

## Africa Delivery Exchange (ADX) 2020 November 24-25, 2020

### Post-Event Report

#### Moving Governments Towards a Delivery Culture

*How to embed a delivery culture across African governments and accelerate development outcomes – key findings from the Africa Delivery Exchange (ADX) 2020 forum*

### Executive Summary

The pressure on governments to implement political promises and deliver tangible benefits to citizens is more intense than ever with the global economy shaken by the Covid-19 pandemic. Many governments, especially those in Africa, feel the need to come through and support the basic needs of citizens, from social protection to ensuring food security, poverty alleviation to building their economies back. Leaders and governments therefore require effective implementation mechanisms .

Delivery mechanisms offer governments and political leaders a way to prioritise key initiatives, track progress, and conduct real-time problem-solving to unlock implementation and delivery challenges. Some countries are at the early stages of establishing such delivery mechanisms, while other countries have been applying these principles for almost a decade with recent developments including the spreading of delivery culture across the entirety of government and cascading it down from national to regional and local levels. The second Africa Delivery Exchange (ADX), which was hosted between 24 and 25 November 2020 by Kenya’s President’s Delivery Unit (PDU) in partnership with the Tony Blair Institute for Global Change (TBI) and the African Development Bank (AfDB), offered an opportunity for delivery professionals across African governments to share experiences and best practices. This report summarises the key outcomes and lessons learned about institutionalising delivery culture across the public service, and is part of a series that we will publish in subsequent months based on lessons from ADX 2020.

ADX 2020 demonstrated the array of professionals promoting the culture of delivery across governments in Africa. Delivery culture can be defined as a way of operating that translates the promises of political leaders into action through solution-driven processes and the framework of the four Ps of government delivery – prioritisation, policy, planning and performance management. Delivery goes beyond simply monitoring activities by enabling decision-makers to problem solve issues in real-time. Promoting a delivery culture across government can enable leaders to bridge the gap between their political promises and the services provided to citizens.

This report highlights successful case studies in Africa while presenting recommendations to heads of state and governments, along with development partners, on how to promote a delivery culture within their national, sub-national and sectoral governance. These recommendations are summarised below:

For heads of state and governments:

1. Focus on function over form
2. Move beyond monitoring towards problem-solving
3. Embed delivery professionals across government
4. Take an adaptive and phased approach
5. Accelerate change with appropriate technology

For development partners:

1. Support existing delivery mechanisms and the establishment of new ones
2. Support continuity of delivery mechanisms through political change
3. Promote cross-country learning of delivery best practices

## Introduction

Governments face a great deal of pressure to deliver on their promises and achieve their priorities. Political leaders are turning towards delivery professionals who implement the principles of government delivery to achieve these objectives. The value of creating a delivery culture across government was demonstrated at ADX 2020. This virtual forum brought together delivery professionals from across Africa to share lessons learned and best practices. This report builds upon the discussions held at ADX 2020, highlights the key outcomes of the annual forum, and offers recommendations for fostering a delivery culture across government. Many participants of ADX 2020, including HE Uhuru Kenyatta, President of Kenya, noted the need for the principles of government delivery to be implemented across the breadth of government.

## Background on ADX 2020

ADX 2020 was hosted by PDU in partnership with the TBI and AfDB. The virtual event took place over the course of two days. ADX 2020 brought together over 200 participants from delivery units from 22 countries across the continent, and experts in performance and implementation of development projects from 28 countries across the world. The conference heard from a range of delivery leaders and experts from Kenya, Senegal, Rwanda, Sierra Leone, The Gambia, Ethiopia, Nigeria, along with distinguished dignitaries: President Kenyatta, Dr Akinwumi A Adesina, President of the African Development Bank, and Tony Blair, former prime minister of Great Britain and Northern Ireland. The two-day event featured technical sessions and presentations by delivery specialists, including representatives of national and city government, multilateral development institutions and other development partners.

