



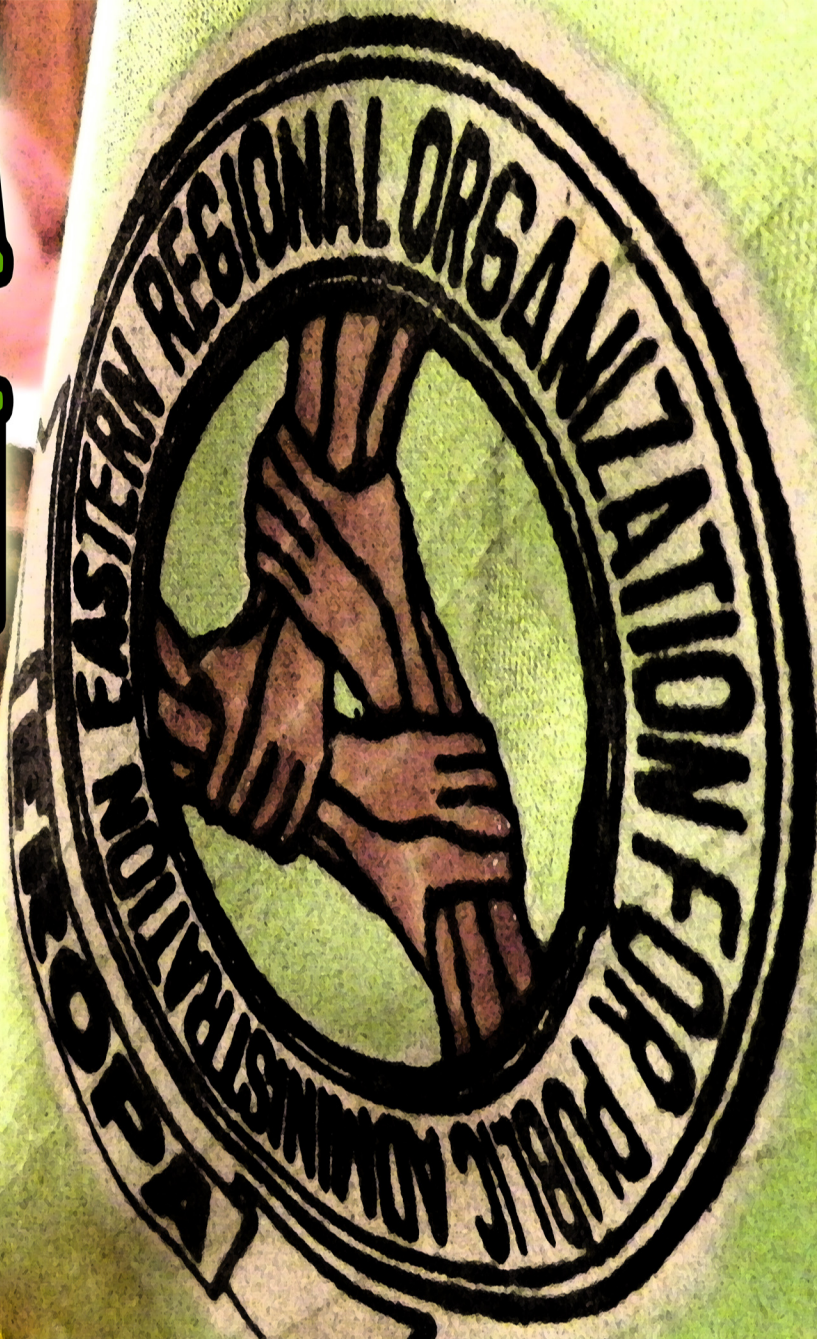
**EROPA**

# **EROPA BULLETIN**

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**Eastern Regional Organization for  
Public Administration**  
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# 57th Executive Council Meeting meets in Bangkok Thailand



Last 19 February 2012, the members of the Executive Council met to discuss important matters concerning the organization. The meeting was presided by Dr. Sombat Thamrongthanyawong, Chair of the National Institute of Development Administration (NIDA) where the meeting was held.

