

GOVERNANCE WEEK (Feb 2020)

Fostering Smart Collaboration Between Public
and Private Sector

RHYMIN & PARTNERS

*We help individuals and businesses
become more productive*

AGENDA

*A case for smart
collaboration and see
why it is part of good
project governance*

The Story

The Learnings

Ideas moving forward

RHYMIN & PARTNERS

We help individuals and businesses become more productive

INTRODUCTION

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About RhymIn & Partners

RHYMIN & PARTNERS

COACHING AND CONSULTANCY

We help individuals and businesses become more productive.



Millions trained globally.
Certified Trainers since 2014.
Brunei Darussalam
and Malaysia.



Millions trained globally
as well as Brunei Darussalam



Since 2019
Trained EGNC
Pragmatic & Practical



Since 2017
>70,000 downloads
Reduce waiting time
Saves 1000 mandays/mth

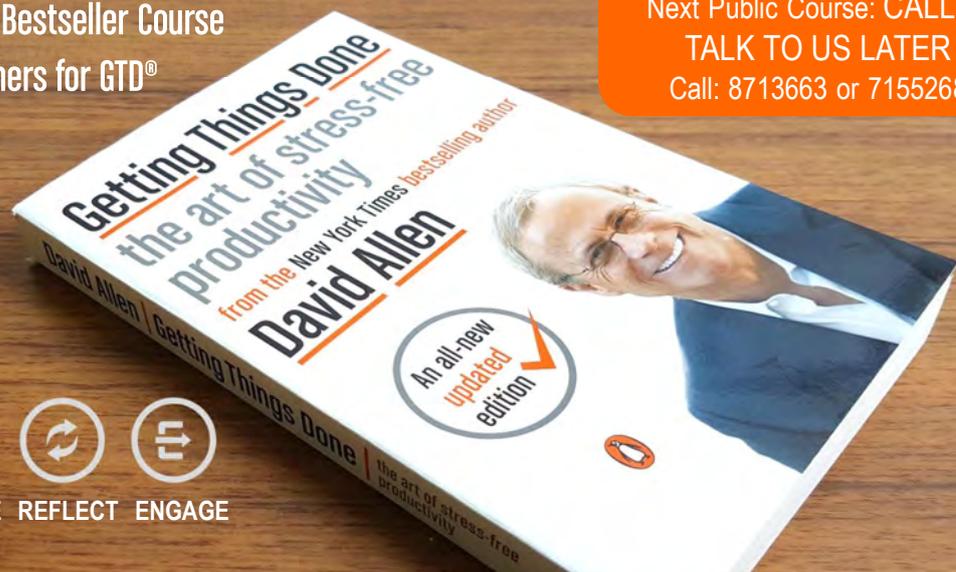
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Over 2 million copies sold globally
International Bestseller Course
Certified Trainers for GTD®

