



# How to Run a Government

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**CLTF**

18 September 2017

# We've learned about the fundamentals of delivery

1. What are you trying to do?

- Clear priorities
- Specific measurable goals

2. How are you trying to do it?

- Clear practical plans which are regularly updated

3. How, at any given moment, will you know whether you are on track?

- Good, steady, close to real-time data
- Monitoring routines (such as stocktake meetings)

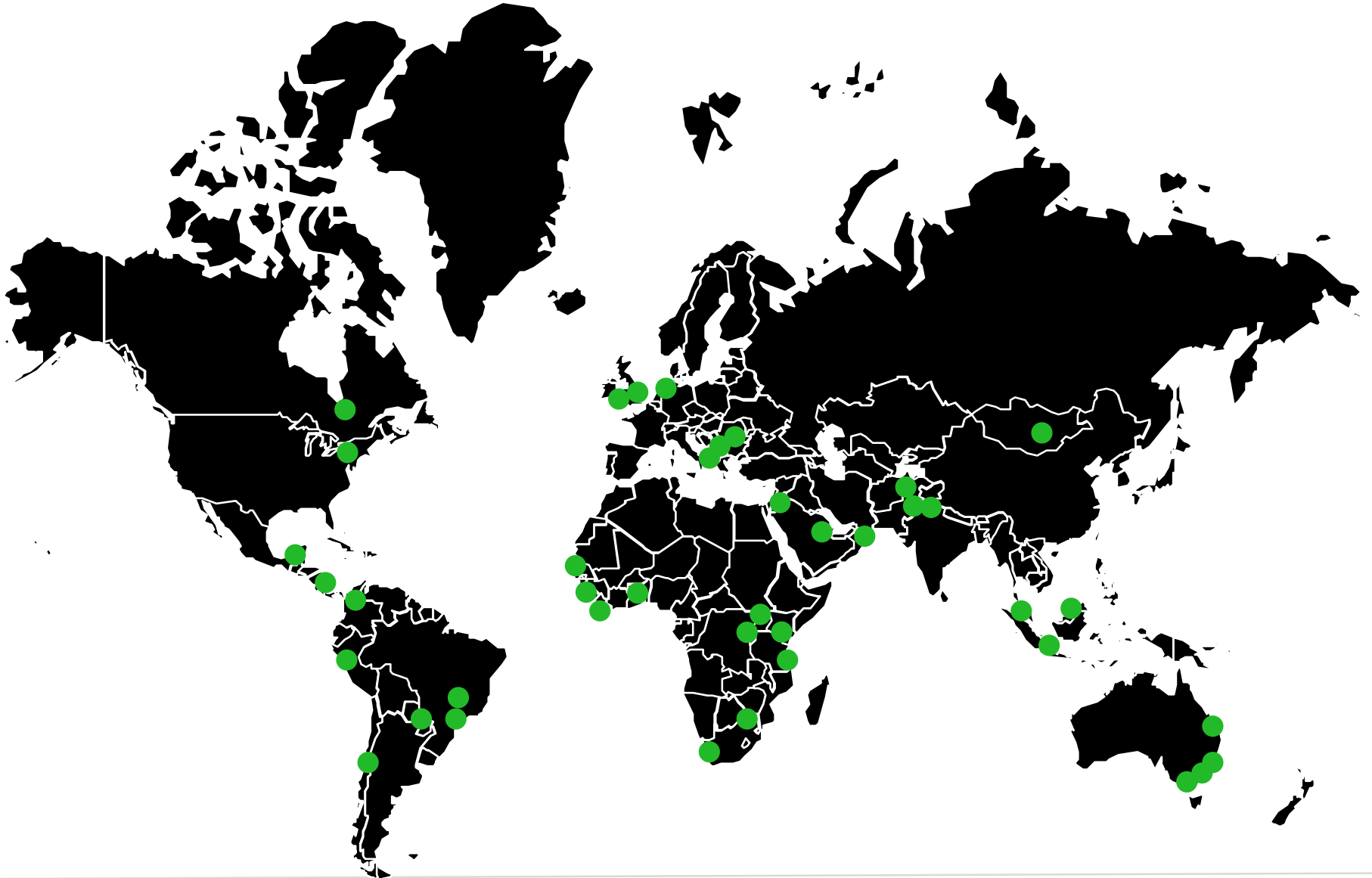
4. If you are not on track, what are you going to do about it?

