HOLISTIC GOVERNANCE: the task ahead

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OUTLINE

- Concept and purposes
- Proposed strategies
- Fostering holistic governance: issues and challenges
CONCEPT

Governments

coordinate

collaborate

legitimate

steer

monitor

disclose

Governance Process

engage

engage

regulate

regulate

serve

serve

feedback

transform

create

learn

Enterprises

Citizens
CONCEPT: PERRI 6 (DAVID ASHWORTH)
<table>
<thead>
<tr>
<th>Public Administration Paradigms</th>
<th>Traditional Bureaucracy (Weberian)</th>
<th>New Public Management</th>
<th>Holistic Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Concept</td>
<td>Public Management</td>
<td>Private Sector Management</td>
<td>Public/Private Partnership, Central/Local Partnership, Joined-up Departments</td>
</tr>
<tr>
<td>Operational Principle</td>
<td>Functional Division</td>
<td>Partially Functional Integration</td>
<td>Integrated Operation</td>
</tr>
<tr>
<td>Organizational Type</td>
<td>Hierarchy</td>
<td>Market/Specialization</td>
<td>Network</td>
</tr>
<tr>
<td>Performance Criteria</td>
<td>Input</td>
<td>Output</td>
<td>Solving People's Problems</td>
</tr>
<tr>
<td>Operation of Power</td>
<td>Centralization</td>
<td>Decentralization</td>
<td>Sharing of Power</td>
</tr>
<tr>
<td>Financial Base</td>
<td>Annual Budget</td>
<td>Market/Competition</td>
<td>Integrated Budget</td>
</tr>
<tr>
<td>Civil Service</td>
<td>Rule Bound</td>
<td>Discipline/Efficient</td>
<td>Ethics and Values</td>
</tr>
<tr>
<td>Main Resources</td>
<td>Manpower</td>
<td>Information Technology</td>
<td>Online Governance</td>
</tr>
<tr>
<td>Public Service</td>
<td>Offer Public Service</td>
<td>Ensure Public Service</td>
<td>Meet the Needs of Public Service</td>
</tr>
</tbody>
</table>
PROPOSED STRATEGIES

- Online (internet) governance
- Integrated organization
- Active civil service
ONLINE (INTERNET) GOVERNANCE

“Set to achieve efficiency, quality, and democracy through a digital technology that is able to foster governmental operations for an enhanced delivery of integrated public services, and compliance to rules and standards.”
ORGANISATIONAL VALUES
ACTIVE PUBLIC SERVICE

• Commitment toward organizational values;
• Dedication to serve the public;
• Staunchness to empowerment and leadership sharing; and
• Allegiance to pragmatic incrementalism
NEW HUMAN RESOURCE MANAGEMENT

1. Structure
2. Recruitment
3. Capacity Building
4. Performance and promotion
5. Professionalism and Modernity
6. Accountability
ISSUES AND CHALLENGES

- Outcome-based departments;
- Integration of budget;
- Information systems;
- Civil servants’ value system; and
- Anticipatory governance.
OUTCOME-BASED DEPARTMENT

Do outcomes matter?

Brilliant surgery!
Well done!
Shame the patient
died.
INTEGRATION OF BUDGET – OUTCOME-BASED BUDGETING

OBB Strategic Cycle

- Planning for Outcome
  - Developing the strategic Results Framework for the Ministry

- Results Reporting
  - Performance reporting and policy formulation

- Monitoring & Evaluation
  - Managing information for monitoring, evaluation and decision support system

- Budgeting for Outcome
  - Preparing the resource requirements to drive the ministry results
INFORMATION SYSTEM
CIVIL SERVANTS’ VALUE SYSTEM
ANTICIPATORY GOVERNANCE

- Using the future to create multicultural, learning, intelligent and inspired organizations
- Mutually reinforcing and referencing foresight methods (capacity building)

FORESIGHT

- Visions foresight
- Agora foresight
- Priorities foresight
- Innovations foresight
- Strategic foresight
- Participatory foresight
- Revolutionary foresight
- Transformative foresight

HORIZONTAL SCANNING

- Systematic examination of potential (future) problems, threats, opportunities
- Exploration of novel and unexpected issues, as well as persistent problems, trends and weak signals [Rij Joint]

VERTICAL SCANNING

- Causal Layered analysis
- Other poststructural methods within a critical futures framework [Inayatullah, 2002]
CONCLUSION

- Focus to integration.
- Embrace the culture of holism, culture change, and outcome-orientation.
- Governance needs political champions at every level.
Thank you for your attention