Achieve More with Less Stress

Next Public Course: CALL or
TALK TO US LATER
Call: 8713663 or 7155268



FIVE STEPS OF GTD®



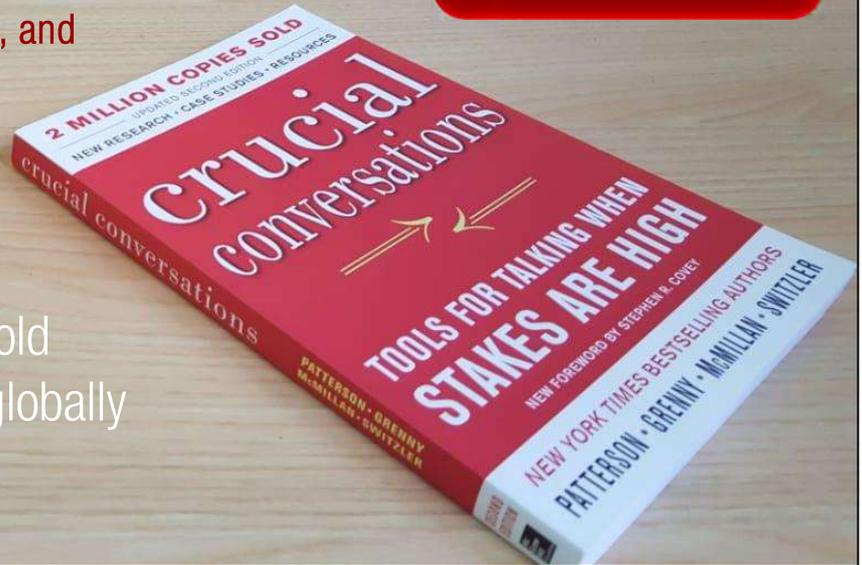
CAPTURE CLARIFY ORGANIZE REFLECT ENGAGE

Your mind is for having ideas, not holding them - David Allen

Crucial Conversations

Learn skills for communicating when the stakes are high, opinions vary, and emotions run strong.

New York Bestseller
Over 4 million copies sold
Over 2 million trained globally



GET UNSTUCK

Next course: CALL
Or TALK TO US LATER
Call: 8713663 or 7155268

10 Steps to Practical Business Process Improvement

Stay Relevant

Next course: CALL
Or TALK TO US LATER
Call: 8713663 or 7155268

 Pragmatic approach to business process improvement with hands-on activities.

 Stay Relevant in the face of 4IR

Business Process Improvement

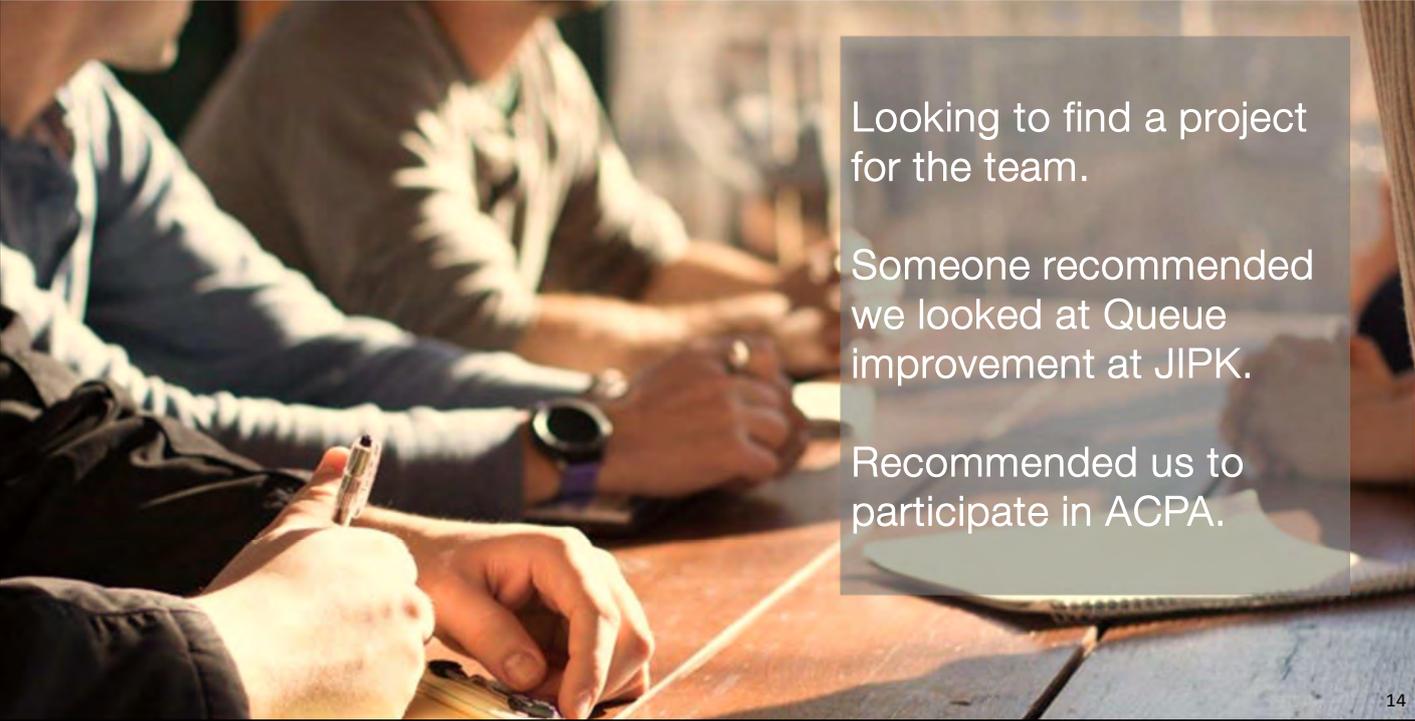
- 1 Develop Process Inventory
- 2 Establish Foundation
- 3 Draw Process Map (as-is)
- 4 Estimate Time And Cost
- 5 Verify The Process Map
- 6 Apply Improvement Techniques (to-be)
- 7 Create Controls And Metrics
- 8 Test And Re-work
- 9 Implement The Change
- 10 Drive Continuous Improvement