- Agreed actions followed up and refined if necessary
- Never neglect a problem once identified

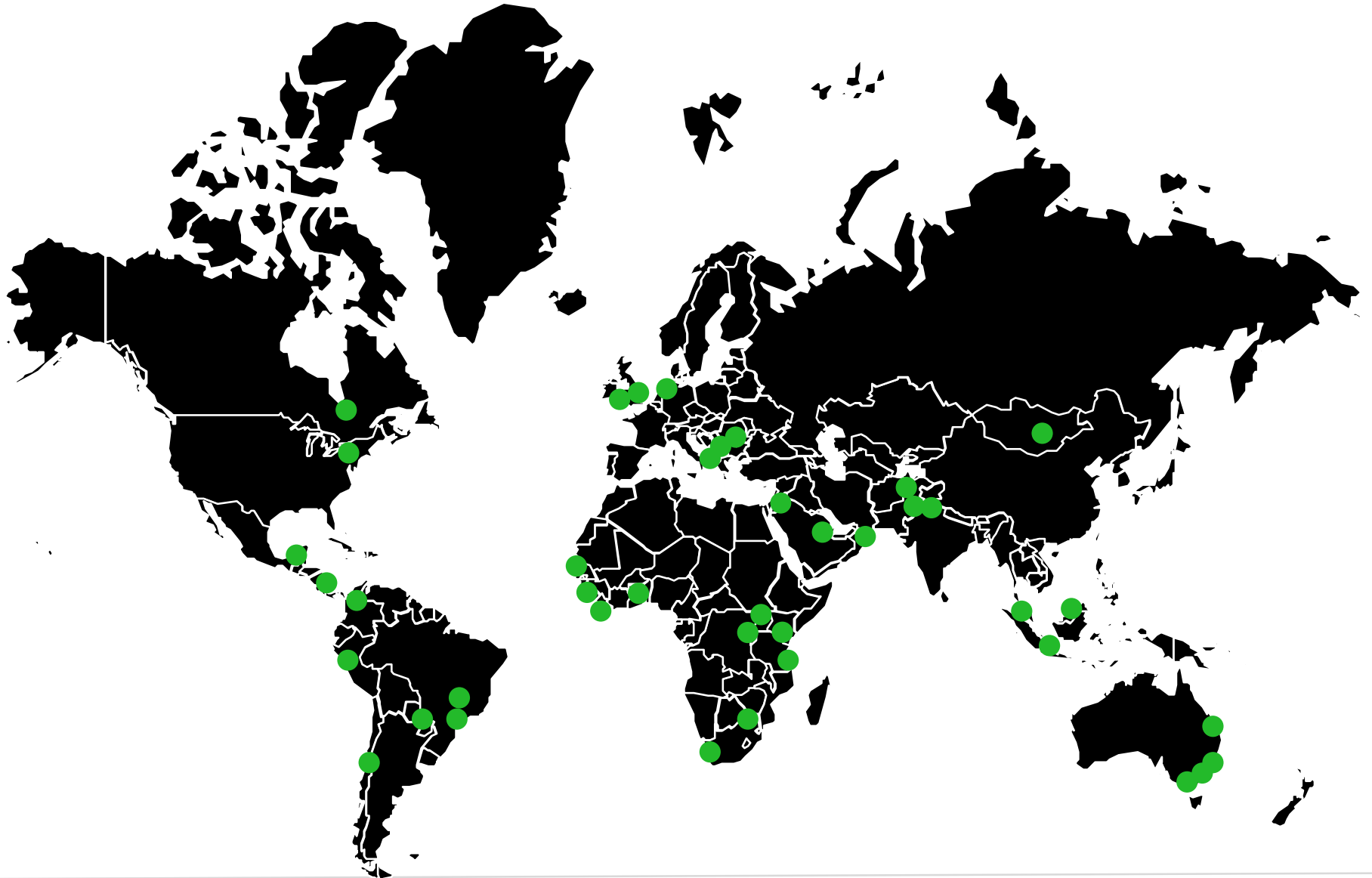
5. Can we help?