ADX is an annual forum for delivery leaders and experts from Africa to exchange and share their experiences and learnings in implementing the delivery approach. ADX 2020 follows the first Africa Delivery Exchange event, organised by the TBI in 2017, which brought together delivery teams from seven countries and 16 development partners from across Africa. Specifically, ADX 2020 aims to accomplish the following:

- i. Generate a common vision, ambition and inspiration for enhancing government effectiveness in service delivery;
- ii. Learn and exchange on common challenges and best practices of delivery systems and structures, including their role in Covid-19 crisis management; Expand the membership of

the Africa Delivery Units Network (ADN) and establish its governance organs to facilitate regular learning and exchange between delivery units.

Beyond the annual forums, the TBI and AfDB envision turning ADX into a continent-wide platform for learning and exchanges and capacity building of African governments.

## Message from the Leaders

President of Kenya Uhuru Kenyatta urged African governments to put their citizens at the centre of delivering service during ADX 2020. In his opening remark, Mr Kenyatta noted that on a continent of around 1.3 billion Africans with a median age of around 20 years, there is a very tangible underlying sense of urgency when it comes to expectations of government.

“Our people know and understand what development ought to look like and what benefits it should bring to their social-economic wellbeing. Therefore, any failure to quickly address the missing middle within the development paradigm could create a deficiency of trust between the electorate and those in positions of leadership,” Kenyatta said.

In his remarks, Tony Blair observed that leadership demands have changed and that governments are expected to do far more than they ever were traditionally. “They’ve got to deliver services for their people; they’ve got to put in place the right environment for their economy, they’ve got to deal with all sorts of huge crises, of which Covid-19 is just the latest example. All of these require extraordinary focus, clarity and decision-making.”

To meet these delivery expectations, Mr Blair said that governments must focus on prioritisation, policy, planning and performance management. “Performance management is the most critical one. What’s difficult is that each of these systems you’re trying to change will have interests that often will obstruct. They’ll need areas that need you to go across the whole of government, to get something done in one area of government, they’ll have complicated politics around them.”

African Development Bank President Adesina commended President Kenyatta for focusing on ordinary citizens and praised the Kenyan government’s “Big Four” agenda, which prioritises food security, affordable housing, manufacturing and affordable healthcare for all, while noting a fifth area in which the country had made great strides. “Mr President, you’re doing exceptional work on energy. You’re connecting your people all over the country in an amazing way with last-mile delivery. If you add in energy, you’d actually have a big five.”

The AfDB’s president set out some delivery lessons: a clear vision; publish delivery expectations to create accountability; establish a culture of accountability; rigorous results measurement; and ensure sustainability.

“The bank is currently developing a new Africa public service delivery index, which will help to rate African countries including sub-nationals on the delivery of public services,” he added.

AfDB President Adesina noted that the event was being held against the backdrop of the Covid-19 pandemic. “This is not the first pandemic we’ve faced,” Adesina said, “but it must never happen again that the continent is caught unprepared. Africa has underinvested massively on healthcare. We need to

change and give Africa a quality health-care defence system to make sure we have excellent primary health care.

“One question is, how do you keep the sense of urgency that you had when dealing with the disease and carry that same sense of urgency and focus into building back better afterward?”

## What Is Delivery Culture?

The transformation from a traditional administrative culture towards a delivery culture across governments can take on a number of different forms. A traditional administrative culture focuses on a hierarchical approach to decision-making with each step documented and an emphasis placed upon who has the authority to make what decision. The traditional approach often lacks a clear vision for the impact that decisions should have on lives and livelihoods of beneficiaries or citizens. On the other hand, the following definition of delivery culture serves as a contrast:

***Delivery Culture** – a way of operating that focuses on solutions and results through the framework of the four Ps of government delivery – prioritisation, policy, planning and performance management.*

By embracing delivery culture, governments are better able to translate political rhetoric and promises into tangible benefits that citizens can appreciate. The emphasis moves away from authoritative decision-making within each authority’s sphere towards a way of thinking that puts results first. Translating decisions into impactful action is a key component of delivery culture.

“We need to evolve from having a delivery unit to being a **delivering government at all levels.**”  
- HE Uhuru Kenyatta, President of the Republic of Kenya

### **Key Definitions:**

*Delivery:* a specialised approach to designing, managing, and monitoring the implementation of government priorities that are intended to have a significant effect on development outcomes.