The Story begins...

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*We help individuals and businesses
become more productive*

The Story begins a few months before ACPA 2016



Looking to find a project for the team.

Someone recommended we looked at Queue improvement at JIPK.

Recommended us to participate in ACPA.



Problem:

Waiting time was too long even with the conventional queue system

Solution:

Review the whole process



Jimatkan Masa

Elakkan masa menunggu yang lama
Gunakan QueUp

Gathered Statistics

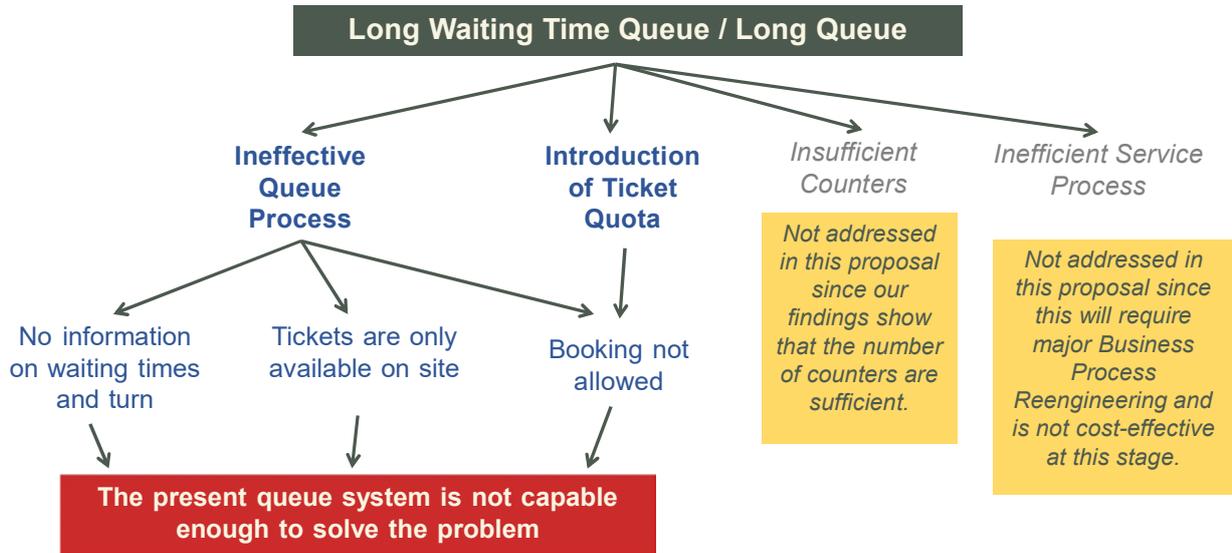


Waiting Times are too long !!!