- Constant ambition, refusal to give up
- Focus on the goals, no distractions
- Maintaining routines
- Analysis and problem-solving
- Bringing to bear lessons from elsewhere

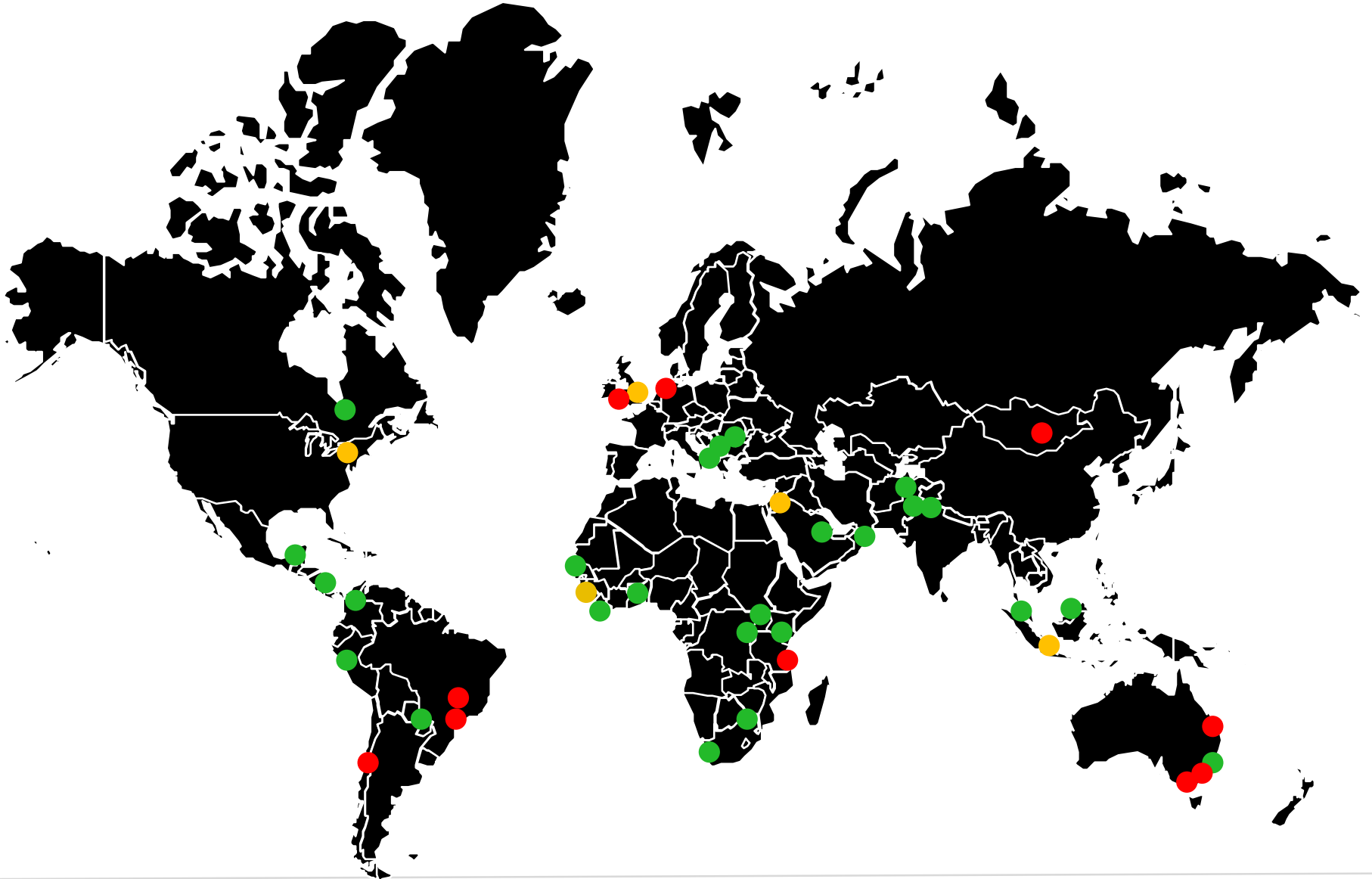
# Many around the world have adopted the approach



# But it hasn't always worked



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# What often happens





The result is a growing phenomenon...





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# **DINO (*n.*): A Delivery Unit in Name Only**

1. Looks good on paper
2. Is announced with great fanfare
3. Accomplishes little



# 6 keys to success

## DINO

## Real Delivery Unit

**Leadership**



The system leader puts the delivery unit in the right place on the org chart

The system leader focuses on impact, dedicates serious time to delivery, and brings others along

