

From Scale to Sustained Productivity:

*Innovations, Innovating, and Innovative Capacity
in National Educational Systems*

RISE Project: Indonesia

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The RISE Project: Assumptions

- Dramatic Increases in Creating Access to Primary and Secondary Education in Developing Countries; But....
Impact on “Learning Outcomes” Has Lagged
- To Improve, Innovations in Educational Processes are Required; But.....
Unclear How Stimulate, Evaluate, Diffuse Innovations

Introductory Observations about Innovation

- Innovation is a necessary but not sufficient condition for sector level performance improvement: Need to be “value creating”
- Innovation can be studied, evaluated and developed as:
 - a noun (an innovation);
 - a verb (innovating): or as
 - a functional capacity (innovativeness)
- Innovation can be studied, evaluated, and developed at the:
 - Individual Level
 - Organizational Level
 - Jurisdictional Level
 - System Level

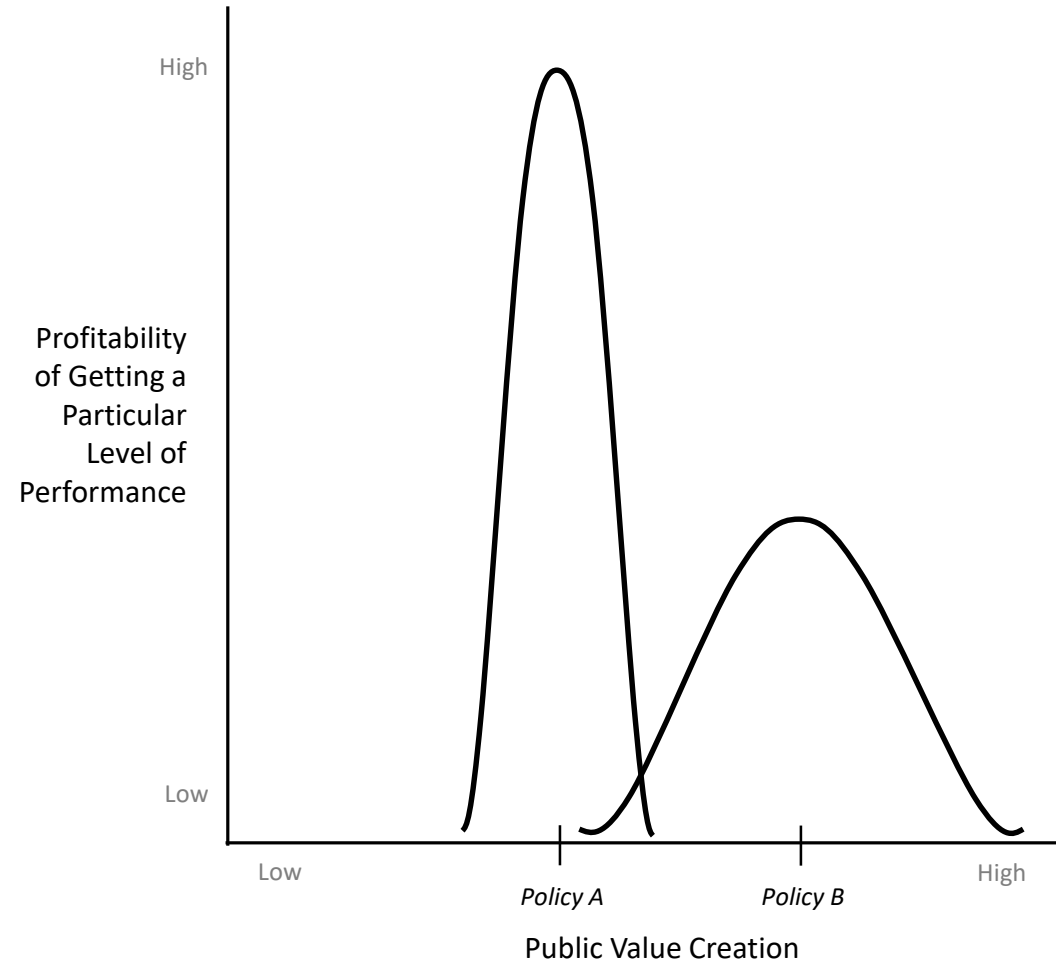
Value Creating Innovations

- The Myth of the “Dysfunctional” System: Important Questions to Ask
 - What Resources is “System” Consuming?
 - What is “System” Producing that is Valuable and Valued?
 - By Whom is Production of System Valued
- Collectively and Individually Held Values Advanced Through Education
 - Potentially Important Dimensions of Value:
 - RISE Frame
- The Innovator’s Dilemma: Value v. Risk

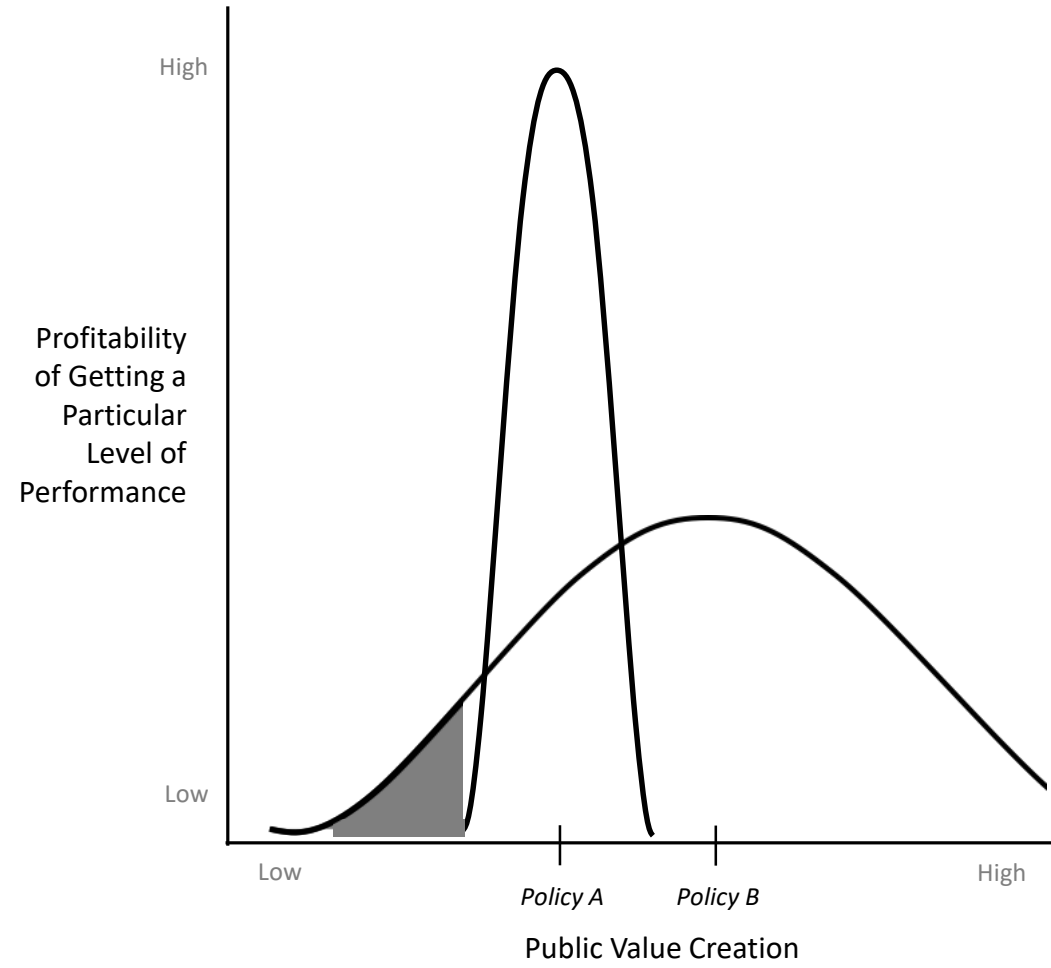
The Innovator's Dilemma

- Uncertainty and Risk
- Risks in Three Dimensions
 - Substantive
 - Personal
 - Organizational/Institutional
- Managing Accountability for Innovation
 - From Bottom-Up
 - From Top Down
 - Across a System