*Delivery Unit:* a small group of dedicated, skilled individuals trained in the delivery tools and techniques, which is focused exclusively on achieving impact and improving outcomes. Originating in the UK under Tony Blair’s Government in 2001, delivery units are small teams that work to embed an evidence-based culture in government. They gather and analyse a constant stream of performance data. They investigate and intervene if desired results do not appear to be materialising on the ground.

*Delivery Mechanism:* a system that performs the functions of delivery organised in a form that suits the capability and structural needs of governments.

*Delivery Professionals:* skilled individuals working within government who utilise delivery principles to drive change with a focus towards impacting the lives and livelihoods of citizens.

## Delivery Mechanisms that Lead by Example

Promoting a whole-of-government transition towards a delivery culture requires leadership, which is best anchored at the head of state level and technically underpinned by a delivery unit or locally adapted delivery mechanism.<sup>1</sup> The nimble and adaptive nature of most delivery mechanisms allows for delivery professionals to be responsive to filling gaps as they emerge and adding political weight behind the implementation of government's priorities. The staff of delivery mechanisms can lead by example to spread a way of working that embodies a delivery culture across government.

It is important for all staff working in delivery mechanisms to reflect on how their efforts are aligned with the four Ps of government delivery – prioritisation, policy, planning and performance management – and how they are championing a delivery culture across government. Shining a light on the results produced by a delivery unit is one way to promote the new way of working with other government officials to share some of the best practices employed by a delivery mechanism.

### **Four Ps of Government Delivery:**

1. *Prioritise* a small number of delivery outcome areas linked to government's overarching goal
2. *Policy reform* to complement and reinforce priorities
3. *Plan* to translate priorities to near-term actions and budget for them
4. *Performance manage* to track delivery performance and create a culture of accountability

It is clear that a delivery mechanism is not a requirement, even though beneficial, for instilling a delivery culture. Delivery professionals operating within dedicated delivery units or delivery mechanisms can serve as champions for promoting a culture that puts results and the implementation of government priorities first. Profiling successful instances of delivery and establishing coordination bodies for delivery professionals can go a long way towards achieving collective buy-in into delivery culture across government.

## Case Studies: Successful African Delivery Mechanisms

There are many delivery professionals promoting a delivery culture across African governments. The ADX 2020 forum offered a platform for these delivery professionals to articulate how they are working to promote a delivery culture across their respective governments and to learn from delivery professionals in other countries. From Rwanda's localised performance contract system for monitoring implementation to Senegal's delivery lab approach to meeting local demand for pharmaceuticals, there is a wide range of delivery success stories to tell across African governments. We now present three case studies from ADX 2020. It should be noted that the context of the delivery mechanisms operating in the case studies differs significantly. Each delivery mechanism emphasises different elements of the delivery principles. Specifically, Rwanda's delivery mechanism has a strong performance-management component, Kenya has a holistic planning approach, and Senegal utilises a planning process with intensive stakeholder engagement. They provide three different examples of approaches towards embedding a delivery culture across government.

<sup>1</sup> Both delivery units and delivery mechanisms can provide this technical back-up, when referring to delivery mechanisms it is inclusive of delivery units.

## 1. Rwanda's Performance Contracts: Accountability to Delivery across Levels of Government

The government of Rwanda's approach to delivery is underpinned by the strong leadership of President HE Paul Kagame, and an effective cross-government coordination system. The President's Strategy and Policy Council focuses on priority projects and unsticks cross-cutting issues, while deriving best practices to maximise scarce resources. The centre of government works to embed the functions of a delivery mechanism across the public service through performance contracts (IMIHIGO). The performance contracts serve as the government's core performance management tool and are developed at outcome levels towards the government's double-digit economic growth target.

The performance contract system, IMIHIGO, was formally reintroduced in 2006 to harness the model of Rwanda's post-genocide governance built on three strategic choices: unity, self-accountability and thinking big. IMIHIGO is a pre-colonial tradition in Rwanda whereby warriors or leaders would publicly vow to accomplish certain deeds with failure to fulfil these promises resulting in embarrassment.

The breadth of Rwanda's homegrown initiative for planning and performance evaluation, IMIHIGO, spans from ministers at a central level down to civil servants at a decentralised level. The IMIHIGO initiative, which is coordinated by a steering committee led by the prime minister, promotes a culture of delivery and transparency. This is seen by the three key aspects of the IMIHIGO initiative: 1) set targets, 2) evaluate achievements, and 3) promote accountability. This exercise is done by actors up and down the governance chain in Rwanda.

