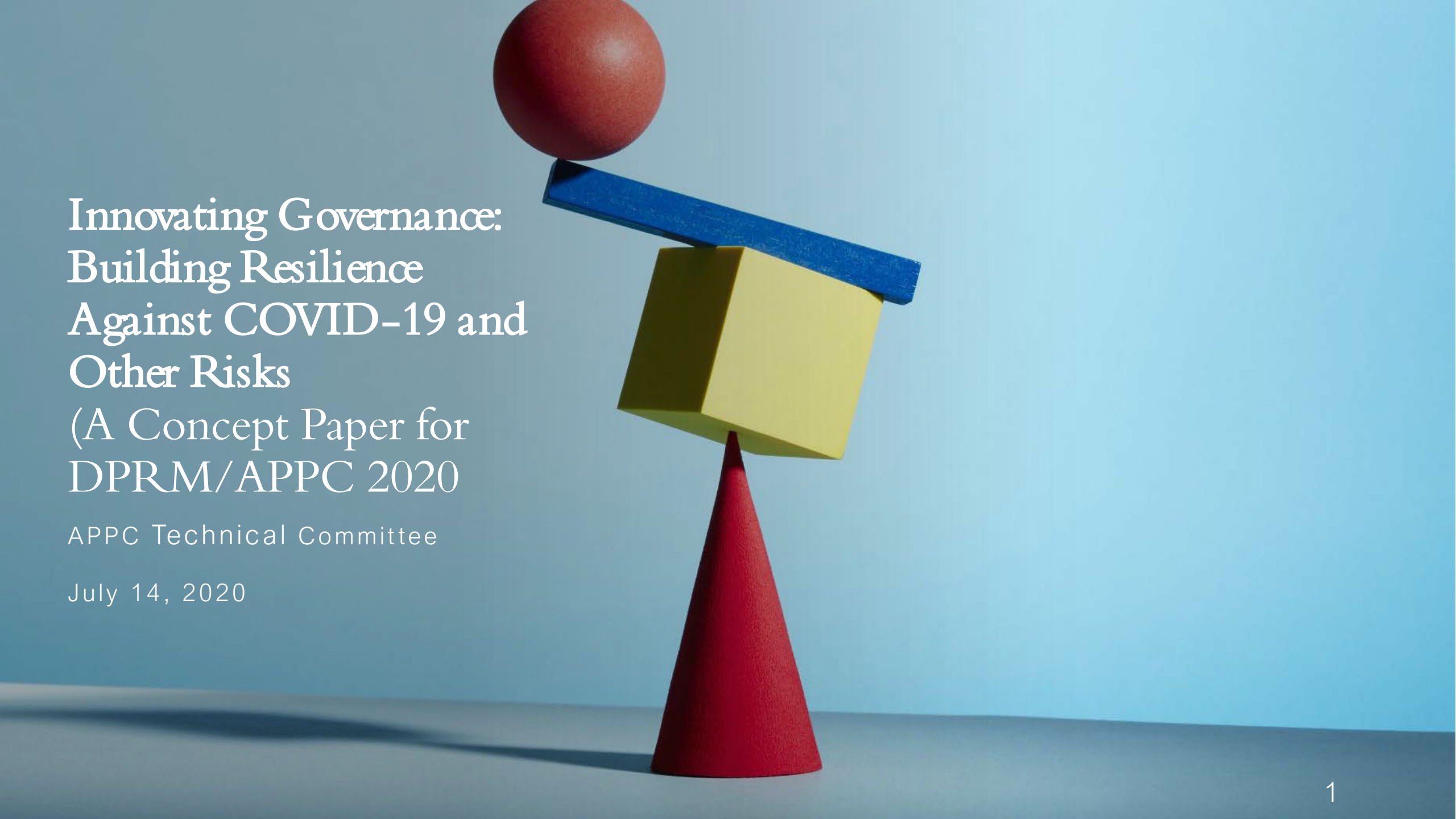

Innovating Governance: Building Resilience Against COVID-19 and Other Risks

(A Concept Paper for DPRM/APPC 2020

APPC Technical Committee

July 14, 2020

Theme

“Innovating governance: Building resilience against COVID- 19 pandemic and other risks”

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- Poor, outdated, and fragmented state of information systems; lack of shared standards and interoperability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

Sub-themes of the APPC

- 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?

- Innovation is “a new or significantly improved service, communication method, or process/organizational method”(OSLO Manual)
- 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 and other user research, planning and design, feasibility study, experimenting/testing and other preparatory activities for innovation; innovation-related education and training of staff; innovation-focused software, machinery and 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

Governance innovations

Institutional innovations

Institutions are the foundation (rules of the game) 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.