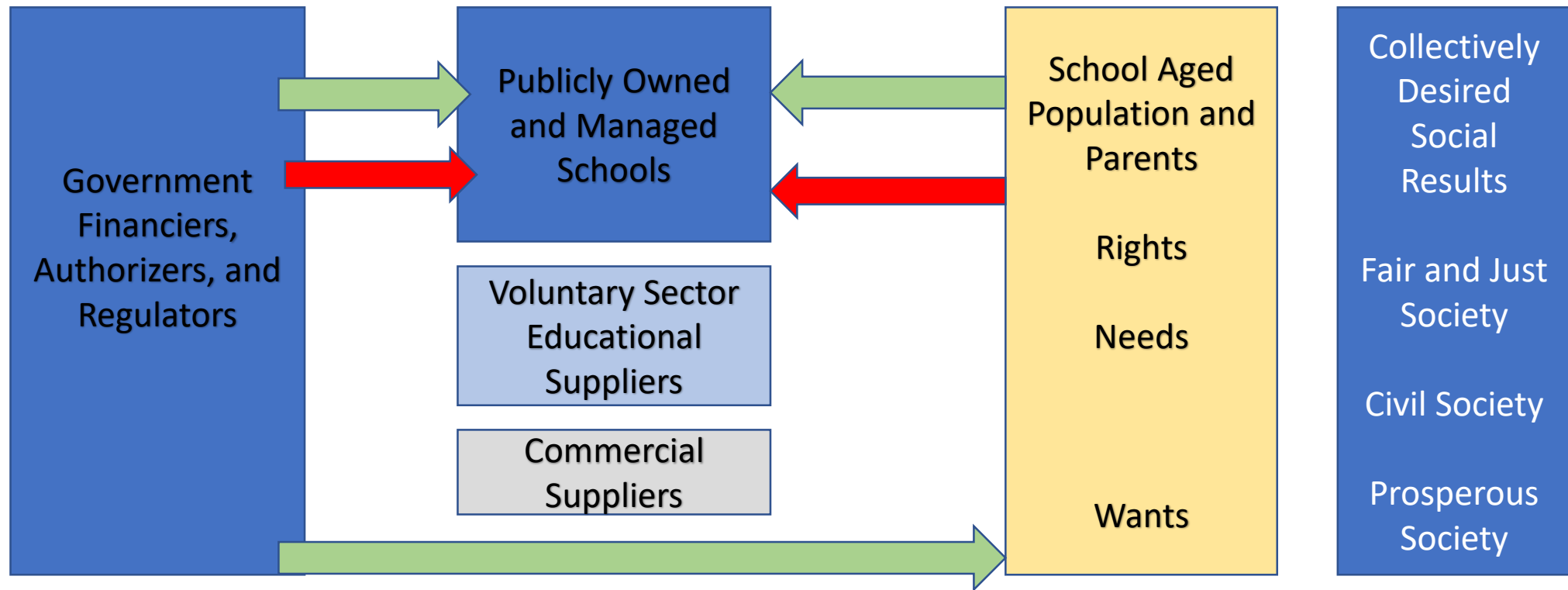
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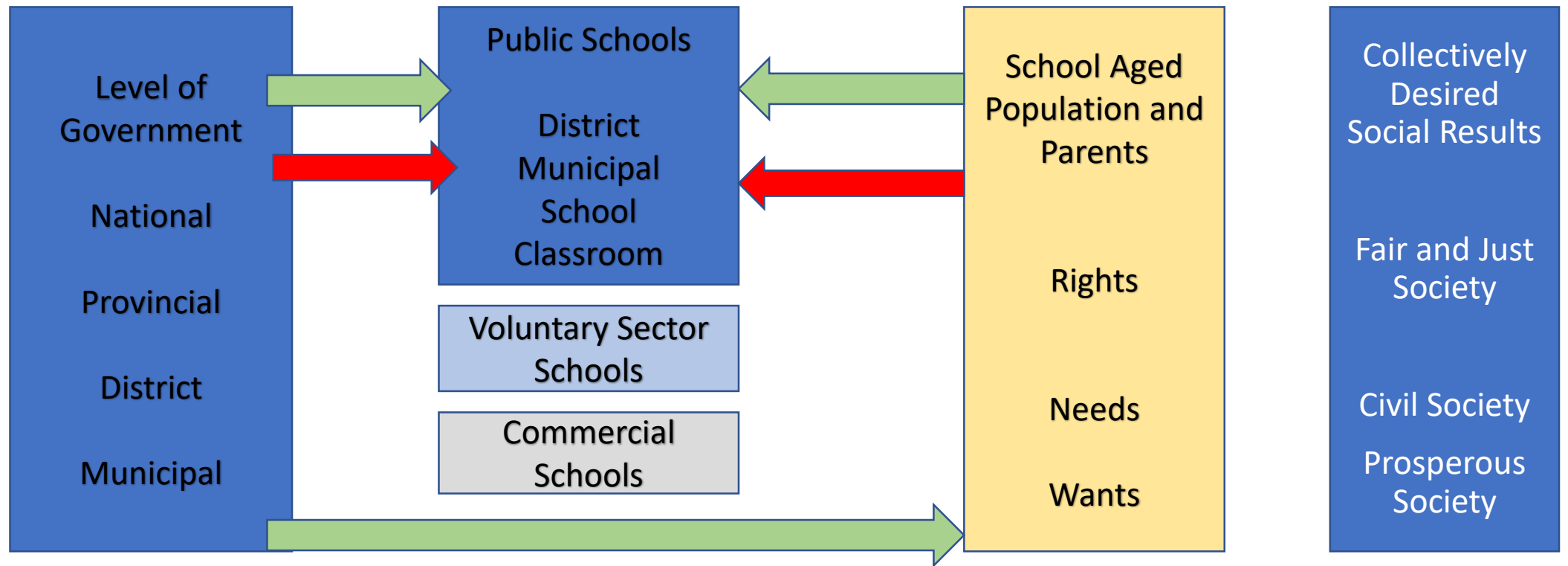
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Characterizing a Public Dominated Social Production System