Number of Counters are sufficient

	A	B	C	D
Average Waiting time	xx min	xx min	xx min	109 min
Average Service Time	x min	x min	x min	9 min
Number of Counters opened (max)	7	7	6	9
Transactions per month (<i>actua</i>)	xxxx	xxxx	xxxx	6,719
Maximum capacity per month* for the counters	xxxx	xxxx	xxxx	Xxxx

Conducted a simple Root Cause Analysis



Propose a BOLD APPROACH to the ACPA judges

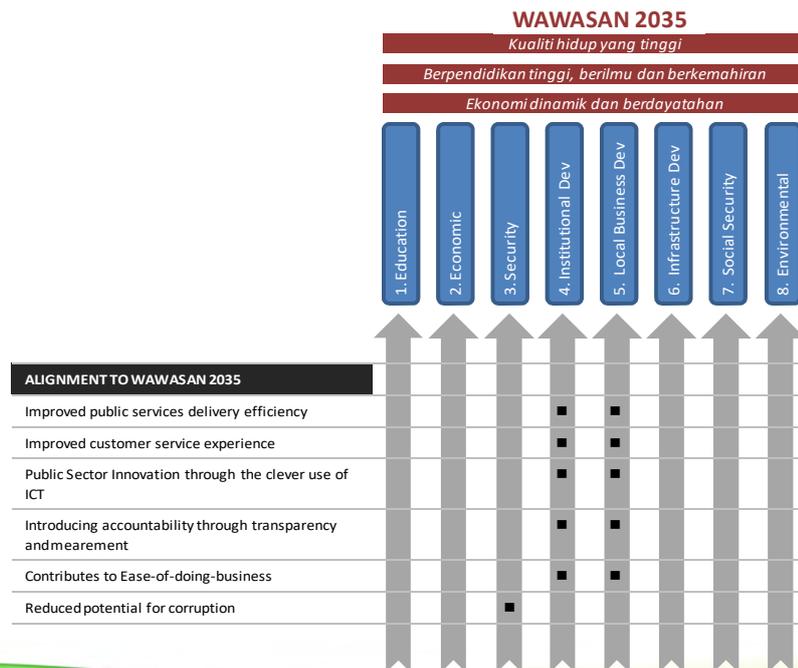
Introduce a new system that has the following characteristics:

- Capitalise on high mobile penetration rate (130%) by making it as a mobile application on Android and IOS
- Use cloud
- Capable of handling high volume, allowing for booking and walk-in.
- Apply some of our IP

PROPOSED:
Reduce waiting times to less than 30mins.

50% - 65%
REDUCTION

Sejajar dengan Wawasan Negara



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IMPACT

For Customers

- Reduce waiting time
- Convenience
- No need to come early at 6am for tickets
- Notification
- Transparency

For Government of Brunei Darussalam

- Domino effect - saving time to employees
- Potential PPP project and Local Business Development
- Ease of Doing Business

For the Implementing Agency

- Maximise counter productivity
- Monitor processing time
- Collect statistics
- Improved workflow

For us

- Local business development.
- Hiring of locals
- Opportunity to market to private sectors and abroad

Anticipated the Challenges and Risks

Potential Weak adoption

- Allow for special customers
- Allow for walk-in
- Allow for booking

Not all using mobile phones

- Allow for special customers
- Allow for walk-in
- Online booking

Buy-in from Department

- Awareness on the benefits
- Active guidance
- Support from leaders
- Tied to KPI/3PSA

ANUGERAH CEMERLANG PERKHIDMATAN AWAM 2016



Receiving Award from
His Majesty the Sultan and Yang DiPertuan Negara Brunei Darussalam
for Anugerah Cemerlang Perkhidmatan Awam 2016

Prototype

- Engaged a local technology partner to do our design, turning idea into reality within 3 - 4mths
- No external funding