**Numbers**



Everything's a priority, and some of them have statistics attached

We obsess about moving a handful of numbers that matter

**People**



We can staff this thing the way we staff everything else in government

We do whatever it takes to get the best people

**Culture**



Delivery is a set of techniques

Delivery is a state of mind

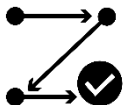
**Routine**



We have pro forma meetings about delivery

The next stocktake is everyone's deadline to make real progress

**Results**



We hope change is happening on the ground

We go and see for ourselves



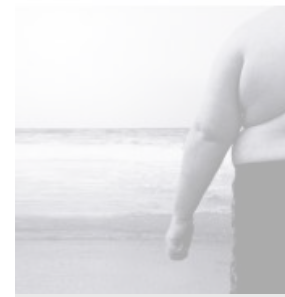
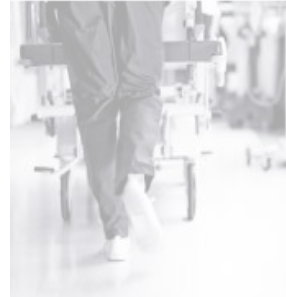
# New South Wales maintained its priorities through a leadership transition

# 8,300

more children meeting reading standards in one year

# 179,000

jobs created in 2 years



81% of patients through emergency departments within 4 hours

Reduce overweight & obesity rates of children by 5% over 10 years

An 8% increase in the proportion of students in top 2 NAPLAN bands

Decrease the percentage of children and young people re-reported at risk of significant harm by 15%

proportion of young people who successfully move from specialist homelessness services to long-term accommodation

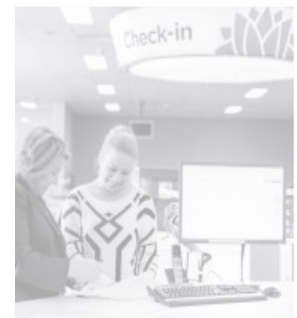
senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the Government Sector in the next 10 years



Reduce the volume of littered items by 40%



90% of housing development applications determined within 40 days



Improve customer satisfaction with key Government services every year, this term of Government