The IMIHIGO process takes a consultative approach to signing results-based performance contracts from the ministerial-level to mayors in decentralised entities down to staff level within central and local government institutions. The binding annual performance contracts set out annual targets, which are tracked quarterly by the Ministry of Finance and the Government Action Coordination Unit (GACU) (based in Office of the Prime Minister). The IMIHIGO evaluation considers the technical delivery of individuals and institutions against outcome targets, which are assessed by the National Institute of Statistics of Rwanda (NISR). There are consequences if a government employee or institution consistently fails to deliver the IMIHIGO targets, such as losing one's job, or incentives for those who perform well (such as public recognition).

The community is involved in a locally led process to better inform the impact of government's efforts on the lives of citizens. The IMIHIGO initiative evaluates success primarily by a government official or body's performance against pre-defined targets. Furthermore, success is determined through citizen consultation in the form of a citizens' satisfaction survey. By asking citizens about their level of satisfaction, the government can better determine the effectiveness of its personnel and institutions.

The voice of citizens is collected through the Citizen Report Card produced by the Rwanda Governance Board (RGB). For each district, the results of the Citizen Report Card impact the IMIHIGO score of individuals and institutions with 5 per cent (of one's IMIHIGO score) coming from citizens' appreciation of their participation in district priority setting, and another 5 per cent resulting from citizens' satisfaction with service delivery across different public services.

Rwanda's experience with performance contracts demonstrates the potential to achieve results with scarce resources through a system rooted in local heritage. The IMIHIGO initiative demonstrates how governments can promote a delivery culture in order to find efficiencies in planning and implementation, to minimise duplication of efforts and stimulate economic development. The comprehensive nature of the IMIHIGO process means that delivery culture is not isolated to a single unit, rather it cuts across all sectors and levels of government and permits citizens to inform and influence a delivery culture.

## 2. Kenya's One-Government Approach to Development: Delivering the Big Four Agenda

The government of Kenya, under the leadership of President Kenyatta, is striving to achieve the Big Four agenda through the adoption of a "One-Government Approach". To achieve the ambitious agenda, there is a clear recognition that the government must work in harmony towards a common end point, while taking active steps to curtail interests that may derail progress. The approach acknowledges that time is limited, especially with political cycles, so working towards objectives in a time-bound manner is essential. One reason that government-funded projects are not delivered or fall behind schedule is due to a lack of alignment between government agencies, which is magnified with the absence of coordination and structured partnerships among agencies.

Over the years, Kenya's PDU has evolved its operational model to offer enhanced coordination, while keeping in mind Kenya's political and economic realities. The current model is decentralised through the delivery chain with PDU's delivery directors attached to ministries, along with decentralised implementation coordination committees at the regional and county level.

Kenya's Executive Order No1 of 2019, entitled "Framework for Co-ordination and Implementation of National Government Development Programmes and Projects" brings together all ministries and agencies to ensure a united approach and synergy in the implementation of national development programmes and projects under the Big Four agenda. The Executive Order created four levels for coordinating and implementing national development initiatives:

- i. National Development Implementation and Communication Cabinet Committee
- ii. National Development Implementation Technical Committee
- iii. Eight Regional Development Implementation Coordination Committees
- iv. 47 County Development Implementation Coordination Committees

This structure is utilised to promote and employ a "One-Government Approach" in Kenya with some of the benefits including better planning, reduced time for issue resolution as a result of enhanced alignment and coordination between ministries, departments and agencies, enhanced accountability, increased public participation, among others. The "One-Government Approach" improves planning by regularly ensuring maintained focus on the priorities outlined in the Big Four agenda. The inclusivity of the approach means that sensitive issues can be resolved with key players working together to find a mutually acceptable resolution without extensive back and forth between government bodies. The frequency of weekly national committee meetings means that senior officials must answer to their peers on the successes and failures of their own government body in adhering to the strict deadlines for implementation set by the national committees.