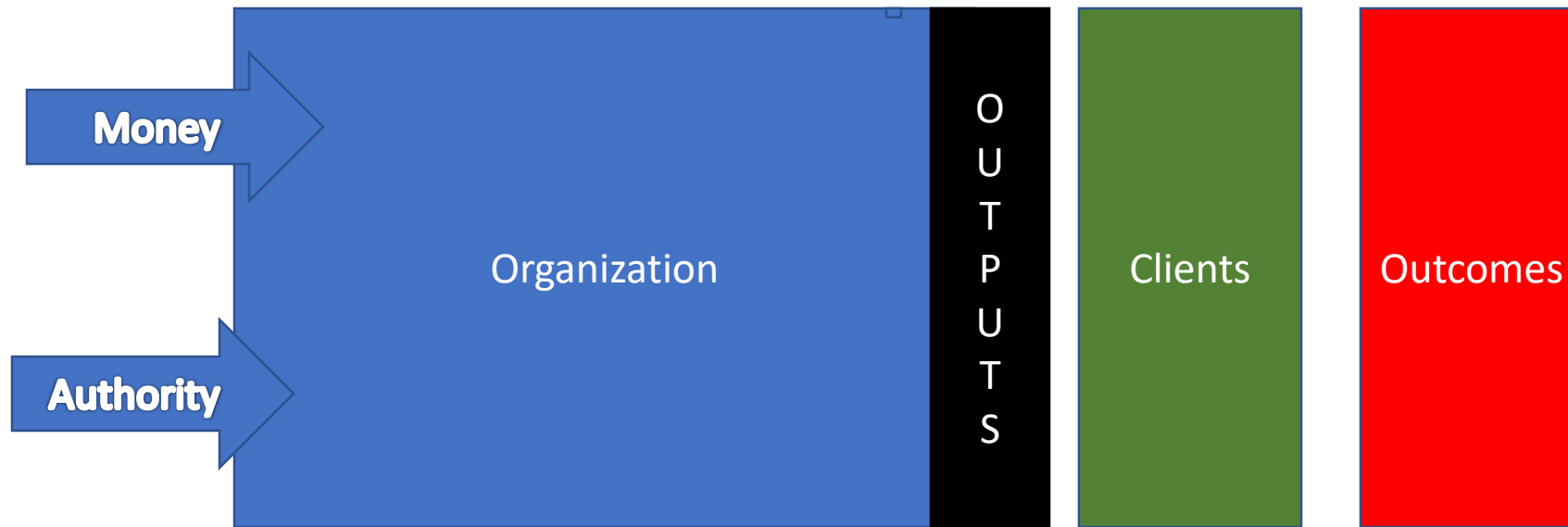


Characterizing a Public Dominated Social Production System: Levels



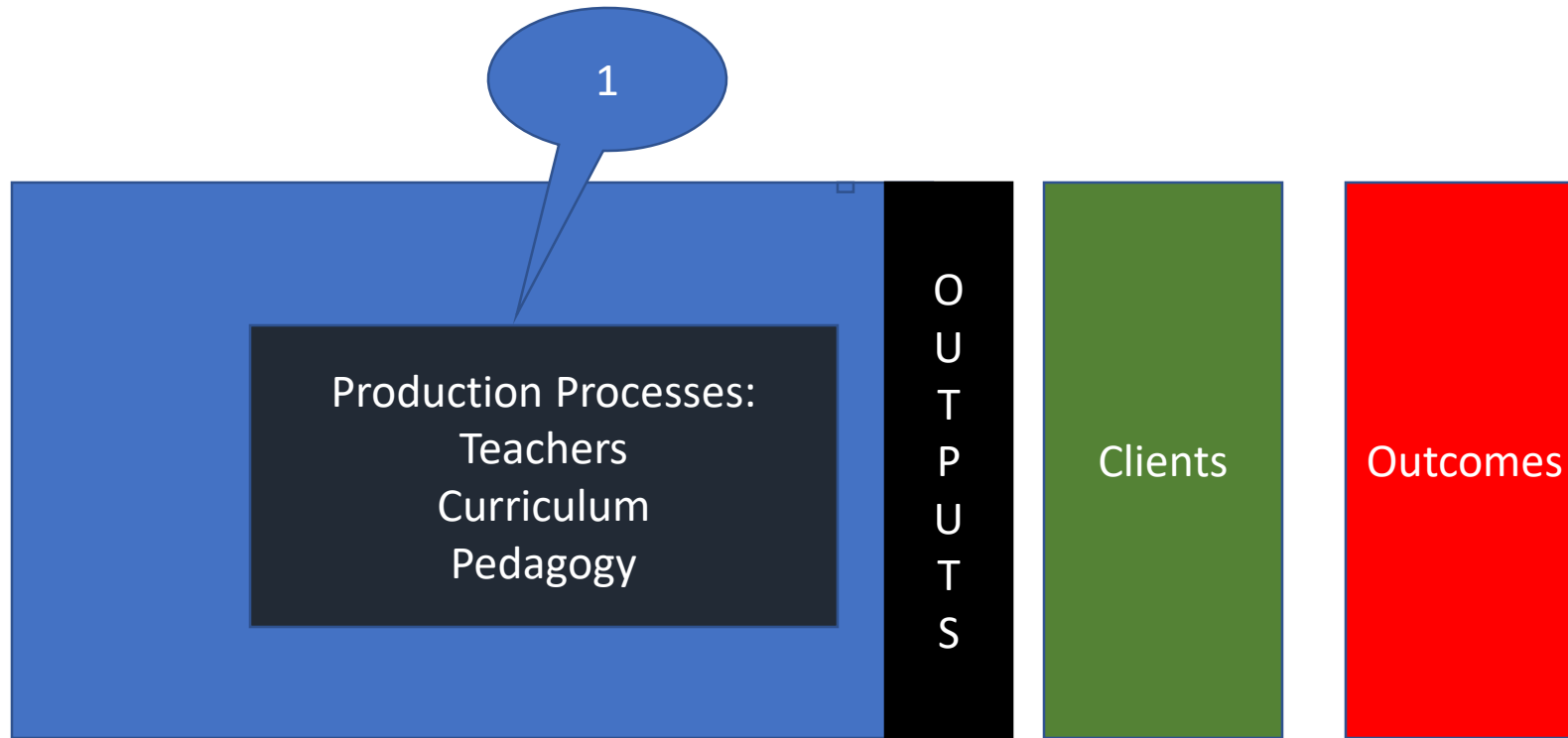
Organizational Level Operational
Innovations

Innovations in Organizations Production Process and Value Chain



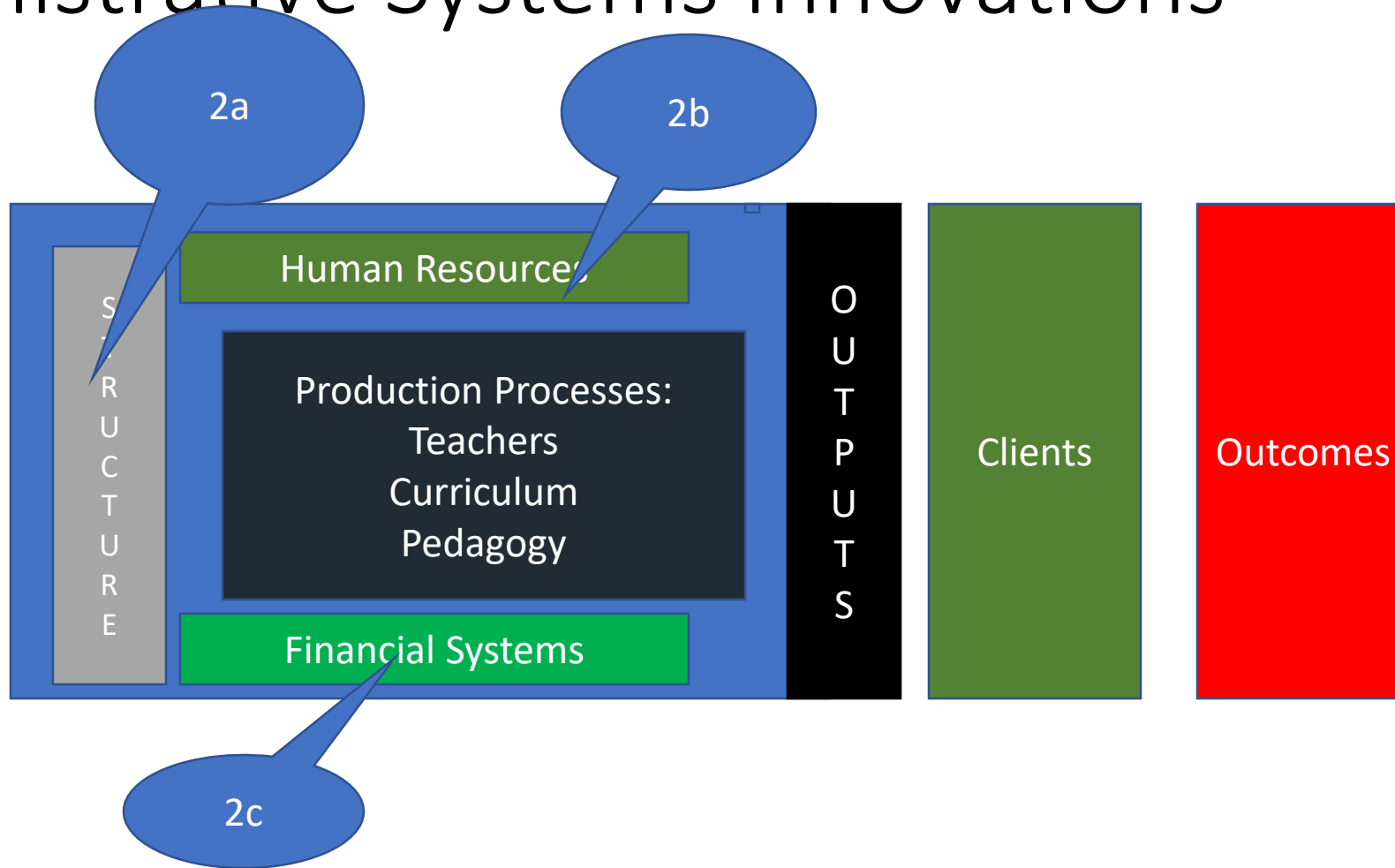
Innovations in Organizations (I)

