Rethinking Public Administration
– Connected Government in an Unpredictable World

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3 Key Attributes Required of Public Administration / Government

- PRODUCTIVITY
- INNOVATION
- RESILIENCE
1 Context
Understanding the trends and challenges

2 Responses
From Public Sector Reform to the New Synthesis

3 Impact of Connectivity
Key technologies that will drive change

4 Insights
Connected government and a resilient society
1 Context
Governing in turbulent times
What Keeps Public Sector Leaders Awake at Nights?

- Economic competitiveness
- Public safety
- Education
- Political survival
- Social cohesion
- Employment
- Healthcare
- Security
The Public Sector "Balancing Act"

- Expand services for citizens, stakeholders
- Focus on internal agency operations
- Hire & retain top talent
- Open public access to information

- Control ICT operating costs
- Drive inter-agency interoperability
- Manage budget pressures
- Ensure security and privacy
Attributes of a connected world

1. Speed
2. Complexity
3. Transparency
4. Knowledge & expertise
Political transitions

The rapid ascent of China, the world’s most populous country, and India, the world’s most populous democracy, have precipitated a geopolitical transition to a multi-polar world in which Western countries exert relatively less influence and authority.

At the national level, the past few years have seen novel forms of mass-mobilization and empowerment—from Barack Obama’s presidential campaign and the Tea Party in the United States, to the dramatic and largely self-organized uprisings of the “Arab Spring.”

http://www.cisco.com/web/about/ac79/docs/ps/The-Resilient-Society_IBSG.pdf
Economic transitions

The world’s financial system is still struggling with the continuing impacts of the global financial crisis, as the interconnected economies of Asia, Europe, and North America grapple with currency and current account imbalances, sensitivity to global energy prices, and the risk of financial contagion.

At the national level, most developed countries are confronting years of fiscal adjustment and austerity, while large emerging markets—including Brazil, Russia, India, China and Indonesia — struggle to manage the demands of rapid growth.
Demographic transitions

Demographic trends introduce further pressures. In industrialized countries, rapidly aging populations, increased longevity, and falling birth rates are straining social safety nets.

Conversely, many emerging markets, especially India and the Middle East, are struggling to create employment opportunities for a booming youth population. Globally, population growth and urbanization are driving explosive growth in unplanned and informal settlements.
Environmental transitions

Global population growth to 9 billion people by 2050 will exacerbate pressures on ecosystems, agriculture, and water resources. The world is urbanizing at a growing rate; populations in cities and regions alike are confronting record food prices, while water basins are facing shortfalls. Natural disasters will take an increasing toll as economic growth puts greater value at risk. Meanwhile, climate change, ocean acidification, and biodiversity loss are decreasing the adaptive capacity of ecosystems on which people depend.
Technological transitions

Rapidly declining IT costs, rising penetration of mobile phones, and increasingly pervasive broadband Internet access have fuelled an information flood that has transformed the way people interact with the world and with each other. But intensive networking, which has enabled new and more powerful forms of connection and innovation, has spawned challenges of its own.

The resulting “data deluge” is often not matched by a similarly rising capacity to discern, interpret, and act effectively. More ominously, cybersecurity and related questions of privacy have become omnipresent, even existential challenges. Cybercrime recently became the world’s most lucrative illegal business activity; cyberwarfare among states and non-state actors is a persistent and rising threat.
In summary... it is about ensuring national security and improving socio-economic resilience in the face of global political, economic and environmental turbulence
“The world is likely to experience more shocks and stresses in the future, on scarcity and on other fronts, with increasing intensity. At the same time as trying to capitalize on the windows of opportunities that such crises may offer, policymakers also need to try to ensure that moments of system breakdown lead to renewal, rather than to outright collapse. Resilience is the quality that will determine the difference between these two outcomes.”