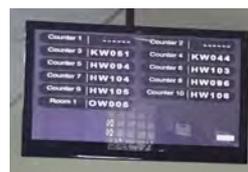
Tablet-based Ticket Kiosk with barcode scanner



PC-based Ticket Kiosk with barcode scanner



TICKET KIOSK SCREEN



Timely announcement by Minister

Borneo Bulletin, Friday 10 March 2017

Homepage

New measures to reduce long queues at immigration department

| ROKIAH MAHMUD |

YB PEHIN Orang Kaya Seri Kerma Dato Seri Setia (Dr) Haji Awang Abu Bakar bin Haji Apong, the Minister of Home Affairs, said that his ministry will support efforts for a leadership course involving Legislative Council (LegCo) members.

The minister was responding to a suggestion made by YB Haji Ramli bin Haji Lahit, a member of LegCo and Penghulu of Mukim Telisa on the fourth day of the 13th LegCo session, for the establishment of a leadership course which could further define their respective roles and duties as members of mukim and village consultative councils.

The minister also announced that the Immigration and National Registration Department will be open on Fridays, for a more effective management of long queues and waiting hours.

The department will also have a pre-booking option for members of the public, along with the addition of new registration counters to assist the new system.

"The department has analysed statistic trends for those applying or renewing their passports, identification cards (IC) and so on," said the minister. "The trends show a hike in numbers during school holiday season, especially in December.

"Therefore, aside from the pre-booking option, the department will also provide a fast-lane track counter for senior citizens and children under age of five, for passport applications or renewal."

YB Pehin Orang Kaya Seri Kerma Dato Seri Setia (Dr) Haji Awang Abu Bakar bin Haji Apong, the Minister of Home Affairs, at the fourth day of the 13th LegCo session

Knowledge Sharing Session

Knowledge Sharing session held by MANAGEMENT SERVICES DEPARTMENT to share project papers and proposal papers that have potential to become references as BEST PRACTICES in respective departments and ministries.

We showed a mock-up.



The Pilot Trial



They were partially convinced that this will have an impact and decided to do pilot trial for 3 months.

They provide excellent review and gave constructive feedback. Advised the public about the pilot trial. Create awareness.

We provided on-the-ground support for 7 days.

QUEUP

Excellent! I cannot believe this!

I do not have to come at 6am just to queue for a number.

I used the queup app for my appointment today !! simply awesome got my work done in 10 minutes gr8 job by the team tq very much

It has saved me precious time and has been very convenient for the public. Well done!

Impressed

I AM impressed with the 'Smart Q' system, a smart queuing system that features the 'QueUp' mobile application that allows users to track the number of bookings available for IC applications in hourly slots that are updated live.

Oh, we should have had this 3 yrs ago!

QueUp is a great apps..maybe if you can put all the department under one apps so that we don't have to open various webs to book the que number ie, land transport department and such.

This is good for my business. My employees don't have to queue for hours!

QUEUP

I do not have to come at 6am just to queue for a number.

Impressed

Excellent Feedback from Public – A survey conducted over one week in 2017 has shown very good feedback with a Net Promoter Score (NPS) of over 80%.