## 3. Senegal's Delivery Lab: Meeting Local Demand for Pharmaceuticals

The delivery lab approach involves government bringing together a range of stakeholders to define, design, assure the quality of, and build consensus around the timeline and deliverables of complex projects and government initiatives. This approach is comparable to a "situation room", where relevant actors are brought into a single room and key information flows through this room with key decisions taken rapidly to resolve an issue at hand.

The use of delivery labs to address complex projects and pertinent policy questions has been championed by Senegal's Bureau Operational de Suivi du Plan Senegal Emergent (BOS). Senegal's

experience using delivery labs demonstrates the value of intensive stakeholder engagement built on the foundation of data-driven feasibility studies. The lab platform facilitates capacity building and knowledge transfer to the wider public service by involving various stakeholder and civil servants. A successful delivery lab is able to gather inputs from a wide range of stakeholders and reach consensus on how best to tackle a key policy question.

BOS used a delivery lab model towards achieving the government of Senegal's target to produce 50 per cent of the country's pharmaceutical drug needs locally by 2035 (up from 5 per cent in 2020). By bringing together a range of public and private-sector stakeholders, the delivery lab participants charted a path forward towards achieving the government's priority in a collaborative and inclusive manner, keeping in mind enablers, such as institutional framework, fiscal capacity, legal instruments, skills training, market regulation and energy costs. The focus on a common goal that a delivery lab approach brings can be a strong motivator when coordinating a large range of stakeholders.

The experience of BOS in implementing delivery labs has revealed three key success factors: endorsement at government level with a designated ministry taking the lead, early and inclusive stakeholder engagement, and a fit-for-purpose process. Some of the challenges of the delivery lab model include keeping large numbers of stakeholders involved during the entire process, commitment of stakeholders to stay involved in projects and maintaining momentum. The Senegalese experience also demonstrates the importance of preparation (including securing funding and conducting feasibility studies) prior to the commencement of a delivery lab.

## Africa Delivery Units Network (ADN)

Maintaining the momentum generated by international dialogues and translating idea sharing into impactful actions requires an organised coordinating structure. ADX 2020 offered a platform to discuss governance structure of the Africa Delivery Units Network (ADN), which was launched in January 2019 in Dakar, Senegal, and will serve as an ongoing platform to coordinate and follow up with delivery-focused bodies throughout African governments. The objective of the ADN is to provide a platform for sharing knowledge, experience and expertise among Delivery Units established on the continent. Consultations are underway with members of the network, which will inform its activities, focus and management structure going forward. Once fully operational, the network will provide a centralised platform for professionals in African governments to exchange lessons learnt and best practices in government delivery and effective implementation.

## Recommendations for Building a Delivery Culture

The presentations and discourse at ADX 2020 revealed a number of common takeaways and recommendations to cultivate a delivery culture across governments in Africa. The recommendations below emanate from the rich discussion of over 200 participants from delivery units from 22 countries across Africa at the virtual forum.<sup>2</sup>

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<sup>2</sup> 22 countries include Angola, Burkina Faso, Democratic Republic of the Congo, Côte d'Ivoire, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Kenya, Malawi, Mali, Morocco, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Togo, and Tunisia.



## Recommendations for Heads of State and Delivery Professionals

The transition towards a delivery culture requires leadership and strengthening institutions to ensure the ideas of delivery are not isolated to a single corner of government. An active political leadership that supports the development of delivery mechanisms to better implement political promises into tangible benefits for citizens can go a long way in setting the tone for a culture shift. Based upon the discussion at ADX 2020, the following are recommendations for political leaders and delivery professionals to consider when cultivating a delivery culture.

**Political authority to kickstart culture change:** The importance of active and visible political leadership to promote a cultural shift towards delivery cannot be understated. When heads of state make public commitments to instil a delivery culture, for example, establishing a delivery unit or opening a training centre for delivery professionals, it sends a clear signal to those working in public administration. Delivery units anchored at the centre of government can help to provide opportunities for heads of states to speak on the topic of shifting towards a delivery culture.

**Focus on function over form:** When establishing an institutional framework, the question of “what role will this body play” should be prioritised over the question of “what form should it take”. It is very important that function is considered in detail to ensure that the body is fit-for-purpose. This means emphasising both the functions and principles of the institutional framework, so that they are aligned with the four Ps of government delivery – prioritisation, policy, planning and performance management. With the implementation of the delivery functions and principles, the system will act in a manner that produces results for citizens. Implementing these delivery functions and principles in government is more important than simply establishing a structure with delivery in its name.