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

1. PS21 Reform of Singapore → implemented **mixed** strategies and processes in its public service reform; characterized by **strong political will** and **continuous learning**; deals with "**continuous change** at all levels of the organization with particular emphasis on the **frontline** staff or the micro organizational level; **feedback** loops; although PS21 acknowledges the importance of managerialism, it puts **leadership** at the "crux of the reform as PS21 is about coordinated vision rather than coordinated action

2. Zambian experiment - using career incentives to **recruit the stronger candidates in the first place**; attract the right people at the start - workers with 'hidden' traits such as motivation that contributes to better performance; **communication** is the key – provision of **clear and detailed information** (reduces information asymmetry)

Innovations in the civil service

3. Innovations in Nordic countries - most common strategies entail the **involvement of both management and staff** in innovation – managers giving high priority in the development of **new ideas**, top management being active in innovation implementation, and staff time devoted to innovation work

4. Other European innovations – in a survey of over 3,000 public sector agencies, it was found **bottom-up and knowledge-scanning** approaches are associated with positive outcomes; in bottom-up methods, public managers actively invest in programs that facilitate innovative ideas of personnel and middle managers; provision of **incentives for staff**, as well as **support for experiments** and evaluation methods; in knowledge-scanning, greater emphasis on **training**, **collaboration with external bodies**, and collect crucial knowledge from outside the country for their innovation activities

Innovations in the civil service

5. Team construction - To innovate, the government needs people with the **right mix** of not only **skills but also attitudes**; diversity is important as roles will vary - there will be explorers, deliverers, creative ones, and skeptics; innovation entails mindsets that are almost contradictory – “on the one hand very creative and open approaches to ideas, and on the other rigorous approaches to evidence”

Smart systems

- Service Canada - provides a **single point of access** to a full range of federal government services and benefits; has 600 offices and over 200 mobile **outreach** service units throughout the country, including rural areas; **partnered with 16 departments and agencies** to access more than 50 programs and services (and counting); resulted to large cost-saving, by operating efficiently or by introducing systems to avoid fraud and abuses in services and programs; conduct rigorous forecasting, planning, and tracking, and monitoring procedures because of the **integrated nature of the IT system**

Smart systems

- Estonia - invested heavily in **pathbreaking IT solutions**, which resulted for Estonians to routinely use ICT in accessing government services, such as e-voting, e-taxes, e-police, e-health care, e-notary, e-banking, e-census, e-school and much more; relies on **smart infrastructure** that it made it possible to build such **large and interconnected ecosystem;** e-government based on the Principles of Estonian Information Policy (1998)=**digital transformation; t**o facilitate digital revolution, the country made critical choices → creation of **mandatory digital identity** (e-ID), and creation of **data management infrastructure**.

Smart systems

- Makati City –Makatizen App was launched in 2017 which residents can use to request assistance in times of need; **integrated technology** to improve the city's disaster preparedness and communication

- Davao City –innovations in the field of safety and security by establishing its **Public Safety and Security Command Centre** (PSSCC) that oversees everything related to safety and security, assuming command in times of calamity and cases of public emergency; its work ranges from giving **public advisories** on unscrupulous characters to city-wide **earthquake and tsunami responses**; **modern IT applications** enables it to reach its goal of reducing the crime rate to 10%; uses technological tools, including a city-wide CCTV **surveillance system** and real-time data mapped out in GIS; **data and information** obtained from its Central 911 operations, including emergency calls facilitate the timely deployment of responders; **linked to the Interpol's I-24/7 database** through the Philippine Centre on Transnational Crime (PCTC), allowing the City to appropriately appraise and respond to international threats

Smart systems

- Singapore – **built their capacity over time**; as a response to their experience with SARS, they strengthened their healthcare sector to protect from future outbreaks, built the **National Centre for Infectious Diseases** and invested on human capital; high level of public understanding and buy-in; used TraceTogether app for contact tracing
- Singapore's Smart Nation initiative transformed the city-state through **digitalization** and innovation within the government and private sectors through six key projects: the National Digital Identity, E-Payments, Smart Nation Sensor Platform, Smart Urban Mobility, Moments of Life, and CODEX (Core Operations, Development Environment and exchange)

So how to innovate and build resilience

Institutions → Create a facilitative environment for innovations to occur and thrive by installing and implementing institutions that effectively enable meaningful inter-agency collaboration which must be aided with integrated/interconnected information systems, clear protocols of operations and shared standards of interoperability.

People → Provide effective incentive structure for retaining and attracting good people in the public sector. Provide clear information about career incentives at the point of recruitment. Continuously retool and upskill the workforce for it to become adaptive to change and be prepared for the VUCA world.

Smart Systems → Update and foster inter-connections or integration of information systems, promote information access, data sharing and transmission, electronic data archiving, and digitalization, as well as improvement of IT infrastructure

Thank you!