Present in the meeting were the state member representatives of the People's Republic of China (Mr. Keshi Li of the Chinese Academy of Personnel Science), Indonesia (Dr. Ngadijono Mi-hardjo of the National Institute of Public Administration), Japan (Mr. Tatsuya Kabutan of the Local Autonomy College), Nepal (Dr. Kayo Devi Yami of the Public Service Commission), Philippines (Ms. Mary Ann Mendoza of the Civil Service Commission), Thailand (Dr. Sombat Thamrongthanyawong and Dr. Tippawan Lorsuwannarat of NIDA) and Vietnam (Dr. Tram Trong Duc of the National Academy of Public Administration).

Group Member representatives namely Dr. Roger Wettenhall of the University of Canberra, Mr. Masahide Adachi of the Council for Local Authorities for International Relations, and Atty. Maria Anthonette Allones of the Career Executive Service Board also took part in the meeting. Dr. Akio Kamiko as individual member representative and Dr. Pan Suk Kim and Dr. Akira Nakamura of the Steering Committee also graced the meeting with their presence.

Important matters discussed were the Secretary General's report, budget and finances of EROPA, the relationship of EROPA with other international organizations of public administration in the Asia-Pacific region, the Asian Review of Public Administration (EROPA journal) and the renewal of EROPA's registration to the Philippine government.

Members of the council agreed that 2012 is a year for transformation. A proposal was made for the council and the steering committee to meet for at least twice a year so as to be able to better layout the future and direction of EROPA. Decision points for these proposals were left to be resolved in the future.

The next Executive Council meeting will be on the last quarter of the year 2012 in Indonesia.



EROPA WOULD LIKE TO THANK THE PHILIPPINE CIVIL SERVICE COMMISSION, REPRESENTED BY COMMISSIONER MARY ANN MENDOZA, FOR SPONSORING A DINNER IN THE 23RD GENERAL ASSEMBLY AND CONFERENCE IN BANGKOK, THAILAND.

# EROPA in its 23rd General Assembly

Last February 20 2012, EROPA's 23rd General Assembly was held in the Grand FourWings Convention Centre in Bangkok, Thailand. The following officers were elected for the 23rd General Assembly:

23rd Elected Officers of the General Assembly

- President: Dr. Sombat Thamrongthanyawong of Thailand
- Vice President: Dr. Roy Salomo of Indonesia
- Vice President: Mr. Tatsuya Kabutan of Japan
- Vice President: Prof. Jiang Wu of

- China as represented by Keshi Li
- Resolutions Committee Chair: Dr. Akira Nakamura of Japan
- Future Plans and Programs Committee: Commissioner Mary Ann Fernandez-Mendoza of the Philippines

The Secretary General also reported to the General Assembly on the activities of EROPA last 2011 and the future plans and programs the organization will make this 2012 and beyond.

The Editor in Chief of the Asian Review of Public Administration

(ARPA), Dr. Pan Suk Kim, also reported on the status of the EROPA Journal. He recognized the great contributions of the Editorial Board in publishing the ARPA.



Despite the postponement last year, the turnout for the EROPA 23rd General Assembly and Conference was around 300 participants including paper presenters, representing 25 countries.

## Director Chirayu's Keynote Address

Crown Property Bureau Chair and National Institute of Development Administration Council Chair Chirayu Isarangkun Na Ayuthaya, in his keynote address, said that high economic growth was not an end in itself. He continued by stating that though Thailand was considered to have such an economy, problems facing the country include unbalanced rural and urban development; worsening environmental conditions; and the degradation of social and moral values.

As a response to these problems, Dir. Chirayu said His Majesty the King introduced the Sufficiency Economy Philosophy or SEP which views ethical foundation as vital to economic systems in the context of sustainability. Said foundation, added the director, should be rooted to the value held by the majority be given importance. Dir. Chirayu explained that His Majesty the King cautioned against unbalanced rapid economic growth



that would leave large groups of the population behind the process of development. He also warned public administrators to be wary of short-term growth and instead focus on long-term sustainable development within the context of global changes and the people. Dir. Chirayu said that people need to reset their moral compass so that global economic growth could be reoriented to save the interest of all peoples and that environmental destruction should be stopped.

Director Chirayu explained that while SEP could be applied to national, community, and individual levels, the community level should be given importance. Dir. Chirayu explained that His Majesty the King cautioned against unbalanced rapid economic growth that would leave large groups of the population behind the process of development...  
(continued on p.4)

# EROPA 2012

We have the honor and pleasure to invite you to participate in the Conference on “Challenges to Administrative Reform: Learning from the Past and In Search of Excellence in the Future” of the Eastern Regional Organization for Public Administration (EROPA).

