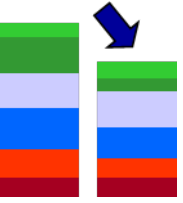


International experience in supporting institutions to move from process-focus to outcomes-focus

Donald Macrae

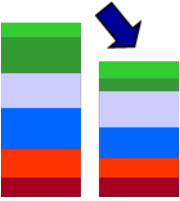
13th February 2025, Vilnius



Speaker Bio – Donald Macrae

- His first career (1975 – 2007) was as a government lawyer in the UK, rising to Director General grade, with 200 lawyers working to him in the Dept for Environment, Food and Rural Affairs. He was a pioneer of the UK's Better Regulation agenda.
- Having worked in nine different Ministries, in 2007 he decided to go freelance, rather than move to a tenth. Since then, he has advised over 40 governments in six continents as a consultant on Regulatory Delivery.
- He has mainly worked with the World Bank but also OECD, FAO, EBRD, USAID and DfID.





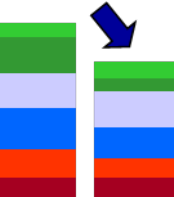
How Much Compliance Do You (Actually) Need?



In 2007, the UK's Food Standards Agency decided that it would be enough if enough food businesses were "broadly compliant".

More specifically, if 75% of food businesses were 75% compliant, the food safety system was working and delivering. That translates into a rating of 3 – 5 in the Food Hygiene Rating Scheme.

In 2024, over 95% of food businesses were scoring 3 or above. Over 75% were scoring the top rating of 5 - <https://www.food.gov.uk/board-papers/local-authority-performance-update>



How Many Inspectors Do You (Really) Need?

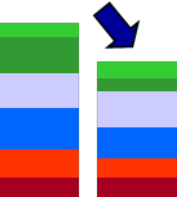


In 2017, the Food Safety Commissioner in New Delhi told me that she had only five Food Inspectors – for a city of over 20 million people.

She used them to respond to Press stories, so that she could always say that she was sending in an inspector.

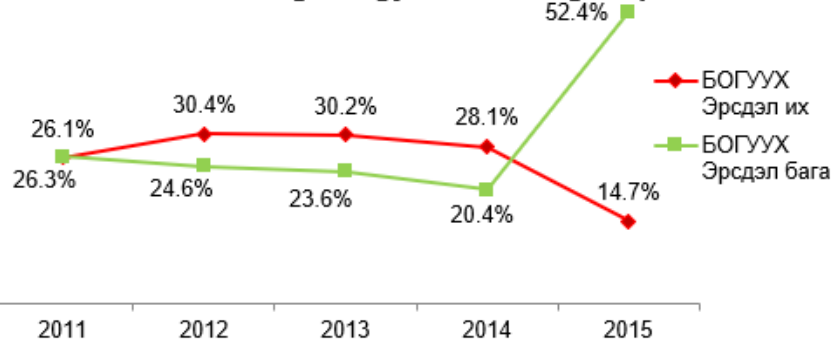
For food safety, she arranged training for 50,000 street traders and worked with Urban Planning to get them electricity, running water and waste management.



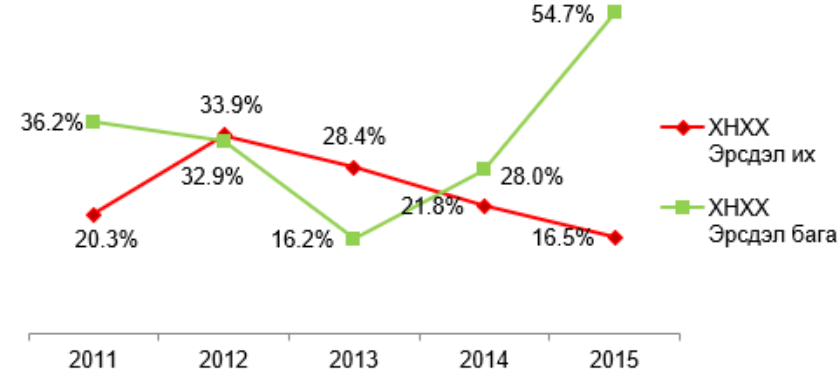


Does Risk-Based Inspection (RBI) Work (Eventually)?

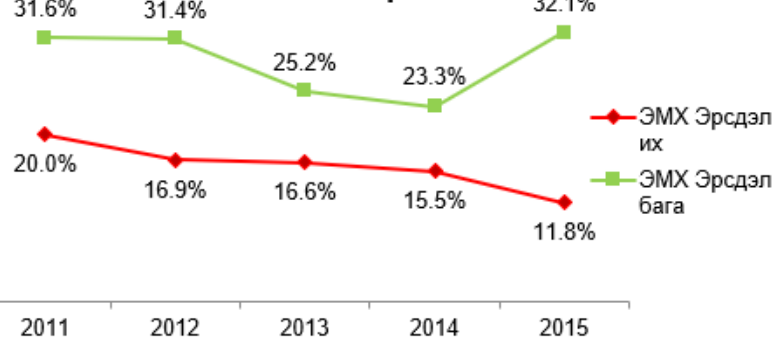
Environment, geology and mining inspection



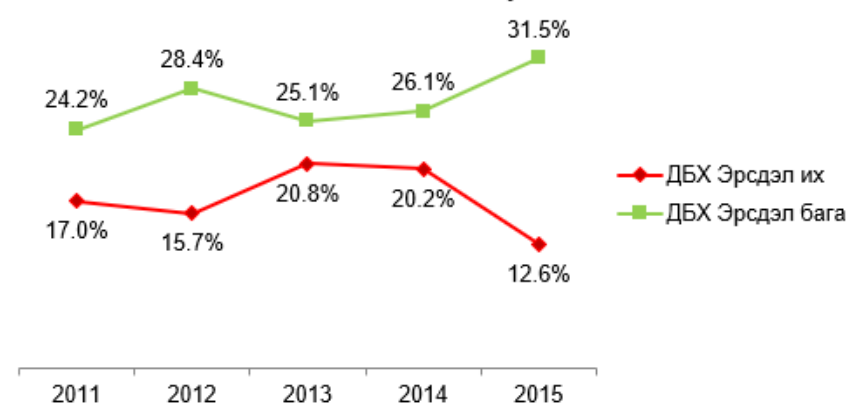
Labor and social security inspection



Health inspection



Infrastructure inspection



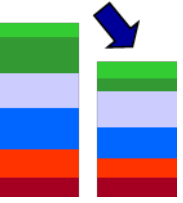
In Mongolia, results from four years of RBI were analysed.

The red line is the risk profile of individual businesses.

The green line is the percentage of compliance.

After three years, it all started to pay off.

Reducing Construction Fatalities



In Kosovo, fatalities on construction sites were around 15 a year. In 2024, the Chief Inspector of Labour identified the three main contributory factors in these deaths and ordered inspectors to inspect these factors – and nothing else!

In the first six months, there were no deaths, although there were 3 by the end of the year.

But the decision to inspect only these factors changed the perception that the workers and manager had of inspectors. This was outcomes being more important than process.