**Move beyond monitoring towards problem-solving:** The institutional framework used to promote a delivery culture must avoid the common pitfall of simply monitoring activities. Rather than only reporting a problem, a delivery mechanism is designed to empower decision-makers to address issues in a real-time manner. The function of delivery mechanisms is to be responsive to issues as they arise, which is beyond the scope of standard Monitoring and Evaluation (M&E) systems.

**Embed delivery professionals across government:** The ability to train public servants in the methods of delivery is limited. Delivery professionals could be centrally trained and embedded across government. This exchange between delivery professionals anchored at the centre of government and those working across ministries helps to ensure cohesion and smooth operations between the various levels of government. Public servants from ministries can also be embedded in the centre of government delivery mechanisms for a limited period of time to bring their sectoral expertise and learn delivery best practices. Both of these exchanges utilise the “hub and spoke approach” to coordinate between centre of government and line ministries.

**Take an adaptive and phased approach:** Cultural change takes time, so a phased approach is an effective way to manage expectations and celebrate progress made as it is realised. A sustained effort is required to overcome resistance from within government. Taking an adaptive approach, where one is constantly learning and applying new techniques to resolve complex issues, could help to overcome resistance towards the new delivery culture. Furthermore, the variety of interests that will work against the change may not be apparent at the onset, so once these interests are revealed, then a modified approach can be taken. One of the benefits to establishing a delivery unit to kickstart a cultural shift is

that the single unit is easier to protect and promote, while simultaneously the rest of government adapts to the new way of working.

**Accelerate change with appropriate technology:** Adopting appropriate technology can be an instrument to drive a cultural shift towards delivery. For example, implementing a dashboard for collecting and sharing information about progress towards outcome targets for priority projects can be a simple change that focuses attention on results and helps raise issues where resolutions can be found in real-time. Technology adopted by government should help to streamline delivery processes without being overly cumbersome.

### Recommendations for Development Partners

Development partners (DPs) that support government to better deliver on their national priorities will have a multiplier effect as their impact will not be limited to a single project. The promotion of a delivery culture is a systematic change that is designed to impact all levels of governance. As governments achieve their priorities and adopt a delivery culture, DPs could replicate this new way of working to support the realisation of Sustainable Development Goals (SDGs). There are a number of ways in which DPs could empower governments to make a cultural shift towards delivery, which are outlined below.

#### Support existing delivery mechanisms and the establishment of new ones:

Development partners are uniquely placed to support the establishment of delivery mechanisms and to support capacity building for existing delivery mechanisms. They can help to ensure that existing delivery mechanisms are not simply a monitoring instrument but serve as a tool for problem-solving issues in real-time. The cultural shift across government towards delivery can also be accelerated with support from DPs.

For example, AfDB provides technical assistance to support capacity building of Kenya's PDU in the coordination and monitoring of the "Big Four" programme that aims to transform the country into an industrial upper-middle-income country by 2030. Another example comes from the Bill & Melinda Gates Foundation, which provides financial support, and the TBI, which provides advisory support, to Burkina Faso's Presidential Programme Monitoring Office (Bureau de Suivi du Programme Présidentiel) with the aim of strengthening targeted government command and control functions and, over time, transferring skills and knowledge to Delivery Unit staff and key civil servants.

Evidently, partners can accelerate the transition to government delivery with more flexible funding and support that provides governments with the policy space to decide their own priorities, while supporting coordination structures to improve delivery. DPs can constructively engage delivery mechanisms as a means to empower governments to achieve their priorities. When countries are at the beginning stages of the cultural shift towards delivery, DPs could consider supporting the establishment of a delivery unit to serve as a protected body that is championing the wider culture change. In the longer term, DPs would be well-advised to take strides towards promoting a delivery culture across government through the exchange of delivery professionals between line ministries and centre of government.

**Support continuity of delivery mechanisms through political change:** As an external voice, DPs are well-placed to communicate the need for continuity in the promotion of a delivery culture in the midst of political change. DPs are well-positioned to advise transitioning governments that the new way

of working should not be politicised and considered as a representation of the former government. The skills developed by delivery professionals should be celebrated and utilised across political cycles.