Production Process Innovations



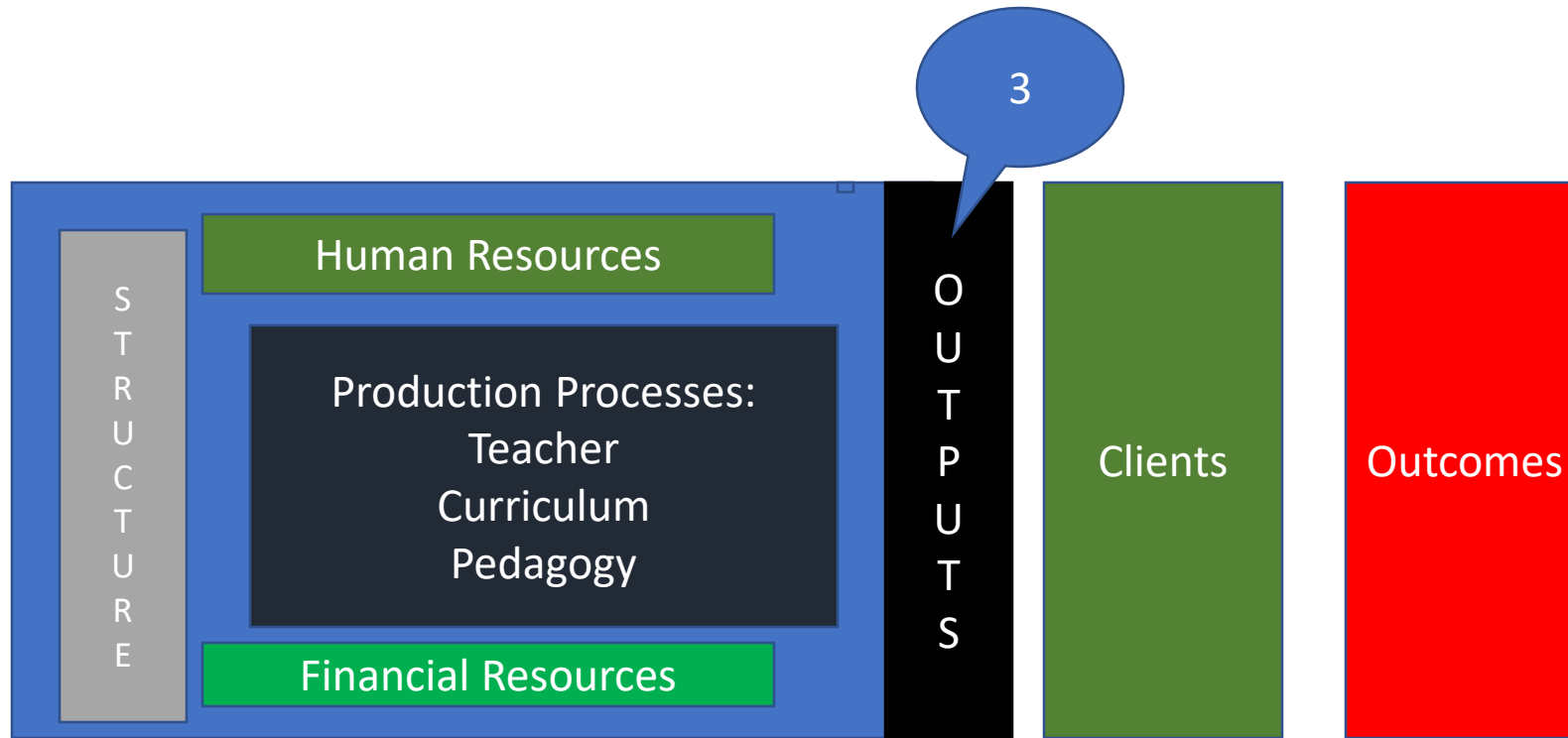
Innovations in Organizations (II)

Administrative Systems Innovations



Innovations in Organizations (III)