Globalization and Scarcity: Multilateralism for a World with Limits
Alex Evans, New York University Center on International Cooperation, November 2010
2 Responses
30 Years of Public Sector Reform

- The Classic Model as foundation
- Neo-bureaucratic Model, built on rational decision-making
- Institutional Model of the 50s / 60s, rooted in behavioural sciences
- Public Choice Model, with reliance on the political economy
- New Public Management (NPM) in the 80s
  - Refined the “Classic Model”
  - Distinction between public policy-making and its implementation
  - Intensified some aspects of “Scientific Management”
- Other refinements in 90s focused on improving performance, efficiency and productivity, including greater use of ICT.
30 Years of Public Sector Reform

The reforms of the past 30 years had some positive effects but they represent an incomplete journey because they did not solve some fundamental problems that stem from living in a post-industrial era.
The Classic model of Public Administration inherited from the 20th century is inadequate to prepare governments to face the challenges of the 21st century.
Governments used to navigating in relatively Calm Waters …

are now frequently faced with Stormy Seas.
An Uncertain, Volatile and Complex World

- Economic uncertainty
- Pervasive ICT
- Effects of Climate Change
- Broadband
- Disruptive Innovation
- Mass urbanisation
- Natural Disasters
- Globalization
- Terrorism
- Emerging markets
- Cyber Attacks
- Financial Crises
- Political Uprisings
- Pandemics
- Social Networks
**Complex problems**
- Can’t be solved in traditional way as not easily broken apart
- High unpredictability; display emergent characteristics
- Need capacity to anticipate risks, prevent damage, take proactive actions and improve likelihood of more favorable outcomes
- Imperfect knowledge
- e.g. climate change, population growth,

**Complicated problems**
- Complication from scale, scope or the intricate nature of the enterprise
- e.g. trade agreements, tax reforms
- Though cause-effect relationships exist, impact may be difficult to assess because the actions and the results are separated in time. True impact may only be known years into the future.
- e.g. economic stimulus programs, social policies

**Difficult problems**
- Involve setting priorities and making tough choices
- e.g. reducing a sizeable budget deficit
- While these take time and leadership to solve, not impossible to solve.
- Know what actions are possible, and have fair idea of most likely impacts
Introducing the “New Synthesis” Project

Led by Jocelyne Bourgon, former career Canadian public servant, President Emeritus of the Canada School of Public Service, expert advisor to the Commonwealth and the UN, and Professor at the University of Waterloo.

Collaboration of a network of public servants, academics and PS specialists from Australia, Brazil, Canada, the Netherlands, Singapore and UK. Several members of Cisco participated.

Commissioned many working papers and held a series of roundtables. The resulting book (2011) includes many case studies, and reflects a consensus that emerged from the studies.
Introducing the “New Synthesis” Project

To provide an enabling framework that integrates past practices, lessons from recent public sector reforms and the reality of practice in a more uncertain, volatile connected world.

The NS Framework proposes that public results are a combination of public policy results and civic results.
Rethinking Public Administration

In order to be able to “serve beyond the predictable”, governments and public administrators need:

1. A Broader Definition of Public Results
2. An Expanded View of the Role of Government
3. Public Administration as a Dynamic System
(1) A Broader Definition of Public Results

- Previous definitions of public results have been too narrowly focused.
- Public organizations have a responsibility to achieve PUBLIC POLICY RESULTS and CIVIC RESULTS.
- Public policy results provide a sense of direction, while civic results contribute to collective capacity building.
- Public policy results build CREDIBILITY, while civic results ensure LEGITIMACY. Together they provide a foundation of TRUST and RESILIENCE.
An Expanded View of Role of Govt

- Traditionally, government has been seen as the primary agent in serving the public good and the collective interest.

- This view of the government will be insufficient to face an increasing number of challenges in the 21st century.

- NSF: The role of government entails a search for balance between the authority of the state and the collective power of society to advance results of higher value to society.
Public Admin as a Dynamic System

- Public Administration is a dynamic, interactive and adaptive system where choices are made about how the authority of the state can be best used to leverage on the power of others to achieve results of high public value.

- The actions of each actor, as well as the expectations of what others may do, impact on and transform the behavior of all other actors.

- Seeing Public Administration in this way helps us understand the range of options open to government and to consider the consequences of different choices.
Building the Capacity

Public Policy Results

Organizational Capacity

Government (Authority)

Institutional Capacity

Governance (Collective Power)

Societal Systems-wide Agency

Citizen / Family Community Civic Spirit

Civic Results
Building the Capacity

Public Policy Results

Organizational Capacity
- Government (Authority)
- Institutional Capacity

Societal Systems-wide Agency

Anticipative Capacity
- Governance (Collective Power)
- Adaptive Capacity

Civic Results
- Citizen / Family Community Civic Spirit

AND
3 Impact of Connectivity
A Connected World

Key areas to note

- Broadband – The 4th Utility
- The Internet of Everything
- Collaboration & Video
- Social Networks
- Cloud Computing
- Mobility & Post-PC World
- Storage Explosion & Big Data
Broadband – The Fourth Utility

• Almost as essential as electricity, water and gas
• Correlation between national broadband penetration and GDP growth
• An “amplifying” infrastructure
• Foundation for innovation and new industries
Cloud Computing

- Cloud computing is a model for enabling convenient, on-demand network access to a shared pool of configurable resources (e.g. networks, servers, storage, applications and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.