Bilangan respon yang diterima 167

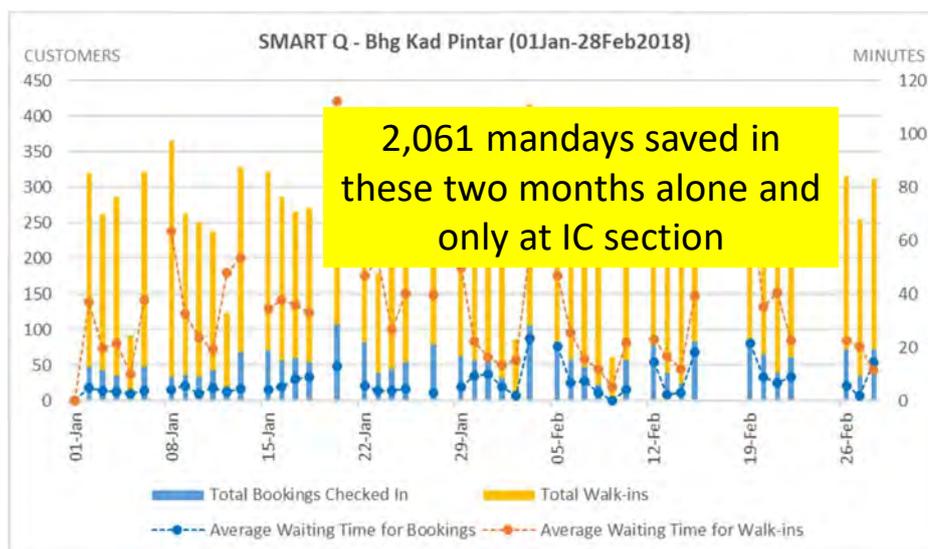
Kajiselidik 'booking' melalui Aplikasi QueUP	Respon "Y"	Respon "N"
Adakah awda menyukai kaedah tempahan (<i>booking</i>) melalui aplikasi QueUp ini?	87%	13%
Adakah awda mengesyorkan kaedah tempahan (<i>booking</i>) menggunakan aplikasi QueUP kepada orang lain?	83%	17%

What was really achieved?

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Time Savings for Public. Positive Behavioral Change.



Customers in period:
11946 == 272/day

Percentage of Booking:
18%

Avg waiting time (booking):
8.7 min *109 min*

Avg waiting time (walk-in):
35.4 min *109 min*

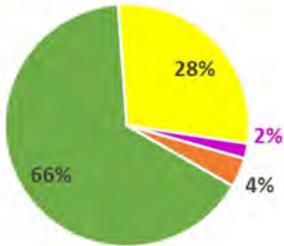
Avg Serve time:
10min

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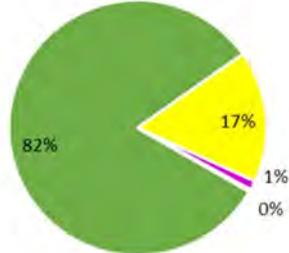
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Provide statistics for further analysis (and TPOR)

Pelanggan 'walk-in'



Pelanggan 'booking'



■ HIJAU ■ KUNING
■ UNGU ■ LAIN-LAIN

BOOKING (1Jan to 28Feb)

	HIJAU	KUNING	UNGU	Lain-Lain
NEW	xxxx	xxxx	xxxx	--
RENEWAL	xxxx	xxxx	xxxx	xxxx

WALK-IN (1Jan to 28Feb)

	HIJAU	KUNING	UNGU	Lain-Lain
NEW	xxxx	xxxx	xxxx	
RENEWAL	xxxx	xxxx	xxxx	xxxx

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Other Achievements

✓ Fast Installation – within 1 to 7 days.

✓ Getting local product give more value to nation:

- In-country spend of 80% versus about 20% for international product

✓ Now available at:
Ministry of Home Affairs
Ministry of Transport and Infocommunication
Ministry of Health

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Learnings from QueUp

In the context of Smart Collaboration

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Smart Collaboration

The success of the project hinges on smart collaboration

Jabatan Imigresen dan Pendaftaran Kebangsaan



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Smart Collaboration – JIPK Perspective

JIPK maximized the impact by choosing to collaborate smartly. This is in line with best practices on **change management plan** and **communications plan**

Collaborate with Private Sector - Many good ideas come from either side.

- Asking for ideas
- Pilot Trial
- Run survey to gather constructive feedback and responsiveness.
- Collaboration to promote awareness
- Supporting frontliners (counter agents) and giving feedback
- Introduce change tactfully for both internal and external stakeholders

Collaborate with Public Sector

- Awareness campaign through media.