The Upcoming Jakarta EROPA Conference will be jointly hosted by Administrative Sciences Department, University of Indonesia and the National Institute of Public Administration, Republic of Indonesia. The Conference will be held on 28 October - 1 November 2012 in Jakarta, Indonesia.

The conference, to be attended by EROPA state members, as well as a member of groups, individuals, and international organizations, will bring together hundreds of government officials (including policy makers and high ranking officials), academicians, and practitioners of public administration and governance from Asia and the Pacific and beyond.

We look forward to welcoming you to the opening ceremony of the 2012 EROPA conference.



**Dr. Roy V. Salomo, M.Soc.Sc.,**  
Chair of the Indonesian Organizing  
Committee  
Chairman of the Administrative  
Sciences Department, University of  
Indonesia

**EROPA CONFERENCE 2012**

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information**

**“Challenges to Administrative Reform:  
Learning from the Past  
and  
In Search of Excellence in the Future”**

**28 October – 1 November 2012  
Jakarta, Indonesia**



## *Director Chirayu’s... (continued from p.3)*

He also warned public administrators to be wary of short-term growth and instead focus on long-term sustainable development within the context of global changes and global limitations.

The Crown Property Bureau Chair mentioned that SEP was not the only development model. He said that in the future, all countries, especially those which belong to the EROPA community should share models of development. He said that lessons and insights that could be derived from such a practice would be very invaluable.



# PREVIEW: ARPA SPECIAL CONFERENCE ISSUE

*Editorial Introduction by*

**PAN SUK KIM, Editor-in-Chief**

*and*

**ROGER WETTENHALL, Associate Editor**

The Asian Review of Public Administration (ARPA) had planned to base its second issue for 2011 around the annual EROPA Conference and General Assembly scheduled to be hosted by the (Thai) National Institute of Development Administration in Bangkok in October 2011. Preparation for EROPA 2011 was well under way when Bangkok was hit by severe flooding, necessitating postponement of the conference to February 2012. Accordingly this ARPA issue was necessarily also delayed, reflecting the host city's calamitous encounter with natural disaster, and we must live with the anomaly that some early 2012 dates are shown in an issue that completes the 2011 volume of ARPA.



An EROPA conference features both plenary and other conference-wide sessions and a number of parallel panel sessions based around specialized topics of theoretical and practical interest to public administrators. The articles in this special EROPA 2011 conference issue (vol.22 no.2) have been developed from presentations selected from the plenary and general conference sessions in Bangkok. We expect that the next issue (vol.23 no.1) will include a number of articles developed from selected presentations in the parallel panel sessions.

## **The Articles that Follow**

In the first article, Professor Pan Suk Kim of Yonsei University, South Korea, and editor-in-chief of ARPA, presents a forward-looking argument developed from a plenary address at EROPA 2011 that proposes the future development of a common school of administration in East Asia. He reviews existing efforts in Asia – and especially East Asia – to establish regional arrangements for peace and security, drawing on the model of the European Union for comparative purposes. He looks particularly at existing regional public administration associations and at what he describes as the convergence of administrative space. The proposal for a common school emerges easily in this context, and deserves to be given an important place in EROPA's planning for the future.

The second article, by Dr. Chirayu Isarangkun Na Ayuthaya, Chairman of Council of the Thai National Institute of Development Administration (or NIDA), the conference host organization, is developed from the EROPA 2011 opening address. It reflects on economic and administrative aspects of world development, and particularly on the distinctive Thai development model. There is much in this model, known as Sufficiency Economy Philosophy (SEP), that will interest public administrators in other countries with development concerns, and it may surprise many to discover the important part the Thai monarch has played in the evolution of this model.

