



Case Study (40-50 Min)

Republic of Anywhereland

The 2E threat

Background

The Ministry of Infrastructure Development (MoID) is a large public sector entity responsible for planning and executing national infrastructure projects, including roads, railways, bridges, and Government of Anywhereland (GOA) buildings.

Over the last 2 years, the Ministry has faced severe criticism from,

-) The public, due to delays in project completion and poor infrastructure quality
-) Parliament, due to irregularities in procurement and financial reporting
-) The Auditor General, due to unresolved audit queries and weak internal controls
-) Civil society organizations, citing lack of transparency and unethical conduct
-) Wastage of resources
-) Non-alignment of the operations to the Ministry strategy and the National vision

Key Issues Identified include:

-) No clear accountability mechanisms or performance tracking systems
-) Poor data
-) Lack of transparency and non-disclosure of reports
-) Ethical breaches in procurement, including conflict of interest and nepotism
-) Decisions made without stakeholder consultation or evidence-based planning
-) Abandoned and incomplete projects
-) Cost overruns of up to 300% for some projects
-) Community dissatisfaction
-) Lack of VfM
-) Ineffective and inefficient ministry
-) Donor withdrawals
-) Arrogancy exhibited by senior ministry staff.



Scenario A: The allegation

The Auditor General and the public alleges that the Ministry is ineffective and inefficient.

Discussion Questions

1. Discuss why efficiency is often harder to achieve in the public sector than in the private sector.
2. Demonstrate what the ministry should do to become efficient.
3. Discuss the principles of effectiveness. Can a public project be efficient but not effective? Give examples.

Scenario B: The Presidential Appointment

The **President appointed a new PS, Mr. Salim Abdikadir**. Mr. Abdikadir has built his reputation as an ethical and effective leader who delivers. He is known for his discipline and commitment to the National Vision. The President gave him two years to turn around **MoID** or face the 'sack' and major budget cuts.

When he took over, he found the following;

-) Projects started without feasibility studies
-) Lack of clear outcome targets
-) Contractors paid without deliverables
-) Annual budget cycles with "use-it-or-lose-it" pressure
-) Poor coordination between the National and regional teams

Mr. Abdikadir introduced a Results Delivery Unit (RDU) inside the Ministry with support from the President's and the Prime Minister's Offices. His goal is to enforce principles of efficiency and effectiveness. He also created delivery units at the Ministry's agency and departments. The delivery units are coordinated at his office, which is aligned to the National Central Delivery Unit at the PM's office.

Discussion Questions

4. Discuss the common causes of failure in public sector projects.
5. Demonstrate how public sector leaders and managers can institutionalize efficiency.
6. Discuss what public sector institutions should do to ensure effectiveness and delivery of results.



Scenario C: The reforms

Mr. Abdikadir and his team identified six critical drivers for improving efficiency and effectiveness. The drivers included;

- i. Leadership , Good governance & Accountability
- ii. Data driven Performance Management
- iii. Citizen participation in Decision making
- iv. Engaged and competent Human capital
- v. Institutional Coordination
- vi. Innovation and ICT

Mr. Adbikadir 4-Step Reform Model:

- a) Assess – Rapid institutional assessment
- b) Design and Develop -Focus on a few flagship reforms, Develop results-based action plans
- c) Implement and Sustain – Set delivery timelines, assign roles, Institutionalize reforms
- d) Validate, Monitor and Evaluate

Discussion Questions

7. Given the context of your organisation, discuss **other drivers** necessarily for improving public sector efficiency and effectiveness.
8. Discuss how the organisation can activate the drivers.
9. Discuss what makes a reform model succeed in the public sector.
10. Which of the drivers is the weakest in your own institution? What can you do about it?
11. What one or two practice from this case can you apply immediately in your, organisation?