

BEYOND CHANGE

Ideas for sustainable governance

ALSO BY JESUS P. ESTANISLAO

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Preface

It has now become common to intone “good governance” as a call to integrity, and inclusive, sustainable progress. To the more initiated, the corollary “responsible citizenship” is added to stress the importance of ordinary individuals in the country’s governance.

This book seeks to make both concepts concrete. It draws from the work of the Institute for Solidarity in Asia (ISA), our public governance reform advocacy group that has been mentoring national government agencies (NGA) and local government units (LGU). Many of these partner organizations have been able to deliver transformative outcomes, leading to both domestic and international recognition.

Having brought good governance to a level where results are seen and felt, ISA and its sister institutes—the Institute of Corporate Directors (ICD), Center for Family Advancement (CFA), and Center for School Governance (CSG) that have jointly put up the Center for Excellence in Governance (CEG)—now seek to open a new pathway that can enable enterprises, including those under government, to strengthen and sustain their reform programs.

This pathway proposes three interconnected tracks: integrity and ethics, to help individuals become the ultimate governance assets; solidarity and teamwork, to steep individuals in observing these governance values, which can help ensure that teams become the ultimate performance delivery units of the enterprise; and finally, alliance and social responsibility, to make

enterprises strong links in the value chains to which they belong and therefore, the ultimate agents of development.

In laying these down, CEG underscores the indispensable role of individuals and institutions in achieving good governance. Individuals need to become the ultimate governance assets not only of their enterprises but also of the country through responsible citizenship. Institutions, including families, businesses, government institutions, and civil society groups, need to work together to strengthen the great value chain of society and economics.

We should look at this as the architecture for our Dream Philippines. We can build from the bottom up, starting with responsible citizens—many of who can become involved in multi-sector governance councils representing stakeholder interests in public sector transformation through good governance. In doing so, we will have many anchors and advocates of good governance, ready to help build our Dream Philippines.

If there is one thing we should remember about good governance, it is that the future of our country does not lie in the hands of a few; it lies in our hands as responsible citizens, willing to contribute our ideas and efforts toward inclusive and sustainable progress.

DR. JESUS P. ESTANISLAO, PH.D.

Chairman

Center for Excellence in Governance
Manila, May 2017



*“Over time,
enterprises must continue
to be strengthened,
and sectors, regions,
and economies must be made
more inclusive.”*



Introduction

Governance practices

Any enterprise that completes ISA's governance pathway, following the standards of the Performance Governance System (PGS), is cited for achieving breakthroughs.

These represent real transformation, and show that the organization has taken itself out of the rut of doing the same things, in the same way, over and over again. This also means that it is able to apply out-of-the-box solutions to daily challenges as it pursues its mission and stays true to its core values.

Completing the governance pathway makes an enterprise an Island of Good Governance (IGG) because it has installed these essential governance practices:

- *Shared vision*, or a clear articulation of what it dreams of becoming by a certain date sometime in the foreseeable future. This dream is shared with everyone in the enterprise in order to win over their hearts and minds, and encourage them to contribute generously toward making it a reality. Indeed, every individual must be involved.
- *Shared responsibility*, which is absolutely necessary for giving substance to hope. It ensures that results and outcomes are actually delivered according to pre-set measures and targets. Moreover, it guarantees that everyone in the enterprise understands and acts on the shared vision through working in teams.
- *Shared value*, which taps into society's interconnected value chains. It gives due importance to core processes that bind teams together within the enterprise, and that link the enterprise with others in the sector, industry, or region. From this perspective, no enterprise works alone, but instead seeks solidarity and cooperation with others to create greater impact.