corporacion GEO S.A.B. de C.V.
- Drug Information Association
- DTRA
- Encompass
- Federal Bureau of Investigation
- Federal Occupational Health Services
- Federal Reserve Bank of Boston
- Federal Reserve Board
- Human Technology
- IACAA
- Institute of International Education
- J.Otis Mitchell
- Prise, Inc.
- Jewish Outreach Institute
- Johns Hopkins Libraries
- Life Resources
- Linde Electronics
- Massachusetts Eye and Ear Infirmary
- Mobile Bay NEP
- Monsanto LAN
- NAIHS
- NAIS
- Government of New Brunswick, Canada
- NV AHEC
- NYC Audubon
- Oak Ridge Associated Universities
- Office of Management and Budget
- Ossining United School District
- Partnership for Excellence in Jewish Education
- Pine Street Inn
- Prince George's County Public Schools
- Project Management Institute
- Puerto Rico Public Housing Administration
- Rare Conservation
- Rexam PC
- Rochester City School District
- SAWDC
- Securities and Exchange Commission
- Softability
- Tantum
- The GreenLight Fund
- Uncommon Schools
- University at Buffalo Libraries
- US Army
- Votorantim Cimentos Ltda.
- World Bank
- YouthCare

Our Partner Gurus

- **Dr Robert Kaplan:** Author and Founder of ABC and BSC; Professor, Harvard Business School
- **Dr Rita McGrath, the world's no.1 strategy and innovation guru,** Columbia Business School. NY
- **Dr Kenichi Ohmae, the ultimate strategy guru**
- **Dr A "Parsu" Parasuraman:** Author, Service Quality Specialist; Chair Professor and Head of Marketing, Univ of Miami
- **Dr David Norton:** Author and Co-Founder of BSC
- **Frans Johansson,** the practical innovation guru and author of The Medici Effect
- **Bob Palladino,** the Government Performance Management expert and Consultants/Trainer/Author
- **Jim Lenskold,** the Marketing ROI guru and author

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