The third article, by long-time EROPA friend and supporter Professor Akira Nakamura, of Meiji University, Tokyo, Japan, draws from the major theme of EROPA 2011 in reflecting on the mounting challenges, declining resources and rising expectations confronting governments in the Asia-Pacific region. Particular challenges identified arise from problems of governmental legitimacy, economic transformation, and lack of citizen trust. Major avenues to be followed in seeking the way forward are also identified: prominent among them are the vital need to tackle corruption, and the equally strong need to improve the quality of public services. It was on Professor Nakamura's initiative that an "Asian Leaders' Forum" has been included in... (continued on p.6)



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## Editorial Introduction (continued from p.5)

recent EROPA conferences, and we are pleased to include as the fourth article in this issue of ARPA a paper developed from a Forum address at EROPA 2011 by Yasuyuki Kitawaki, former mayor of an important Japanese city, former member of the Japanese House of Representatives and now visiting professor at Josai University. In this article Professor Kitawaki reviews the huge challenge currently faced by the Japanese government in designing and implementing major financial retrenchment strategies, and draws attention to the innovatory idea and practice of “The New Public Commons”, which seeks to stimulate sustainable local and community effort that will relieve some of the pressures on central government. This too is a development which will interest public administrators in many countries facing challenges not so dissimilar from those now being experienced in Japan.

In the final article Professor Sombat Thamrongthanyawong, President of NIDA, draws on his plenary address at EROPA 2011 to review some major challenges facing administrative systems today, and opportunities and possibilities for innovation arising from them. The discussion of natural disaster as one of the major challenges offers glimpses on the disastrous Bangkok flooding that led to the delay in staging the EROPA 2011 conference. Here and in other parts, the article notes on-going movement in ASEAN countries towards regional integration, and so establishes a link with the proposals in Professor Pan Suk Kim’s opening article.



### ASPA Honors ARPA Editor Pan Suk Kim

ARPA Editor Professor Pan Suk Kim received the Paul P. Van Riper Award for Excellence and Service from the American Society for Public Administration (ASPA) at the 2012 ASPA Annual Conference in Las Vegas, Nevada on March 6, 2012.

This award is given to a distinguished professional and nationally recognized leader actively and continuously engaged in contributing significantly to the practice and study of public administration throughout the 10 years preceding nomination for the award, and an exceptional innovator in the practice and/or study of personnel administration and human resource development with a focus on meeting the human capital challenges of the 21st century. He is the first non-American expert who received the Paul P. Van Riper.

As one of the leading organizations in the Asia-Pacific region, EROPA has been accredited by the United Nations Public Administration Network (UNPAN) as one of the latter’s Online Regional Centers (ORCs). As such, the EROPA serves as one of UNPAN’s contributors in the Asia-Pacific region in keeping an updated database of public administration developments. Public administration news, documents and events can be viewed at [www.unpan.org](http://www.unpan.org).



# GOOD GOVERNANCE: THE “STORYBOOK CHILDREN”

by: Prijono Tjiptoherijanto

## Introduction

Good governance is an important issue over the last two decades. Good governance has become the new paradigm replacing the old one in public administration developed by Max Weber. Such conventional model of public administration of “all about government” had been left and replaced by the new one that involves the cooperation of three elements, that is: government, civil society and business sector.

## What is “good governance”?

Good governance, according to World Bank’s definition, entails sound public sector management (e.g. efficiency, effectiveness and economization), accountability, exchange and free flow of information (e.g. transparency), and a legal framework for development (e.g. justice, respect for human rights and liberty), (World Bank, 1993). A more succinct definition of good governance is offered by Hirst (2000) who propounds that it “means creating an effective political framework conducive to private economic action: stable regimes, the rule of law and efficient state administration adapted to the roles that government can actually perform and a strong civil society independent of the state”.

In this regard good governance agenda places special emphasis on anti-corruption measures. In Malaysia, for example, some of the corruption practices involved the civil servants. In 1998 for example, among 300 cases reported by the Anti-Corruption Agency (ACA) 186 cases, or 64 percent, involved civil servants<sup>1</sup>. However, Malaysia is considered “better off” than other Asian countries if bribing is the indicator of the corrupt practices among bureaucrat personnel. Table 1 below summarized the situation in the Asia-Pacific Countries. The exclusive focus on corruption in public offices and institutions fail to chronicle the large scale corruption practices carried out by private individuals and corporations. The involvement of western banks and transnational corporations in many corrupt deals in the poor and developing world is well documented. The extent of corrupt practice involving transnational corporation is so huge that from period of 1994-2001, the US government received reports of 400 International contracts worth US.\$200 billion that involved bribery (Kavaljit Singh, 2005).

On the other hand, it seems that transnational corporations have take over the roles of government

in allocating and distributing primary goods and services. In collaboration with state officials, the 1998 Southeast Asian crisis witnessed the roles of entrepreneurs who took advantage of the currency depreciation and state subsidy for local currency stabilization by exchanging government funded monetary adjustment loans into foreign currencies and whisking them abroad for private gains.

