

# Delivery System Analysis

---

## What is a Delivery System?

A Delivery System is a network of organizations involved in the delivery of a given outcome(s) to the public.

Relationships in the network may...

- be horizontal or vertical
- range from delivery partnerships to contributing partnerships to enabling partnerships
- be characterized by the transfer of money, goods, services, influence, etc.
- be based on a range of foundations including legislation, contracts, influence, shared purpose, memoranda of understanding, personal relationships, or political authority
- include organizations from the public, private and non-profit sector



## How does a Delivery System Analysis work?



### Map the system

- *Identify key actors and responsibilities*
- *Chart relationships between actors*
- *Note key cycles or deadlines that affect the system*



### Analyze the current state

- *Identify gaps, barriers, and best practices in the system*
- *Identify additional resources or levers that could address existing challenges or disseminate solutions*



### Develop strategies for improvement

- *Communicate discoveries from analysis with key actors*
- *Build consensus around goals and strategies to develop sustainable solutions*
- *Develop metrics for ongoing feedback to ensure accountability and to track progress*

# Conducting a Delivery System Analysis Workshop

## PREPARING FOR WORKSHOP

Determine ideal participant mix (cross-section across organizational branches, funding streams, and services)

Develop an agenda that is realistic for the process complexity and participant mix

Gather all necessary materials and select appropriate location/room

## RUNNING THE WORKSHOP

Brainstorm: *Who does the delivery system involve?*

Consensus Building: *Who are the key actors?*

Define Relationships: *How do the actors interact?*

Review and Reflect: *Where are the gaps & opportunities?*

## CAPTURING OUTPUT

Document the map and the visual thought process

Verify with the mapping team, users, and other stakeholders that the map accurately captures the delivery system

## 1. Brainstorm: *Who does the delivery system involve?*

---



The first part of building the delivery system map is to brainstorm all of the actors that are involved in the process.

This may include government offices, businesses, non-profit organizations, individuals or groups. Actors may vary across hierarchy (headquarters vs. regional branches), geography, etc.

## 2. Consensus Building: *Who are the key actors?*

---



After identifying all the actors involved, identify those actors who are critical to the delivery of outcomes.

Individuals with an understanding of one part of the process may gain new insights on the overall delivery system as they note which actors others feel are critical.

### 3. Define Relationships: *How do the actors interact?*

---



Once the key actors have been identified, the group can begin to define the kinds of relationships that exist within the system and begin to chart the kinds of relationships that connect actors.

Types of relationships may include services, funding streams, policy levers or types of influence, management structures (parent and subsidiary), or others as appropriate. You may also note major deadlines or timing cycles that affect decision making.

## 4. Review and Reflect

---



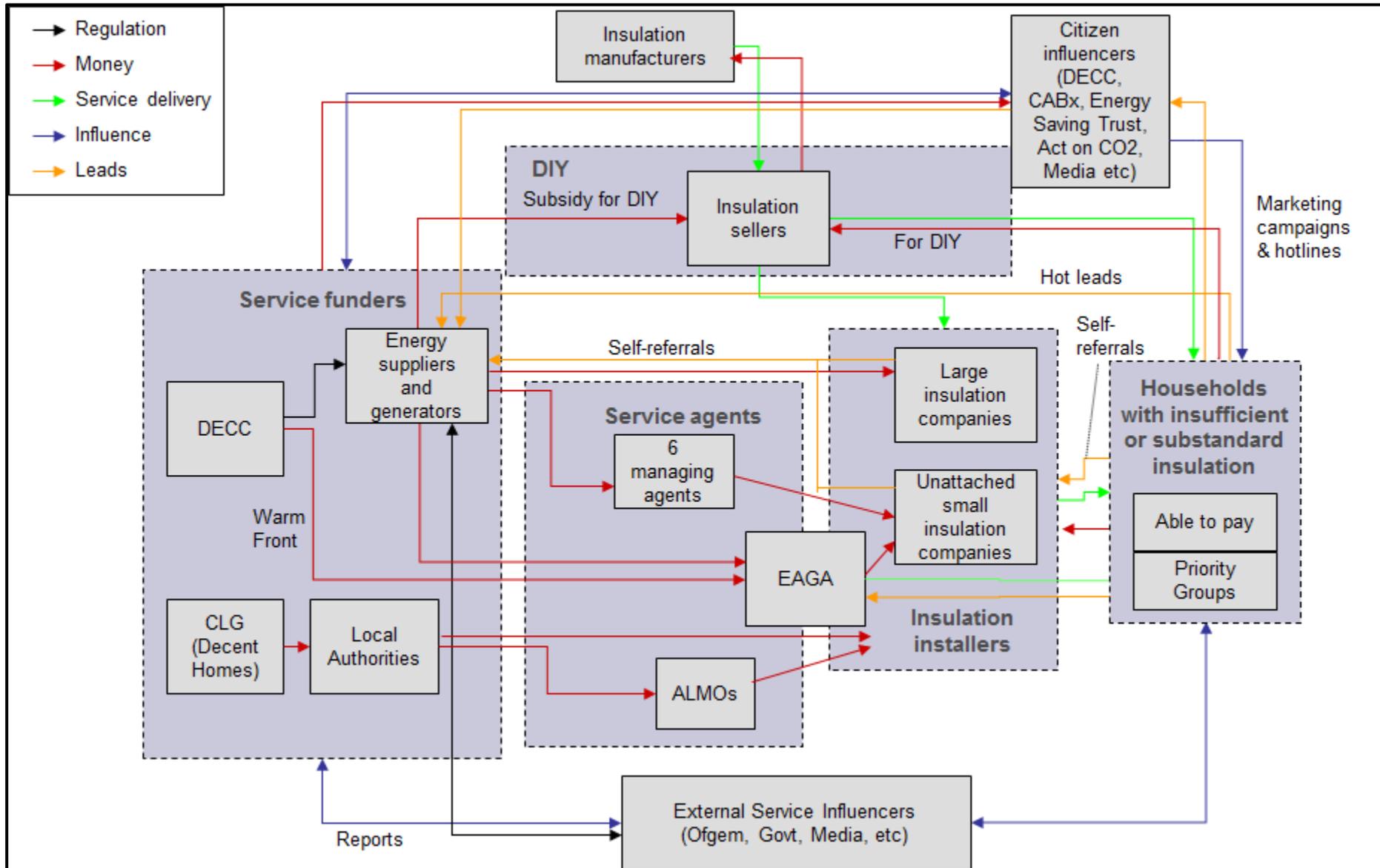
The group will step back and share new insights gained through the mapping process. Insights may include expanded knowledge about a particular actor or segment of the delivery system, or a deeper comprehension of the process in its entirety.

