

Presidential Delivery Unit

Unidad Presidencial de Gestión del Cumplimiento (Presidencial Delivery Unit)

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Organisation: Ministry of the Presidency

Country: Chile

Level of government: Central government

Sector: General public services

Type: Organisational Design

Launched in: 2010

Overall development time:

12 months

Link to the innovation's website

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Description

The Presidential Delivery Unit is a specialised unit focused on a limited group of presidential priorities that have a high impact on people. The main objective of the unit is to ensure that outcome indicators associated to priority areas with specific goals are achieved at the end of this government.

Why the innovation was developed

The new coalition of government in 2010 was an opportunity to improve management in central government. The new President has a long experience in the private sector and a focus on results-oriented management. New employees were hired from the private sector and were open to using management control models based on results. Taking as a reference the model for managing government priorities implemented in the UK by Michael Barber in 2010, the President gave the instruction to create the first “delivery unit” in Chile also known as Presidential Delivery Unit to improve citizens’ lives.

Objectives

Develop staff capacity, Enhance public trust, Enhance transparency, Improve access, Improve effectiveness, Improve efficiency, Improve service quality, Improve social equity, Improve user satisfaction, Increase citizen engagement, Support economic growth

High priority areas and goals:

1. Growth (create 100 000 new enterprises, GDP growth by 6%).
 2. Employment (create 1 million jobs).
 3. Public safety (reduce crime by 25%, reduce fear).
 4. Education (full kindergarten coverage, increase student performance).
 5. Health (eliminate waiting lists).
 6. Poverty (eradicate extreme poverty by 2014).
 7. Quality of democracy.
- Definition of impact indicators for each area as well as output monitoring.
 - Monitor progress.
 - Introduce strategic management based on results.
 - Increase transparency and integrity.
 - Improve performance and public perception about our political system.
 - Progressive administrative decentralization and fiscal policy .
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Main beneficiaries

Businesses, Civil Society, Elderly people, General population, Government bodies, Government staff, High-risk populations, Low-income groups, Students, Young people

- Policies with an impact on 1.7 million Chilean citizens.
 - Specific goals for subgroups such as creation of 1 million new jobs, end extreme poverty by 2014, and provide health service among others.
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Existing similar practices

Prime Minister Delivery Unit

In other countries’ public administrations
Cabinet Office, UK

The Prime Minister Delivery Unit created during the government of Tony Blair. The UPGC is inspired by this model.

Performance Management & Delivery Unit (PEMANDU) in Malaysia

In other countries’ public administrations
Prime Minister’s Department in Malaysia

The Pemandu in Malasya is another example of a successful delivery unit.

<http://pemandu.gov.my/>

Results

Service quality

Accessibility:

Many of the strategic objectives are aimed at improving the user satisfaction of services provided by the government. For example, the program "ChileAtiende" seeks to simplify access to state services.

Reliability:

One of the most important aspects of the unit is to generate confidence in the citizens through the publication of online information, accountability and public report generation.

Other:

- Ministry of Social Development was created to better focus on social policy.
 - Secretariat for Crime Prevention was established to control crime.
 - The government action plan includes institutional and process improvements that seek to improve the quality of services.
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User satisfaction

All results of the strategic goals positively impact the quality of life of people.

<http://www.cumplimiento.gob.cl/objetivos/crecimiento/>

Evaluation

The Inter-American Development Bank (IDB) conducted a case study. The methodology was through two months of interviews and comparisons with similar models from other countries.

<http://www.iadb.org/en/publications/publication-detail,7101.html?id=70216#.UILcXtKUYxY>

Development

Design

- By the President through his Mandate of the President in the message to the nation on May 21, 2010.
- President and Ministers identified government priorities.

Design time: 2 months

Testing

- Validation of a results-oriented management model.
- Review of international experience and support of consultants.
- Actors involved were the team of the Ministry of the Presidency, supported by external consultants.

Testing time: 3 months

Implementation

Tools used:

- A new institutional framework for managing government priorities.
- Recruitment of a team that specialises in management to implement the model, including the Delivery Unit, ministerial counterparts and external consultants.
- Development of an information management system and key outcome indicators.
- Investment in personnel and software to manage KPIs and government priorities.

Resources used:

- Staff first year (15 people) = CLP 391 million a year.
- Investment in information technology = CLP 18 million.
- Indirect cost of office spaces and infrastructure.

Implementation time: 6 months

Diffusion

A model of "delivery unit" makes sense in the president's cabinet or in the Department of the Treasury. Thus, this initiative is not scalable as it is located at central government level.

Diffusion time: 1 month

Challenges and solutions

- Resistance of ministerial teams to a model of results-oriented management.
 - Lack of support from higher authorities.
 - Lose of focus through covering other, not prioritised, areas.
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Partnerships

The Ministries of Treasury, Economy, Labour, Interior and Public Security, Education and Health and Social Development.

Other Public Sector

These Ministries took part in the development of strategies and action plans associated with presidential priorities.

Lessons Learned

Lessons Learned

Lessons

- You must have the support and interest of the President to run a unit of this nature.
- The ministries that develop strategies should have priority in their internal teams, specialising in strategic planning.
- It takes time to install a data analysis team with exclusive focus on relevant KPIs.
- The unit must be isolated from demands of other actors that could cause to lose focus on the work (e.g. policy coordination, communication, public policy analysis, etc.).

Advice

- Ensure that the President and the highest authorities will accommodate a management approach focused on results.
 - Review the international experience.
 - Review available information systems.
 - Recruit people who know the issues and can operate as consultants.
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Conditions for success

- Involvement of the President of the Republic and Ministers.
- Having a results-oriented government.
- That the organisational culture of public services is increasingly oriented to results.

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