Decentralization and local self-government constitute another important component of current governance agenda where reforms have been introduced in order to reduce poverty and achieve higher economic growth. Another dimension of good governance pertains to fostering popular participation. Hence, many goals are set to make government close to public. In other popular words it is called “public-private partnership”. However the society as well as the international donor agencies also have different views on good governance. The summary of different perceptions on the good governance’s target is summarized in Table 2.

Table 1. Respondent who paid a bribe to obtain services in Selected Asia Pacific Countries, 2007

Ranking	Country/Territory	Percentage of respondents who paid a bribe
7	Japan	1%
8	Korea South	1%
18	Hong Kong	3%
23	Malaysia	6%
33	India	25%
40	Indonesia	31%
41	Philippines	32%
46	Pakistan	44%
49	Cambodia	72%
57	Singapore	*
58	Thailand	*

Note : \*). Due to problems with data, result for Singapore and Thailand could not be used.

Source : Transparency International Global Corruption Barometer 2007. Percentage are weighted and calculated for respondents who came in contact with services.



1). New Strait Times, 4 June 1999; daily newspaper in Malaysia

\*) This paper based on a secondary data analysis research project funded by API – The Nippon Foundation (TNF) which is mainly depend on published materials and interviews with key persons, mostly from the government, in the respected countries studied.



The explanation within the Table 2 does not suggest differences among three actors in the implementation of the "good governance" agenda. It shows in the degree of importance of the so many goals and objectives underlying the practice of good governance, which is sometimes considered as the "second generation reforms" to facilitate the development of market economy<sup>2</sup>. The reform can facilitate or hinder the creation of new space for government, civil society and donor agencies in implementing the good governance agenda.

**Table 2. The importance of "good governance" practices as seen from different views.**

Government/Formal Institution Perceptions	Community/Civil Society Hopes	International Organization/Financial Institution Demands
1. Combating Corruption	1. Better quality of life	1. Downsizing bureaucracy
2. Transparency	2. Equitable distribution of wealth, income and natural resources	2. Privatization of the state-owned companies (SOE)
3. Accountability	3. Full employment	3. Deregulations
4. Participation in decision making process	4. Better access to housing, health and education	4. Decentralization and encouraging local self-governance
5. Rule of Law	5. Restraining privileges of elite in politics as well as in wealth	5. Respecting human and property rights

**Source :** Author's own perception based on the research's Findings from selected ASEAN's Countries in the period of 2007 – 2008.

### **Examples of "good governance"**

As for the administrative reform or "governance reform" previously noted, administrative reform was directed towards the "trust deficit". The "trust deficit" can be reduced only by creating a government that is efficient and also just. In the United States, this paradigm has stimulated rethinking about what government is and how it should function. Among the products were two theories of government administration which surfaced under two great presidents. One is the "minimal state" role, an administrative strategy used by the Reagan Administration, whereas the other involved "reinventing government" during the Clinton Administration.

The minimal state theory is similar to schools of thought that have roots in the work of Frederick A. Hayek and Milton Friedman and draw intellectual sustenance from the work of William A. Niskanen, Gordon Tullock, Nobel Laureate James M. Buchanan, and other members from the school of public choice<sup>3</sup>. During the Reagan Administration, minimalism was implemented through various means that sought diminished expectations of government; budgetary restraints and centralized decision making; a leaner and more responsive political establishment; and a focus on a few objectives of overriding natural importance (Carrol. et.al. 1985, p.807).

Reinventing government, on the other hand, takes the inspiration from the experience of practitioners such as David Osborne, a journalist, and a former city manager<sup>4</sup>, Ted Gaebler (1992). Ideas posted by Osborne and Gaebler had the enthusiastic endorsement of President Clinton when in 1993 has requested Vice President Al Gore Jr. to review the performance of the federal government of the United States of America. The purpose of the review, as the title of the report that was submitted in the same year indicates, was to create a government that is result oriented, works better and cost less (Gore, 1993). The report notes that only 20 percent of the American people trust the federal government to act rightly most of the time. To reduce this "trust deficit" then becomes an important objective of the administration at that time.