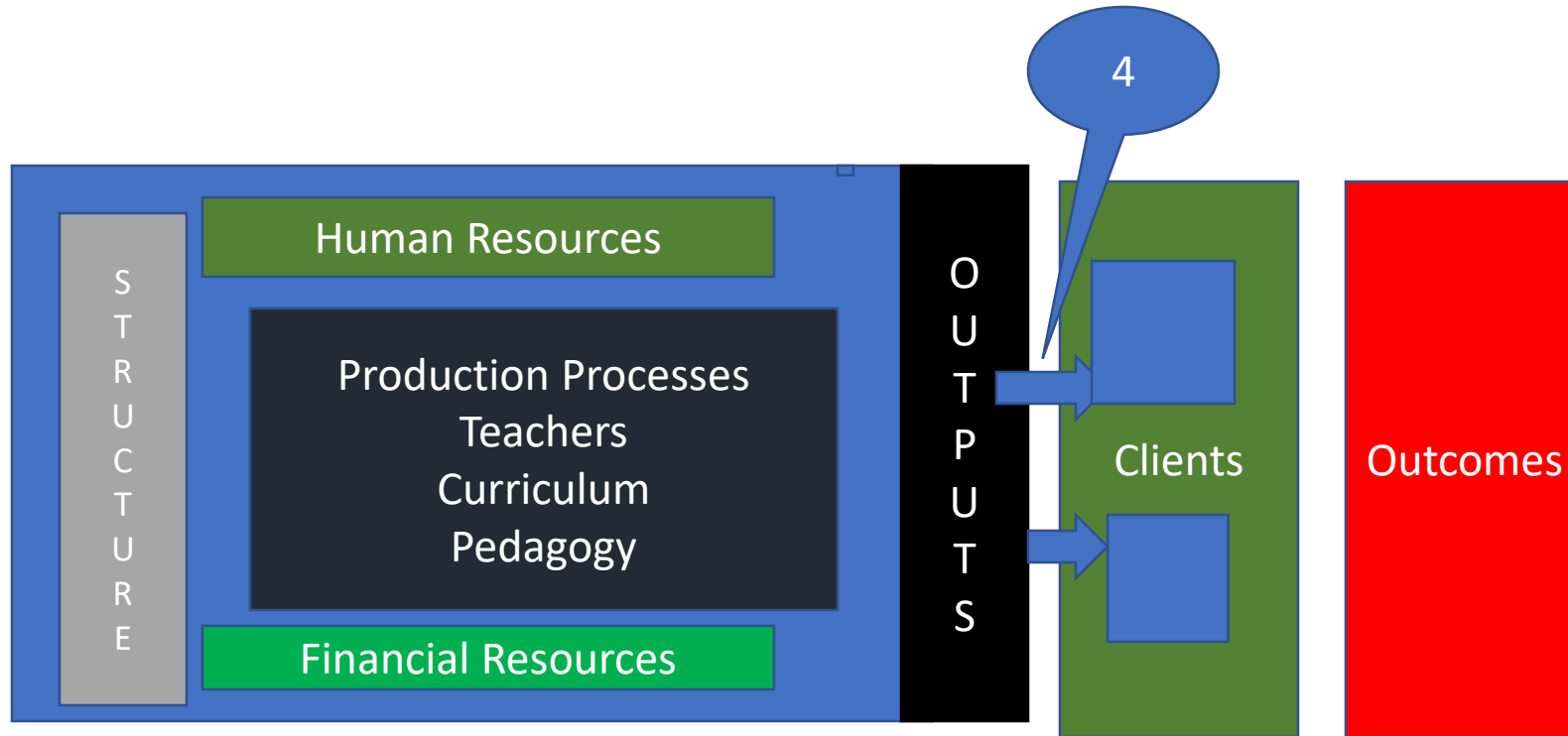
Product or Service Innovation



Organizational Level Strategic Innovations

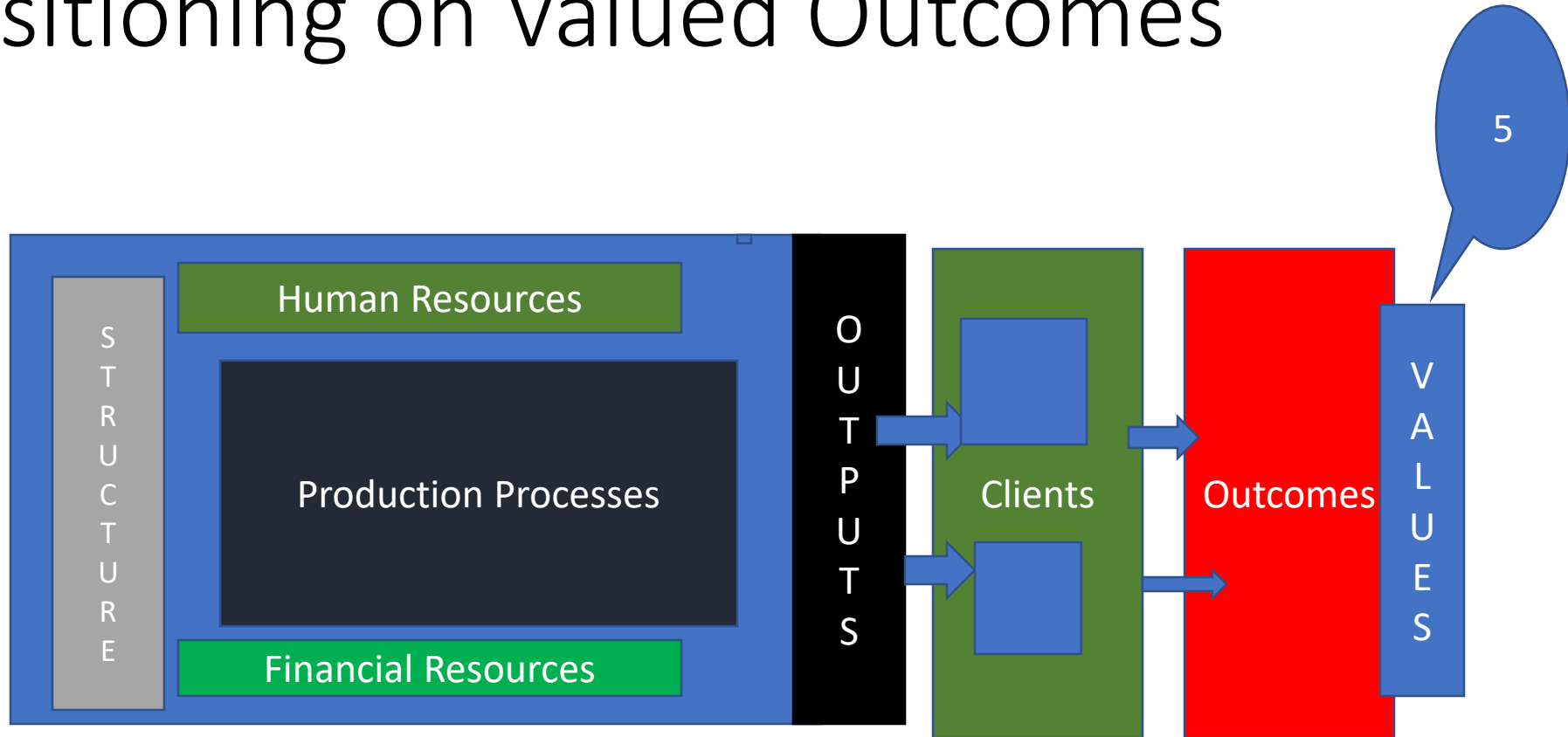
Strategic Innovations (I)

Marketing/Segmentation Innovations



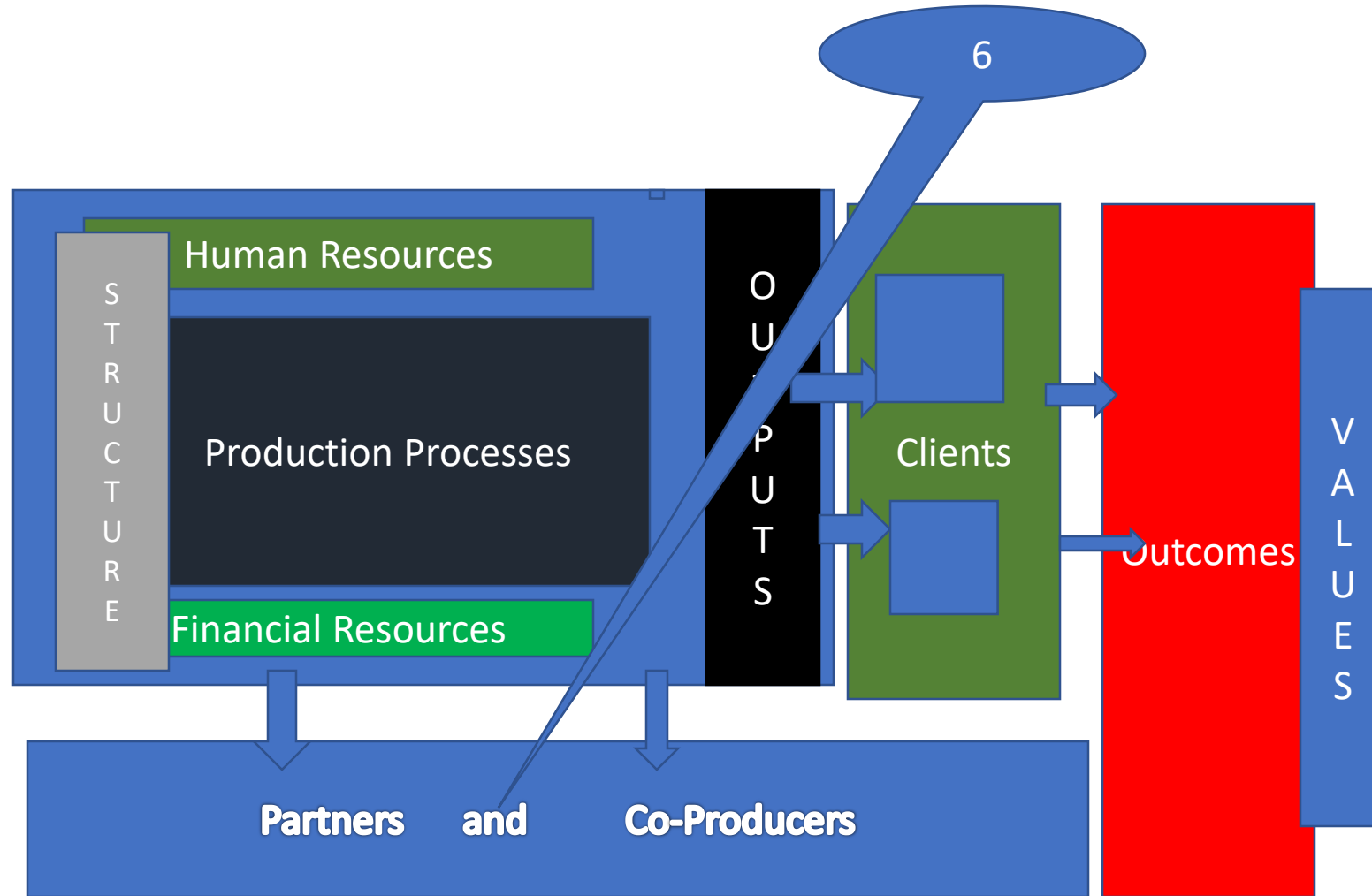
Strategic Innovations (II)

