Conference on
Recommendations by the Task Force on Re-Strategising the Economy

Closing Session
Institutional Governance and Way Forward

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Mobilising Resources for Equitable and Sustainable Development

Governance and the Way Forward

Syed Akhtar Mahmood

Economic and institutional governance

our recommendations

Economic governance

4 core agendas important for a dynamic economy

Attract investments

Enhance competition in the market place

Provide incentives to businesses

Regulate business activities

Recommendation 2

Make the incentive regime more effective through performance disciplines

Incentives are given without demanding performance

Agree on performance indicators

Set targets

Assess performance against targets

Withdraw support if targets not met

Economic Governance: summary

From

Diffused attention

Giving privileges

Piecemeal actions

Reflexive reactions

To

Focused effort

Demanding results

Strategic approach

Clever steering

Institutional governance

Important in its own right; also complements economic governance

Five aspects of institutional governance are discussed in the report

- poor public service delivery

- weak project/program design

- inadequate monitoring and evaluation

- lack of coordination among government agencies

- poor reform-orientation of government officials

Recommendation 5

Improve public service delivery through pilot initiatives

Pilot cases for improving public service delivery

- Carry out some pilot cases for reforming the delivery of key public services.
- The pilots will demonstrate political will and will have a strong signaling effect. An institutional home will provide technical, regulatory and policy support and drive the process.
- Case pilots could include a public hospital, a rural government school or clinic, an institution like the Bangladesh Road Transport Authority (BRTA) or a public body like a city corporation, or even a single Ministry of the government.

Recommendation 6

Improve quality-at-entry by making project design more rigorous

Put in place rigorous project design discipline

- Projects must go through a rigorous selection process based on economic criteria (e.g., Benefit-Cost Ratio (BCR) and Economic Internal Rate of Return (EIRR)), and environmental, social and poverty impact assessments.
- The project feasibility studies should be based on a logical framework that clearly states the expected outcomes and impact of the project, and the project deliverables needed to achieve these.

Recommendation 7

Ask stakeholders whether projects are delivering

Establish feedback mechanisms

- A system of regular collection of beneficiary feedback should be introduced, using digital technologies where appropriate.

- The youth may be engaged in conducting such exercises.
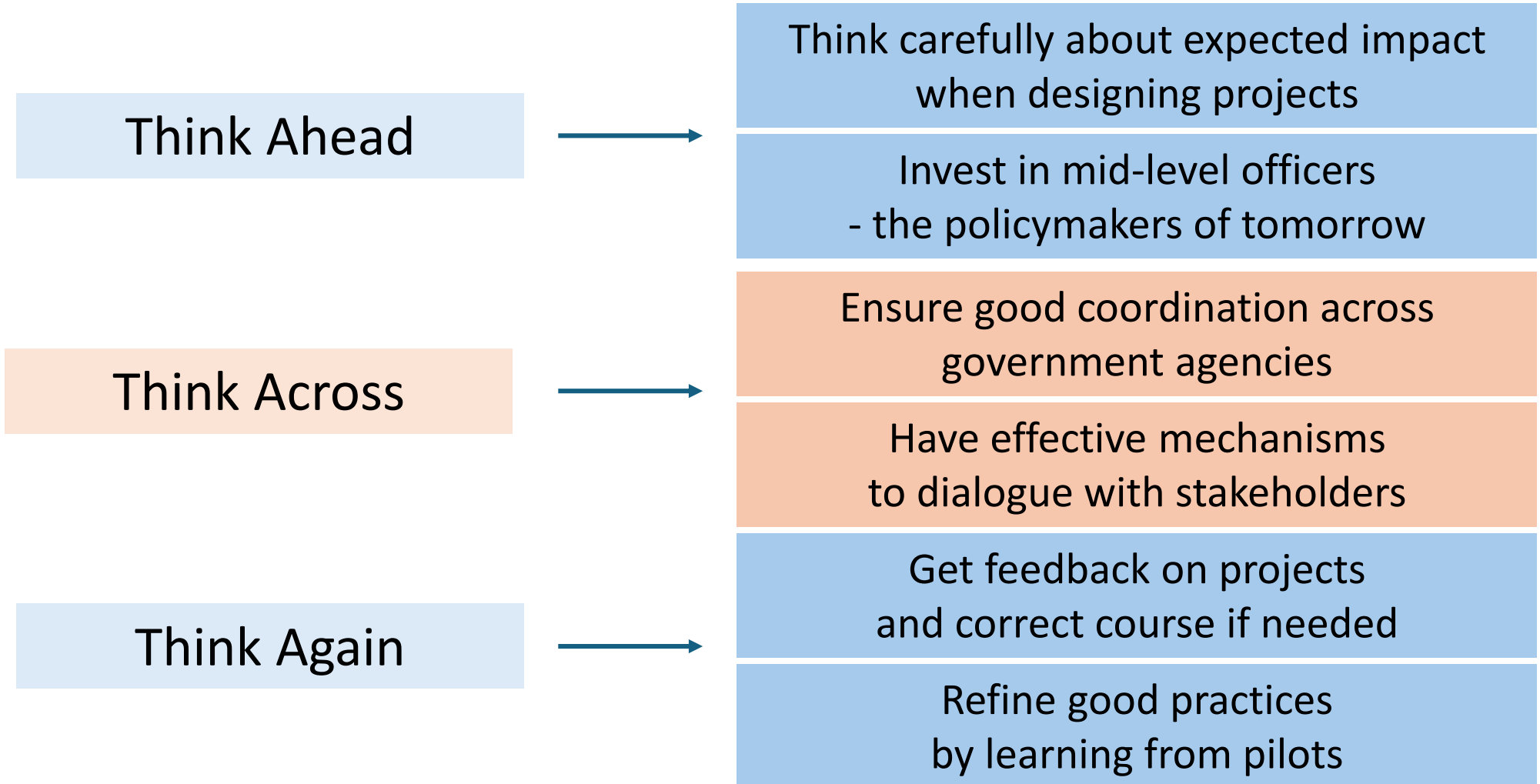
Recommendation 9

Stimulate mid-level officers – create cohorts of reformers within the bureaucracy

The silent change agents in government

- Courses on private sector development (PSD) issues
- Formation of 'PSD Reformer Groups' at the mid-levels of government
- PSD Reformer Group Alumni Program

Institutional Governance: summary

Reflects the Singaporean approach to governance

Think Ahead

- Think carefully about expected impact when designing projects
- Invest in mid-level officers - the policymakers of tomorrow

Think Across

- Ensure good coordination across government agencies
- Have effective mechanisms to dialogue with stakeholders

Think Again

- Get feedback on projects and correct course if needed
- Refine good practices by learning from pilots

The way forward

Prioritizing the recommendations

Stage 1
Uninterested

Government does not want to discuss the problem or recommendations

Stage 2
Problem redefinition

Government feels that the problem is genuine but not defined properly

Stage 3
Recommendation redefinition

Government agrees with the problem definition but not with the recommendations

Stage 4
Recommendation finetuning

Government agrees with the problem definition and feels that the recommendation is broadly ok but needs refinement

Stage 5
Implementation preparation

agrees with the recommendations and starts preparations for implementation