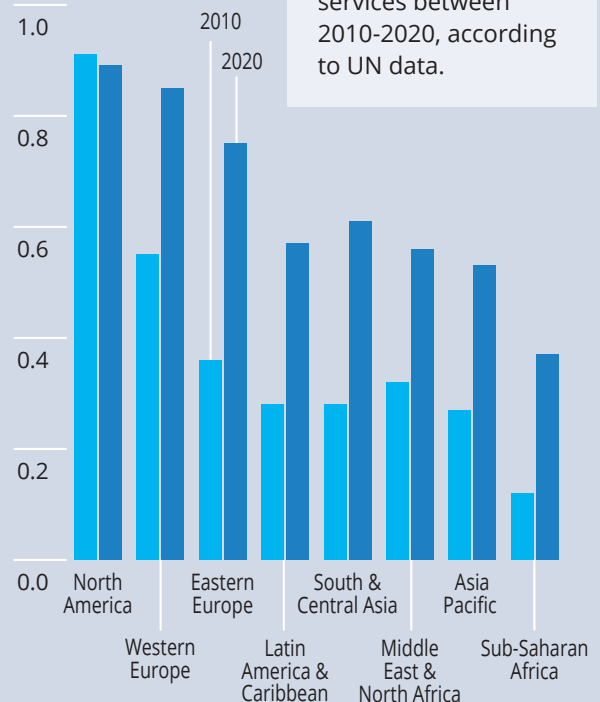# INNOVATION IN GOVERNANCE

States and nonstate actors will look for ways to adapt to mounting governance challenges, experimenting with novel tools and techniques for providing security and welfare that could in turn be adopted around the world. Although trends in governance innovation are difficult to discern or forecast, one clear area of innovation will be in the development and application of technologies to improve the speed, efficiency, and precision of governance.

- Governments worldwide have increased their use of technology for service provision and citizen engagement during the past two decades. While the most proficient countries for digital governance are largely high-income countries, the general trend in digital governance extends across all countries and regions.

- The increasing availability of data about all aspects of people's lives—coupled with the artificial intelligence (AI) technology to analyze it—is making governments more agile in directing services and providing security. This is a double-edged sword: the same AI-enabled surveillance technology that allows governments to diminish crime also enables them to monitor and repress their populations.

- Given the roles of public and private sectors in technology development and application, key innovations are likely to involve both state and nonstate actors. For instance, the advent of mobile payments and banking systems in Africa has allowed governments to implement cash transfers and pay employees more efficiently and reliably.

- Once established, innovative governance approaches are likely to spread around the world. For example, AI-enabled surveillance technology has proliferated around the globe—adopted by at least 74 countries as of 2018—and is provided by both Chinese and Western companies. Likewise, successful models gain adherents quickly: at least 40

GOVERNMENT USE OF DIGITAL TECHNOLOGY

Governments in almost every region increased the scope and quality of online governance services between 2010-2020, according to UN data.

UN Online Services Index

countries have implemented conditional cash transfer programs as a development tool, inspired in part by the success of Brazil's Bolsa Familia program in the 2000's in reducing poverty.