How to Run a Government

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

Source: Gold, “Tracking Delivery,” 2017
But it hasn’t always worked

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What often happens
The result is a growing phenomenon...
The result is a growing phenomenon...

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

<table>
<thead>
<tr>
<th>Key</th>
<th>DINO</th>
<th>Real Delivery Unit</th>
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<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>The system leader puts the delivery unit in the right place on the org chart</td>
<td>The system leader focuses on impact, dedicates serious time to delivery, and brings others along</td>
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<tr>
<td><strong>Numbers</strong></td>
<td>Everything’s a priority, and some of them have statistics attached</td>
<td>We obsess about moving a handful of numbers that matter</td>
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<tr>
<td><strong>People</strong></td>
<td>We can staff this thing the way we staff everything else in government</td>
<td>We do whatever it takes to get the best people</td>
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<td><strong>Culture</strong></td>
<td>Delivery is a set of techniques</td>
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<td><strong>Routine</strong></td>
<td>We have pro forma meetings about delivery</td>
<td>The next stocktake is everyone’s deadline to make real progress</td>
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<td><strong>Results</strong></td>
<td>We hope change is happening on the ground</td>
<td>We go and see for ourselves</td>
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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

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

Source: Government of New South Wales
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

Source: World Bank; Registry of Companies, Ministry of Finance, Brunei
Peru insisted on getting the very best people from the start.

13%
Improvement in Peruvians’ trust in the police in six months.

Source: ENAHO (INEI) 2016
Punjab’s routines hold everyone accountable

Android tracking of vaccinator activity

Polygons used to measure coverage

Phone audits to check data

46% more children vaccinated between 2014 and 2016

Source: MICS, PDHS, Punjab Health Survey 2016
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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?
Delivery Associates