# Brunei obsessed over a few key numbers to move

# Most Improved

on the World Bank's Doing Business Index

# 66%

more businesses started in 2016 vs. 2014

register/incorporate a business

1

Today

obtain electricity connection

78

16

Sep '15

Mar '16

Sep '16

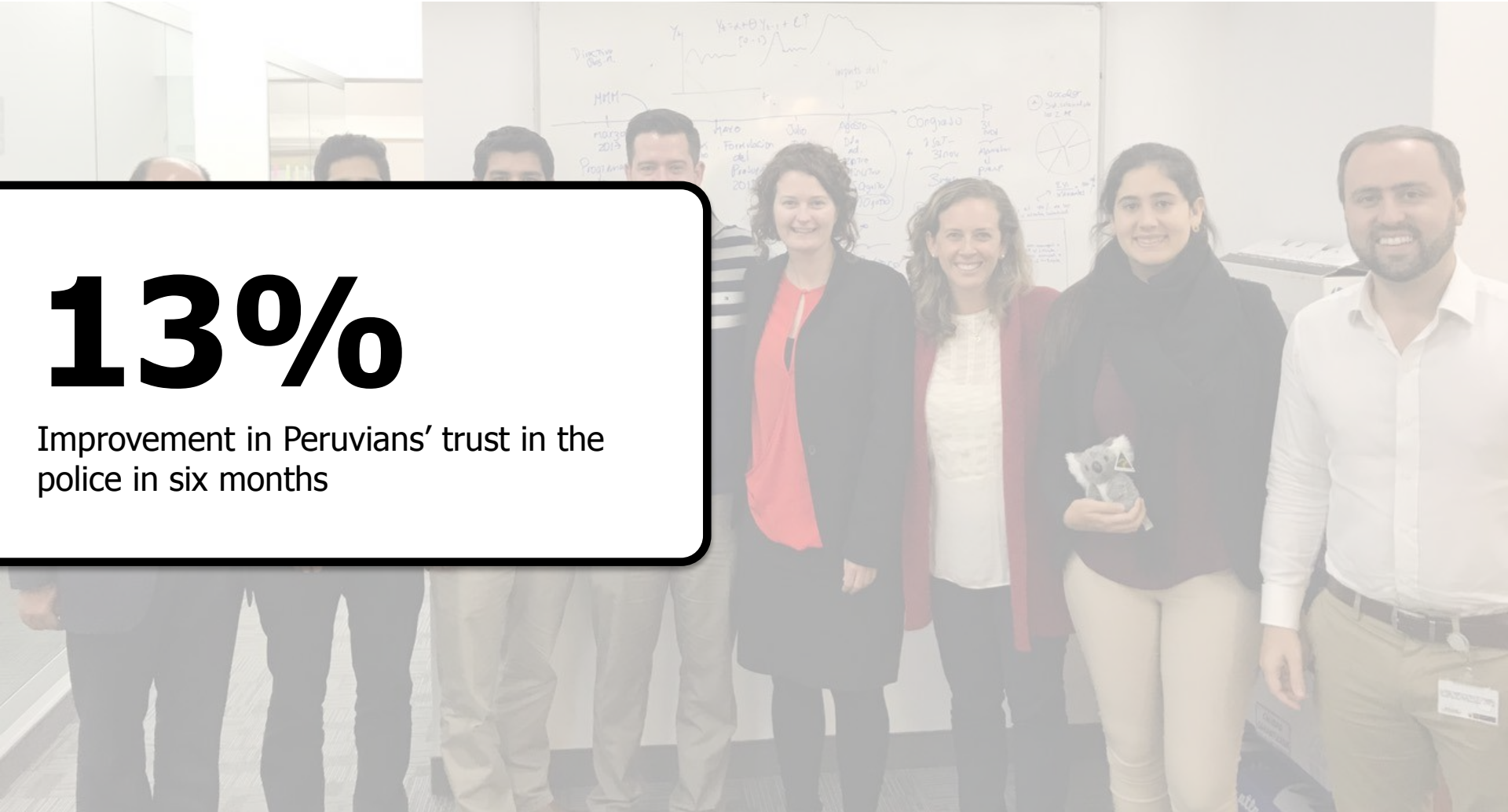


# Peru insisted on getting the very best people from the start



# 13%

Improvement in Peruvians' trust in the police in six months







# Punjab's routines hold everyone accountable

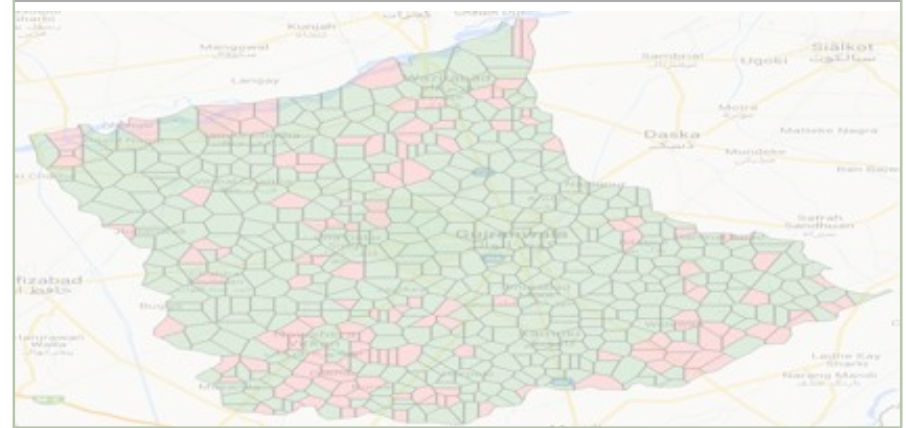
## Android tracking of vaccinator activity



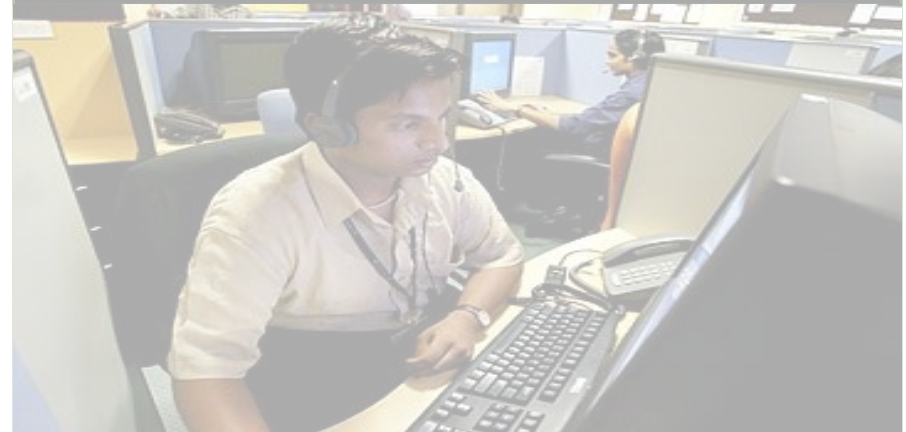
# 46%

more children vaccinated between 2014 and 2016

## Polygons used to measure coverage



## Phone audits to check data



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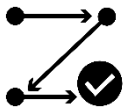
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# Discussion

- Who is responsible for delivering results in your government?
- Are they a DINO, a real Delivery Unit, or something else?
- How do you know?



