

Innovating Governance: Building Resilience Against COVID- 19 and Other Risks

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September 1, 2020*

The Trigger

- This pandemic – the most challenging public health global crisis in a century
- Brought economies to a standstill; became a social protection issue
- Put local governments at the forefront (enforcement, contact tracing, monitoring, and administration of SAP)
- It exposed important structural and governance issues

The Key Issues

- The lack of effective coordination between and among government units
- Lack of protocols or manuals of operations
- Poor, outdated, and fragmented state of information systems; lack of shared standards and interoperability
- The absence (or need for improvement) of a verified tool for targeting program beneficiaries in social assistance programs; programmatic approach to policy hinders inter-connectivity;
- The lack of technically capable workforce at various levels of the government

Pandemic as an impetus

DPRM/APPC Sub-themes for Innovating Governance

- INSTITUTIONS: Institutional innovations and reforms
- PEOPLE: Strengthening the civil service
- SMART SYSTEMS: Agile governance for seamless service delivery and sustainable development

What is governance innovation?

- In the public sector, innovation is the implementation of a significant change in the way organization operates or in the products it provides (Bloch, 2011).
- They comprise new or significant changes to services and goods, operational processes, organizational methods, or the way organization communicates with users.
- These must be new to the organization, although they have been developed by others. They can either be the result of decisions within the organization or in response to new regulations or policy measures.

Public sector innovation activities



All in-house activities or external ones through acquisitions that intend to or actually lead to the implementation of innovation



Include R&D, market & other user research, planning & design, feasibility study, experimenting/testing & other preparatory activities for innovation; innovation-related education & training of staff; innovation-focused software, machinery & equipment acquisition

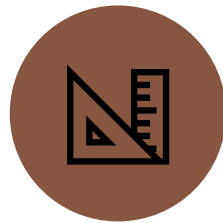


External innovation activities are external R&D, consultancy services for innovation, and others like patents and licenses

Types of Innovations



PROCESS
INNOVATION



PRODUCT
INNOVATION



ORGANIZATIONAL
INNOVATION



COMMUNICATION
INNOVATION

DPRM/APPC Sub-themes for Innovating Governance

- Institutional Innovations
- Innovations in the Civil Service
- Smart Systems

Institutional Innovations: Information as an Institution

Institutions (rules of the game) are the foundation for governance (play of the game) (North 1994, Williamson 2000)

1. **Data Transparency and Sharing.** Learning from previous experiences with epidemics in their own countries South Korea (MERS in 2015) and Taiwan (SARS in 2003) overcame issues in data privacy implementing various reforms in data sharing and transparency as well as information campaigns to build trust.

2. **Strengthening and establishing both short-term and long-term responses** to public health issues by establishing institutions across different public institutions, agile responses once public health threats were recognized and systematic threat responses.

Innovations in the Civil Service

Aspect/Element of the Civil Service	Examples of Innovations
1. Career Incentives	<ul style="list-style-type: none"> • To attract stronger candidates (Zambia) • European Bottom-up Approach
2. Communication and Information	<ul style="list-style-type: none"> • Singapore's Public Service in the 21st Century (SG PS21) reform introduced a feedback loop • Zambian experiment aimed to reduce information asymmetry
3. Management and Staff	<ul style="list-style-type: none"> • Equal involvement in innovation (Nordic reforms) • Coordinated vision more than coordinated action is underscored by the SG PS21 • Investment is important supporting the growth mindset of SG PS21 and European Bottom-up approach
4. Source of Innovation	<ul style="list-style-type: none"> • Internal <ul style="list-style-type: none"> ○ Nordic approach: Top Management actively implements, Managers develop, staff do the innovation work ○ Bottom-up approach supports experiments and evaluation methods • External <ul style="list-style-type: none"> ○ Knowledge-scanning approach seeks training and collaboration with external bodies as well as looking outside of the country for innovations
5. Prerequisites for Innovation	<ul style="list-style-type: none"> • Political will – SG PS21 • Continuous learning / growth mindset SG PS21 • Diverse team construction

Smart Systems

- Establishing Centralized Command Centers for Disasters, Infectious Diseases and Public Safety and Security
- Prerequisite of Integrated Information Technology Systems

Smart Systems

Estonia	Service Canada	Singapore's Smart Nation	Davao City	Makati City
<p>Major steps taken to establish E-government based on Estonian Information Policy :</p> <ol style="list-style-type: none"> 1. Establishing smart data infrastructure for its interconnected system 2. Implementing Mandatory Digital Identification <p>Services: e-voting; taxes; healthcare; notary; school; police.</p>	<p>Offers single point of access to Federal government services to 50 programs and services of 16 Departments/Agencies. This allowed:</p> <ol style="list-style-type: none"> 1. Cost reduction with enhanced efficiency and controls to avoid fraud and abuses in services 2. Rigorous forecasting, planning, tracking and monitoring 	<p>Public and Private reforms instituted:</p> <ol style="list-style-type: none"> 1. National Digital Identity 2. E-Payments 3. Smart Nation Sensor Platform 4. Smart Urban Mobility, 5. Moments of Life 6. CODEX (Core Operations, Development Environment and exchange 	<p>Data and Information for Apps to reduce crime and respond to international threats. IT apps use data from:</p> <ol style="list-style-type: none"> 1. CCTV surveillance and GIS 2. Central 911 Command 3. Interpol through Philippine Centre on Transnational Crimes 	<p>For Disaster Preparedness and Communication</p>

How do we innovate and build resilience?

Institutions → Create an environment conducive to innovations by installing and implementing institutions that enable inter-agency collaboration and has integrated/interconnected information systems for data-interoperability and clear protocols for operations.

People → Provide an effective incentive structure to attract and retain good people in the public sector and give clear information about career incentives at the point of recruitment. With a growth/learning mindset, continuously retool and upskill the workforce for it to become adaptive to change in this volatile, uncertain, complex and ambiguous (VUCA) world.

Smart Systems → Update and integrate information systems. Promote data/information digitalization and secure data sharing, transmission, information access, electronic data archiving, as well as improve IT infrastructure. Build trust through information campaigns.



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