- **IT as a Service** (comprising IaaS, PaaS, SaaS)

- Benefits: reduce costs, capex -> opex, greater efficiency, agility, enable innovative business models to grow revenue

- Delivery models: private, public, hybrid, community

- “World of Many Clouds”

- Access to cloud services anytime, on any device, anywhere in the world.
Collaboration & Video

- Collaboration is more than just a technical architecture, solution or product. It is an experience that integrates people, processes and technology.

- “Connect those who know with those who need to know”

- Benefits: effective interaction, flexibility, collaboration & security

- Cisco Collaboration Solutions include
  - Voice Over IP
  - Cisco TelePresence
  - WebEx (including web conferences, social software)
Collaboration & Video
Social Networks

• The Internet and the smartphone have transformed the way we connect, communicate and build communities.

• Research shows that more than 1 billion people (i.e. more than 70% of the Internet population) use social networks, with many joining more than one.

• Social media & networks have had a significant impact on world politics.
Mobility

- About 40% of Internet users access via mobile devices
- Mobility has become a lifestyle preference
- Anytime, anywhere, any device access to information and applications
**Big Data**

- Data creation is happening at an unprecedented rate and is currently growing at more than 60% per year. This means that the volume of Stored Data more than doubles every year.

- Technologies and architectures designed to economically extract value from very large volumes of a wide variety of data by enabling high-velocity capture, discovery and analysis.

<table>
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<th>Year</th>
<th>Information Stored Per Person (GB)</th>
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<tr>
<td>2001</td>
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</tr>
<tr>
<td>2002</td>
<td>0.5 GB</td>
</tr>
<tr>
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<tr>
<td>2010</td>
<td>128 GB</td>
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<tr>
<td>2020</td>
<td>131,072 GB</td>
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The Internet of Everything

- Cisco believes IoE brings together people, process, data, and things to make networked connections more relevant and valuable than ever before – turning information into actions, that create new capabilities, richer experiences and unprecedented economic opportunity for businesses, individuals and countries.

Source: Cisco IBSG, 2012
4 Insights
“GE13 will be Malaysia’s first social media election”

“Social media is certainly increasing the tempo of political debate”

“Social media has encouraged greater openness. With social media, everyone has a voice and can broadcast to the world”

– Malaysian Prime Minister
Datuk Seri Najib Razak
“Government must work more openly and accept more untidiness”

“It’s a different generation, a different society and the politics will be different”

“Previously, everything was orderly and predictable. Now there are many voices, views and interests ... and the outcome is a lot more difficult to predict and reactions harder to judge”

– Singapore PM Lee Hsien Loong (Mar 2013)
Cathedral...
...or Bazaar?
Control?  Resilience?
“A networked mindset exercises leadership through active participation, openness, decentralized decision-making, and collective action. It means operating with an awareness of the networks the organisation is embedded in, and listening to and cultivating these networks to achieve impact. It means sharing by default and communicating through a networked model, rather than a broadcast model – finding where the conversations are happening and taking part.”
"We can't solve problems by using the same kind of thinking we used when we created them."
TOMORROW starts here.
James SL Yong
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Director, Public Sector Programs (ASEAN) in Cisco Systems.

- 27 year career spans organizations like Wang, HP, Shell, Cap Gemini, Singapore Telecom, NCS and Cisco Systems. Have worked in various positions in ICT, finance, business development and consulting.
- Conducted workshops & consulted to private and public sector clients in ASEAN, China, HK, Taiwan, Japan & Mexico. Ran own Internet consultancy in mid 1990s. Pioneered cybercafes in Singapore.
- Frequent speaker at e-Government conferences in Asia-Pac. Guest lecturer at Lee Kuan Yew School of Public Policy & Civil Service College, Singapore. Written many articles & papers. Published “E-Government in Asia” (Marshall Cavendish, 2005)
- On Advisory Board of International Academy of CIOs, IT Institute of Vietnam National University & IDG Vietnam’s CIO committee.
- Personal interests: history, genealogy, technology, music and movies.