Re-Positioning on Valued Outcomes



Strategic Innovation (III)

Mobilizing Voluntary Co-Production



Innovations in Governance:
Creating New Partnerships or
Networks to Create Public Value

The Social Level Production System: Tri-Sector Production Systems

- Social Actors Distributed Across Society

	International	National	State	Local	Grass Roots
Government					
Voluntary					
For Profit					

Conditions

*Problems/
Social Conditions*

Security

Social Goods

Economic Growth

Targets of Innovation: Collaborative Government

G
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V
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C
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7
Innovations
in
Governance

7a
Collaborate

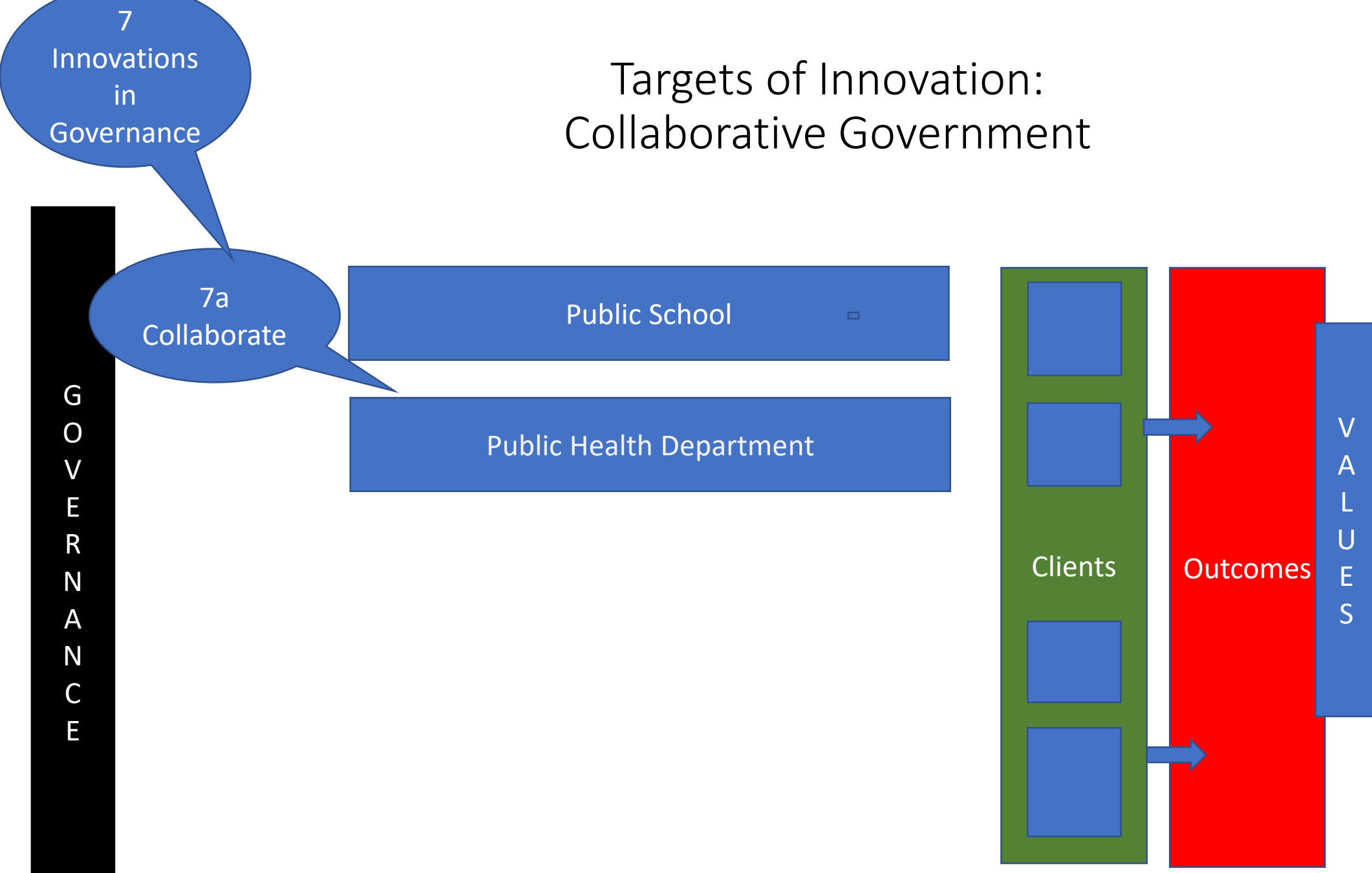
Public School

Public Health Department

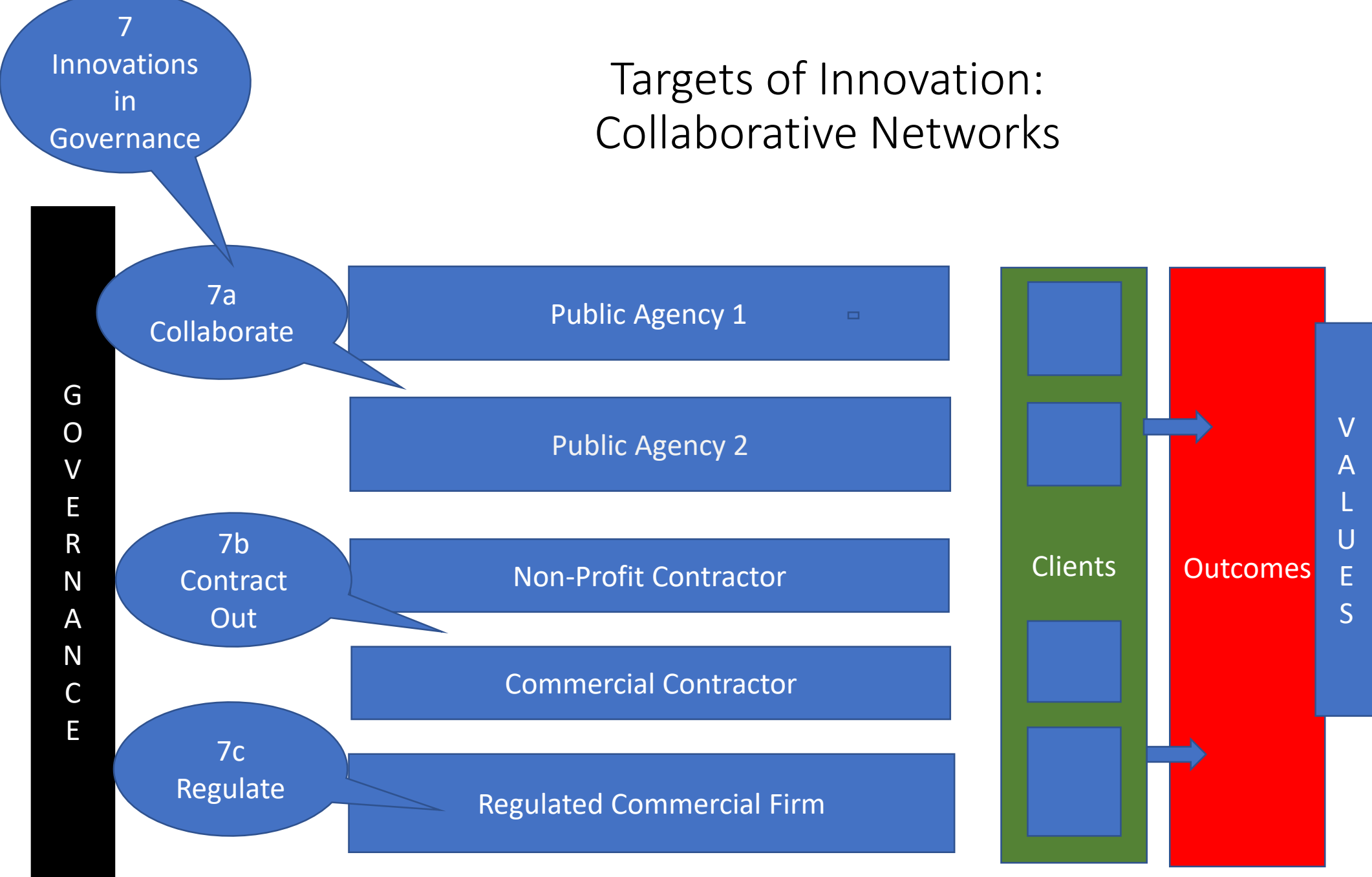
Clients

Outcomes

V
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L
U
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S



Targets of Innovation: Collaborative Networks



The Tools of Government: Influence Over Social Production Systems

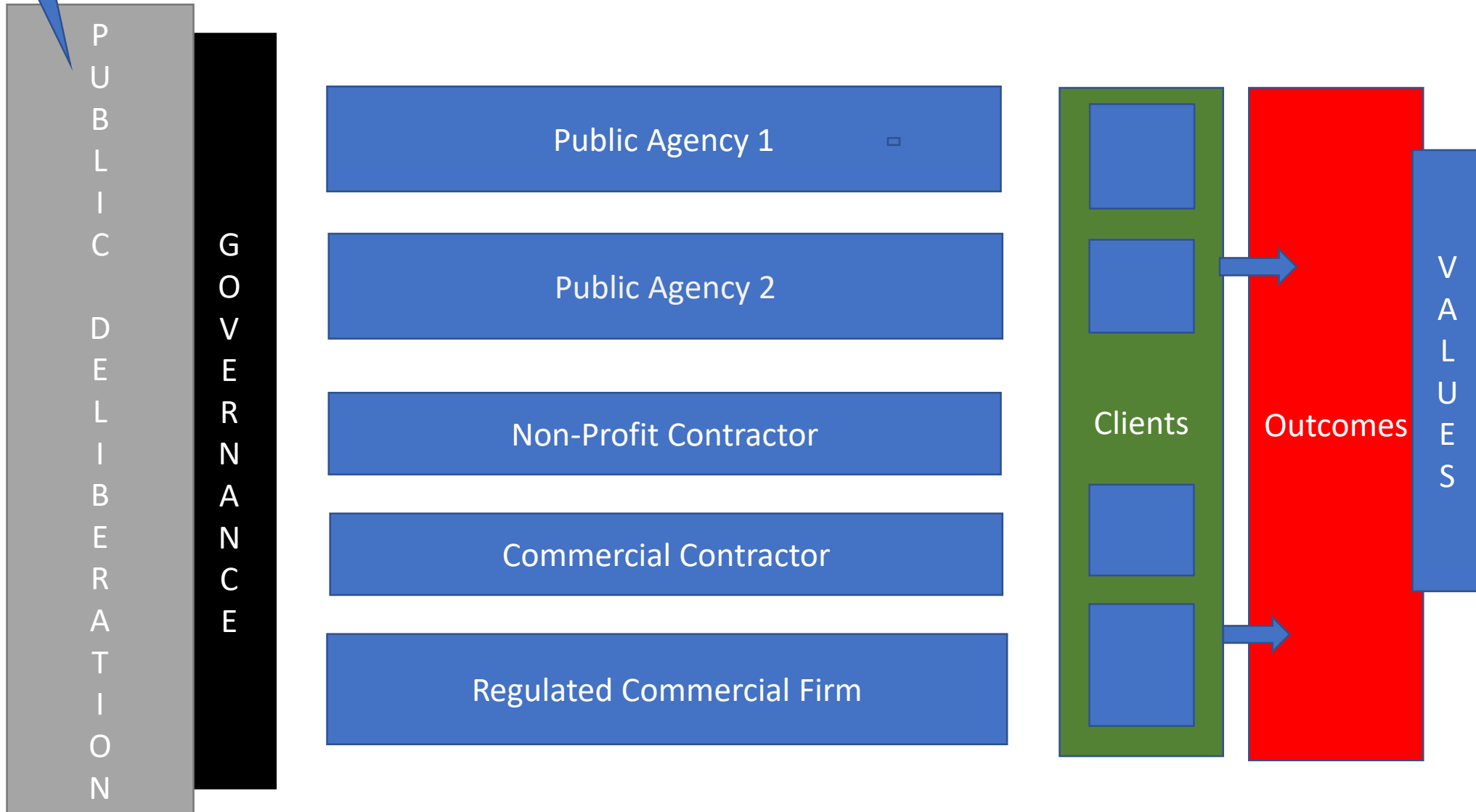
- Moore:
 - Public Authority
 - Public Dollars
 - Public Spirit
- O'Hare:
 - Make/Buy
 - Tax/Subsidize
 - Oblige/Prohibit
 - Implore/Inform