This is also the time to identify any gaps and opportunities that need to be addressed. One opportunity may be identifying that which is working and scaling it throughout the system.

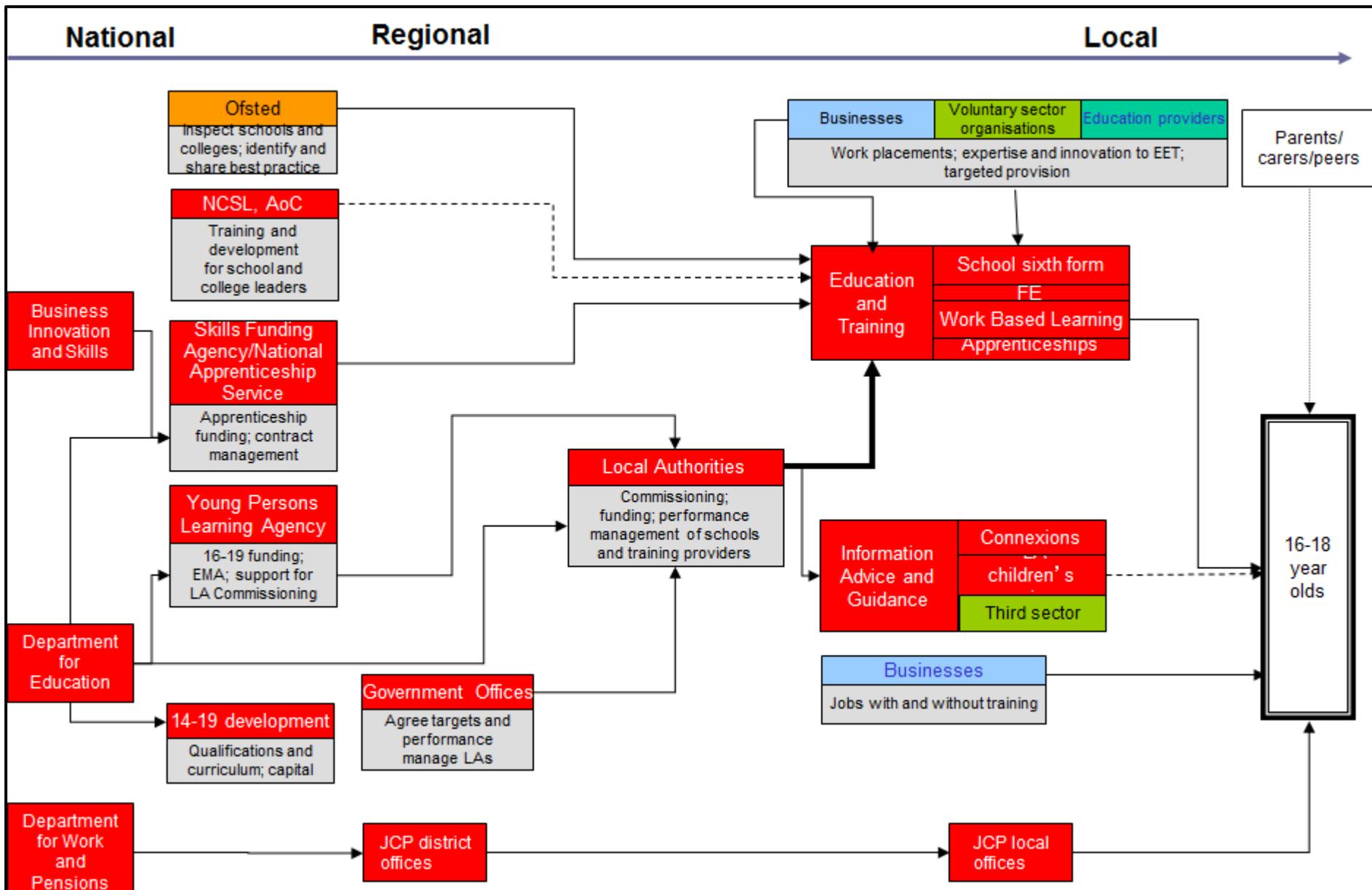
# Sample Delivery System Maps

---

# Household Energy Efficiency Delivery System



# 16-18 Year Old Education, Training and Employment Delivery System



# Personnel Security, Suitability and Credentialing Delivery System