**Promote cross-country learning of delivery best practices:** The valuable experiences of successful countries that have transitioned towards a delivery culture must be amplified to capture lessons learnt and share best practices between developing countries. DPs can support technical exchanges among delivery professionals across countries. DPs could consider supporting the newly established Africa Delivery Units Network (ADN), which seeks to serve as an ongoing platform to coordinate and follow up with delivery-focused bodies throughout African governments.

## Conclusion

The shift towards a delivery culture across the whole of government can enable African governments to better realise their development aspirations and translate political promises into reality for the benefit of ordinary citizens. ADX 2020 demonstrated the value of delivery culture across several governments and provided a forum for delivery professionals to exchange lessons learnt and best practices. The feedback and lessons from ADX 2020 will inform the agenda and format for the 2021 version of the continental forum. At ADX 2020, some governments with nascent delivery mechanisms requested support and capacity building to implement a delivery system that is effective and focused on problem-solving. On the other end of the spectrum, countries with mature delivery mechanisms called for the expansion of the delivery culture from a single unit towards the entirety of government. Being adaptive to the local context and its unique situation will help to bring forth sustainable change. Heads of states and development partners both have an active role to play in cultivating the enabling environment for a cultural shift towards delivery across African governments.

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For more information on the ADX annual event and delivery mechanisms in Africa, contact Eden Getachew, Head of Centre of Government and Delivery Practice at TBI; [E.Getachew@institute.global](mailto:E.Getachew@institute.global)

To learn more about the success of delivery mechanisms across Africa and the lessons learnt from the professionals across 22 African countries, check out the [videos from the ADX 2020 event](#)

# Annex 1: Africa Delivery Exchange (ADX) Programme

24<sup>th</sup> – 25<sup>th</sup> November 2020

## DAY 1: TUESDAY 24<sup>TH</sup> NOVEMBER 2020

|                                   |   |
|-----------------------------------|---|
| <b>SESSION 1</b><br>[Time in EAT] | <b>Presidential Summit</b><br>Moderated by Mr Nzioka Waita, Chief of Staff, Executive Office of the President   |
| 12:30 - 12:35                     | <b>Introduction of the Programme and Ground Rules</b>   Mr Nzioka Waita   |
| 12:35 - 12:40                     | <b>Welcome</b><br><b>Introduction to Government of Kenya’s One-Government Delivery Approach</b><br><b>Invitation of His Excellency Uhuru Kenyatta, President of the Republic of Kenya to give the Opening Remarks</b><br>Dr Fred Matiang’i, Cabinet Secretary of the Ministry of Interior and Coordination of National Government |
| 12:40 - 12:45                     | <b>Opening Remark</b><br>HE Uhuru Kenyatta, President of the Republic of Kenya  |
| 12:45 - 12:50                     | <b>Remark</b><br>Dr Akinwumi Adesina, President of the African Development Bank (AfDB)  |
| 12:50 -12:55                      | <b>Government Effectiveness and Delivery</b><br>Mr Tony Blair, Former UK Prime Minister and Executive Chairman of the Tony Blair Institute for Global Change (TBI)  |
| 13:00 - 14:00                     | <b>Leadership Panel Discussion:</b> How can the continent regain momentum on delivery and build resilience for future crises?<br>Facilitated by Mr Nzioka Waita, Chief of Staff, Executive Office of the President  |
| 14:00 - 15:00                     | Break   |
| <b>SESSION 2</b><br>[Time in EAT] | <b>Technical session kick-off and conversation on key delivery principles</b><br>Moderated by Anand Pillai, Director, TBI   |
| 15:00 - 15:05                     | <b>Remark: setting out key objectives and tone of the event</b><br>Mr Simon Mizrahi, Delivery, Performance Management and Results Director, AfDB  |
| 15:05 - 15:15                     | <b>Presentation on the key principles of Delivery</b><br>Ms Eden Getachew, Centre of Government and Delivery Lead, TBI  |