The Tools of Government: Influence Over Social Production Systems

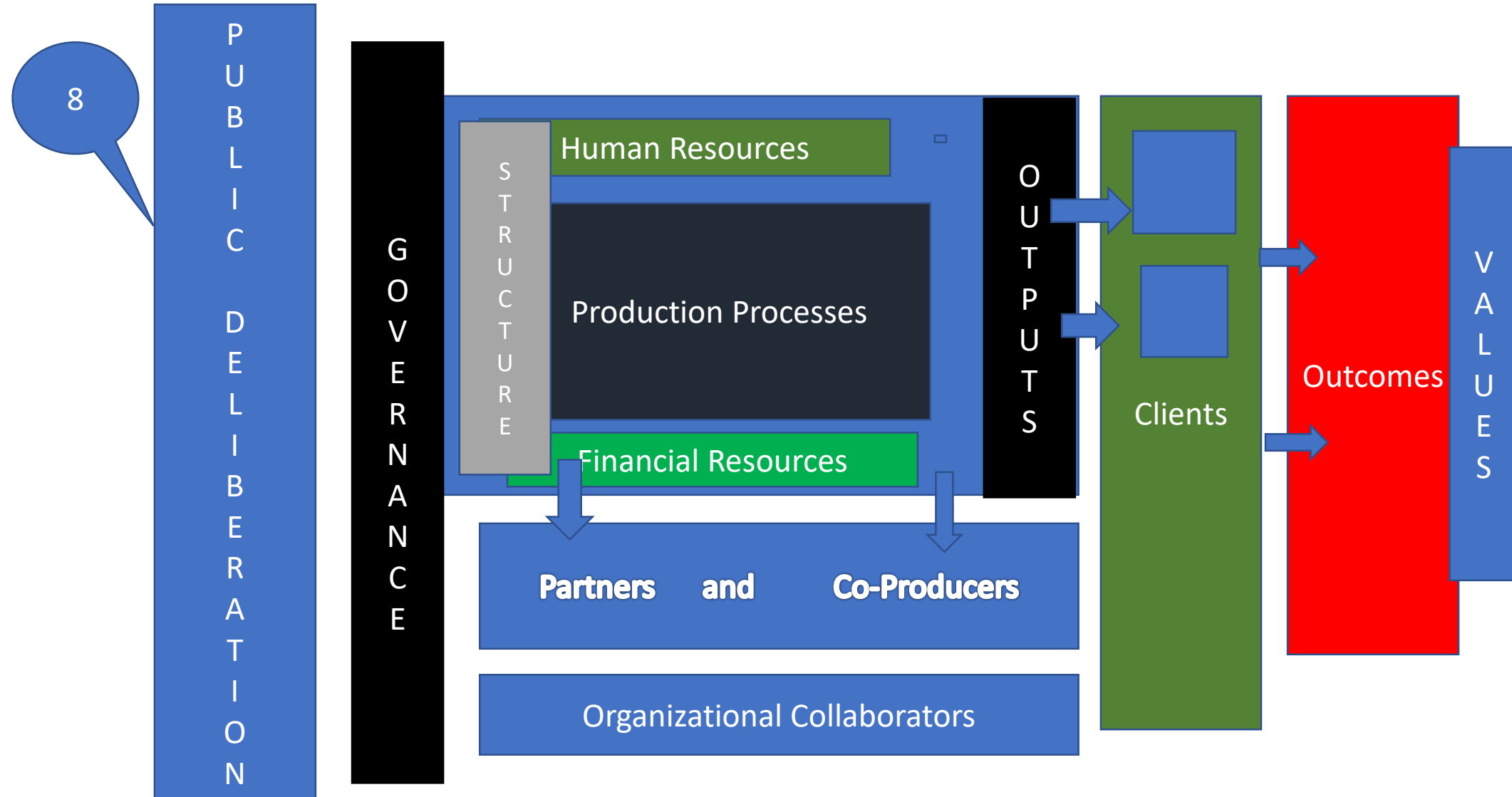
- Salamon:
 - *Direct Government* Financing and Production
 - *Economic Regulation* to Produce Social Goods and Right Relationships
 - *Social Regulation* to Produce Right Relationships
 - *Government Insurance* to Compensate for Risks of Dangerous Environment
 - *Public Information* to Support Individuals in Economic, Social, and Political Life
 - *Corrective Taxes/Tradeable Permits* to Provide Economic Incentives to Avoid Harm
 - *Contracting (Ordinary, Performance)* to Take Advantage of Commercial Capacity
 - *Grants*: To Take Advantage of Commercial and Voluntary Capacity
 - *Loans and Loan Guarantees* To Reduce Risks of Publicly Valued Economic Activity
 - *Tax Expenditures*: To Reduce Costs of Publicly Valued Economic Activity
 - *Vouchers*: To give individuals choice about the use of public assets to benefit them
 - *Tort Liability*: to create incentives for individuals to not create risks for others, ensure right relationships

Innovations in Democratic Governance

Targets of Innovation: Public Deliberation and Democratic Governance



Targets of Innovation: Public Deliberation: Calling a Public Into Existence



The Tools of Democratic Governance: Influencing the Social/Political Demand to Create Public Value

- Policies Affecting Public Speech and Discourse
- Policies Toward Politics
- Civic Education
- Administrative Rules Requiring Consultation
- Administrative Practices in Calling a Public Into Existence

The Location of Different Kinds of Innovation in Social and Public Production Systems

- #1 Production Process Innovations
- #2 Administrative Systems Innovations
- #3 Product or Service Innovation
- #4 Marketing/Segmentation Innovations
- #5 Mission and Public Value Innovation
- #6 Mobilizing Network Production
- #7 New Sources of Financing and Authority
- #8 New Forms of Public Deliberation and Decision

Generating Steady Productivity Gains in National Educational Systems:

- Social Research and Development Model:
 - Top Down, Centralized, Government Led and Directed
- Market Model:
 - Bottom-Up, De-Centralized, User-Led
- Mixed Models
 - Agricultural Extension Services Model
 - Medical Model
 - Philanthropic Driven Model
 - Professional Ideology Model
 - Movement Model

Principles to Follow in Organizing Innovative Capacity at National System Level

- **Principle 1:** *The National Education System is the Proper Unit of Analysis for Results, Performance, and Intervention*
- **Principle 2:** *The Performance of the National Education System Should be Judged at Both the Individual and Aggregate Level, and in both Utilitarian and Justice Terms*
- **Principle 3:** *Recognizing and Valuing Variation in the System*
- **Principle 4:** *Ensuring a Diverse and Strategically Valuable Set of Innovations for Testing*
- **Principle 5:** *Organizing the Demand Side of the Educational System to Distinguish Valuable Innovations from the Fads, and to Scale the Valuable Efforts at the Expense of the Less Valuable*

A Catalogue of Kinds of Educational Innovations

	Micro Innovations	Macro Innovations
Classroom Level Curriculum and Pedagogy Continuous, Personalized Measurement Classroom Discipline/Management	Smaller, Operational Innovations	Diffusion Across System Through Some Process
School Level Parental/Peer Engagement Teacher Selection/Motivation/Evaluation School Leadership, Management, Governance	Larger Innovations that Include Managerial Changes at Org. Level	Diffusion Across System Through Some Process
National Level Teacher Development Systems Financing/Monitoring Systems Curriculum Requirements and Certifications	Even Larger Innovations that Include System Re-Structuring and Financing	No Diffusion Since Refers to Whole System

Innovators and Innovativeness

	Substantive Innovations in Processes that Produce Learning	Developing and Encouraging Innovators	Create Institutional Frameworks That Allow or Promote Innovativeness
Classroom Level Curriculum and Pedagogy Continuous, Personalized Measurement Classroom Discipline/Management	Innovations in Classroom Methods	Find and Support Innovative Teachers	Innovative and Adaptive Teachers
School Level Parental/Peer Engagement Teacher Selection/Motivation/Evaluation School Leadership, Management, Governance	Innovations in School Level Strategy and Leadership	Find and Support School Leaders Who are Willing to Experiment	Creating Schools that Can Learn
National Level Teacher Development Systems Financing/Monitoring Systems Curriculum Requirements and	Innovations in National Systems	Find and Support Political Officials Willing to Change	Creating a National System that Can Learn

Evaluative Dimensions for Educational System Performance

	The Good: (Utilitarian Philosophy)	The Fair and Just: (Deontological Philosophy)
Individual Level Evaluation	Clients Satisfied with Service Clients Future Welfare Improved	Clients Fairly Treated Clients Receive Services they Deserve
National System Evaluation	Social Prosperity Increased	Society Advances Economic, Social, and Political Equality

The Simple Analytics of Innovation and Learning in Complex Social Production Systems

- the number of innovations tried
- the size, character, and (system) location of the tried innovations
- the supply, capacity, and (institutional) position of potential innovators
- the scope of social authorization and financial support for innovation at different levels
- the evaluative terms to be used in assessing the social or public value of a proposed idea
- the *ex ante* assessed potential of the innovative ideas that were authorized and supported
- the *ex post* evaluation of the empirical results produced
- the capacity of the system that provides financial and social support for new ideas to distinguish good ideas from bad, and to provide sufficient financing and support for the spread of ideas of proven value
- the capacity of the system that provides financial and social support of the status quo to recognize and act on the potential for replacing the old with the new