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Smart Collaboration – R&P Perspective

From R&P perspective, smart collaboration is also the key to success.

Collaborate with Public Sector

- Collaboration with JIPK (as per previous slide)
- Look for new Bruneian talent to develop

Collaborate with Private Sector

- Skills are not plentiful – work with others.
- Develop own set of skills. Hire and train.
- Funding (if needed)

Project Governance

- Coming up with **Communications Plan** and **Change Management Plan** is good project management practice.

STRATEGY ----- *Strategy Execution* -----> **Organisational Results**

What is missing here?

PROJECTS ----- *Project Execution* -----> **Projects Delivery/Outcome**

PROJECTS PROJECTS
PROJECTS PROJECTS
PROJECTS PROJECTS

Projects Delivery/Outcome
Projects Delivery/Outcome
Projects Delivery/Outcome
Projects Delivery/Outcome
Projects Delivery/Outcome

STRATEGY ----- *Strategy Execution* -----> **Organisational Results**

PROJECTS should be aligned
to overall strategy

PROJECTS should be
managed effectively

PROJECTS ----- *Project Execution* -----> **Projects Delivery/Outcome**

PROJECTS PROJECTS
PROJECTS PROJECTS
PROJECTS PROJECTS

Projects Delivery/Outcome
Projects Delivery/Outcome
Projects Delivery/Outcome
Projects Delivery/Outcome
Projects Delivery/Outcome



Project Governance Role

- Steering, prioritization
- Setting the Terms of Reference (Roles and Responsibilities)
- Making decision, authorization
- Oversight and Review (e.g. stage gate)

Project Lifecycle

- INITIATING
- PLANNING
- EXECUTING
- MONITORING AND CONTROLLING
- CLOSING

Establish the Project Management Office and defining its roles including

- Coordination
- Quality control
- Support
- Enterprise-wide Progress tracking
- Communication and stakeholders management

Project Management Framework
Set of Practices, Process, tasks to follow and tools to use throughout the project lifecycle (initiation, planning, execution, Monitoring and controlling, Closure).

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The PMO is responsible for key activities that are critical to the success of a change program

Program design and coordination

- Set up governance structure
- Develop baseline and targets
- Define overall timeline, milestones
- Set agenda for senior meetings
- Facilitate cross-team meetings and issue resolution

Quality control support for initiative teams

- Support initiative planning
- Manage program initiative portfolio
- Help develop milestones, KPIs
- Test initiative plans for rigor
- Coordinate HR and Finance support for initiative teams

Program-wide view of progress, issues, and interdependencies

- Establish and manage program tracking
- Provide consistent, program-wide views of progress
- Define project interdependencies
- Address or elevate issues or deviations from plan

Communication and stakeholder management

- Identify key stakeholders and manage concerns
- Provide clear program updates
- Capture findings and share across initiative teams
- Ensure continuing leadership alignment

Pontema

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Ideas for the Future

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1 Smart Nation = Smart People + Smart Process + Smart Technology



There is a fine line between
Governance and Bureaucracy

2 Be pragmatic and constructive

Smart Collaboration – Ideas to Explore

Collaborate with private sector

- Seek innovative ideas
- Propose weekly sharing session
- Create meaningful projects
- Engage innovators e.g. pilot trial, etc

Collaborate with other agencies

- Seek ideas that work for others
- Approach it from Whole-of-government approach
- Learn from other Government

Instill good project governance

- Steer
- Decision Making
- Oversight
- Project management framework
- Project reporting

The full story revisited

The idea



The pilot

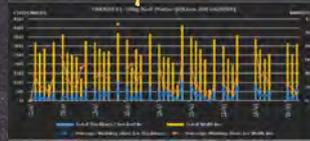


Success

The prototype



The Improvement



Smart collaboration with stakeholders is certainly a key factor

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Call to Action

Re-look into your present project and see how you would improve some of it by improving **collaboration** and **governance**

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Thank you

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