15:15 - 16:00

**Best practice application of delivery principles and key lessons learnt|**

Government Delivery Unit Representatives from Case Countries

**1. Policy Reform and Prioritisation**

**Ethiopia: Managing prioritisation process with multiple actors and interests**

Mr Mamo Mihretu, Head of Policy and Performance Management Unit, Office of the Prime Minister

**2. Planning and Resourcing**

**Senegal: Intensive planning and budgeting process through a delivery lab platform**

Mr Djiby Diagne, Deputy Director General, Bureau Operationel de Suivi du Plan Senegal Emergent (BOS)

**3. Performance Management and Accountability**

**Rwanda: Performance contracts to ensure delivery**

Dr Usta Kaitesi, Chief Executive Officer, Rwanda Governance Board

**4. Delivery Communications and Stakeholder Engagement**

**Kenya: Strategic communications to mobilise support for Big 4**

Eng. (Dr) Karanja Kibicho, CBS, Principal Secretary, Ministry of Interior and Coordination of National Government

**5. Technology as an enabler of Public Service Delivery**

**Sierra Leone: Technology to enhance public service delivery**

Dr David Moinina Sengeh, Minister, Basic and Senior Secondary Education and Chief Innovation Officer for the Directorate of Science, Technology and Innovation

16:00 - 16:45

**Breakout session on the delivery principles and learnings**

**Facilitated by:**

- Anglophone group: Dr Vickie Ndibo; Mr Mathew Nyamwange, GoK-PDU
- Francophone group: Ms Gabriella Kodjo; Mr Donald Bambara, TBI

16:45 - 17:15

**Presentation from each group on key takeaways from the group discussions, Q&A and wrap up of day 1**

Facilitated by Anand Pillai, TBI

**DAY 2: WEDNESDAY 25<sup>TH</sup> NOVEMBER 2020**

**SESSION 3**

[Time in EA T]

**Decentralised delivery**

Moderated by Armand Nzeyimana, Division Manager, Delivery Support and Implementation, AfDB

11:00 - 11:15

**City-level innovations and lessons for African cities|** Example of Buenos Aires City Delivery Unit by Mr Martin Alessandro, international consultant.

11:15 - 13:00

**Decentralised delivery cases from Africa |** Government Delivery Unit Representatives presentation and breakout discussion

**City or sub-national delivery cases**

**1. Gambia: Kanifing Delivers**

Lord Mayor Talib Ahmed Bensouda, Lord Mayor of Kanifing Municipal Council



**2. Sierra Leone: Transform Freetown**

Ms. Yvonne Aki- Sawyerr, Mayor of Freetown

Facilitated by: Dr Vickie Ndibo, GOK-PDU; Mr James Hughes, TBI

**Sectoral delivery cases**
**1. Nigeria: Health Service Delivery**

Dr Priscilla Ibekwe, Deputy Director, Nigeria Centre for Disease Control

**2. Kenya: Agriculture Transformations**

Ms Thule Lenneiyee, Agriculture Transformation Office, Ministry of Agriculture

**3. Ethiopia: Agriculture Transformation**

Mr Khalid Bomba, Ethiopia Agriculture Transformation Agency

Facilitated by: Ms Laura Mutindi, GoK-PDU; Ms Joy Dariye, TBI

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| 13:00 - 13:20                     | <b>Feedback from the breakout discussions and recommendations to the plenary</b><br>Facilitated by Mr Armand Nzeyimana, AfDB            |
| 13:20 - 14:00                     | Break   |
| <b>SESSION 4</b><br>[Time in EAT] | <b>Africa Delivery Units Network (ADN) Governance Structure Adoption</b><br>Moderated by Mr Djiby Diagne, BOS                           |
| 14:00 - 14:15                     | <b>Africa Delivery Units Network (ADN): Presentation on governance organs and coordination structure options</b>   Mr Djiby Diagne, BOS |
| 14:15 - 15:00                     | <b>Brainstorm and Q&amp;A on ADN Governance Options</b><br>Facilitated by Mr Mathew Nyamwange, GoK-PDU                                  |
| 15:00 - 15:45                     | Break   |
| <b>WRAP-UP</b>                    |   |
| 15:45 - 16:30                     | <b>Event Wrap-up and Closing Remark</b><br>Andrew Wakahiu, Secretary President's Delivery Unit, Kenya                                   |