In spite of the strategic differences among the two reform movements, there is a common theme: the urge to de-bureaucratize government administration. Several innovative public programs that have broken free of the constraint of bureaucratic procedures were introduced. In order to understand the de-bureaucratizing agenda in these two reform movements, comparison of them with regards to four dimensions of public administration namely: purpose; personnel, organization, and management

2) The "Second Generation Reforms" refers to re-designing the state and institutions, while the "First Generation Reforms" mostly concerns with economic reforms to cope with globalization process. All of these reforms are in accordance with the "Washington Consensus". The term "Washington Consensus" was first coined by the US economist, John Williamson to refer to policy package pushed by the powerful Washington-based institution, namely, the World Bank, the US Treasury and neoliberal think-tanks. Initially aimed at Latin American countries in the 1980's, "Washington Consensus" was subsequently extended to the rest of the developing world. The important components of the Washington Consensus were fiscal discipline, trade liberalization, tax reforms, liberalization of foreign investment regime, privatization, deregulation, financial liberalization, and capital account liberalization, market based exchange rates, labor reform and protection of property rights.

3) William A. Niskanen, "Bureaucracy and Representative Government", Chicago: Aldine Atherton, 1971; Gordon Tullock, "The Politics of Bureaucracy" Washington: Public Affairs Press, 1965; and James M. Buchanan and Gordon Tullock, "The Calculus of Consent: Logical Foundation of Constitutional Democracy" The University of Michigan Press, 1962.

4) David Osborne and Ted Gaebler, "Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector" Addison-Wesley, 1992.

procedures, is summarized in Table 3 below. These dimensions address the question of why, who, what, and how public administration ought to be conducted.<sup>5</sup>

**Table 3. Characteristic of the Bureaucratic Paradigm in Two Reform Approaches**

No	Characteristic	Bureaucratic Paradigm	Minimal State (Reagan Administration)	Reinventing Government (Clinton Administration)
1.	Purpose of Government	Execution of the will of the state	Provision of public goods and services	Meet citizen expectations
2.	Nature of public servants	Neutrally competent	Rational, self-interested, budget maximizes setting	Entrepreneurs
3.	Management approach	Close supervision; Standard Operating Procedures (SOP)	Cost-minimizing; Consumer-oriented management	Facilitative management; total quality management (TQM)

Source : Compiled and modified from many resources by the author.

This summary is accomplished, of course, at the risk of over simplifications. Nevertheless, it provides a sense of the potential for and content of debureaucratization agenda. The debureaucratization movement as an administrative reform is more than political act. It is an act of cultural change, reflecting and challenging basic social values. As James Q. Wilson (1989), has commented. "The way in which a bureaucracy operates cannot be explained simply by knowing its tasks and the economic and political incentives that it confronts. Culture makes a difference"<sup>6</sup>

### Cultural Influences

Culture is the reflection of the economy and politics. The dominant and newly emerging forces in the economy and politics also embedded in culture. However, culture is neither simply the ideological reflection of current forces nor the contradistinctions in the economy and politics. It is also the accumulation of notions, customs, habits in current circumstances as long as there are transmitters and they are part of the social and psychological make up of people within local sites.

The bureaucracy has a structure that breeds its own administrative culture. Incoming political leadership often reacts to the bureaucracy. It responds by instituting personnel purges or reorganizing or both, either to cleanse the old system and reorient it to the needs of the new dispensation, or to reshape the administrative culture and values in facilitating targeted policy and program objectives. Consequently, a new political order carries its own political culture to the regime-bureaucracy relation. As the bureaucracy accommodates and eventually trusts the new regime,

an administrative culture supportive of the political leadership ensues.

The biggest hurdle to administrative reforms, however, appears to be the role of politicians in controlling the bureaucracy. Political leaders in a party-run polity are unlikely to appreciate the importance of political neutral civil service. They also may not be adequately restrained from pursuing extraneous goals in and through the bureaucracy. Indulgence by dominant-party politicians has also resulted in wide spread political interference in administrative decision and the politicization of bureaucracy decision making.<sup>7</sup>

Another factor which contributed to the success of the administrative reform is the role of leaders. The implementation of change in public services require highly persistent and visionary leaders. Therefore, there has to be quality leadership that will provide guidance and inspiration for the whole community, especially in the bureaucracy as the government's machine. Leadership is thus a necessary but insufficient condition for institutionalizing public sector reforms. Leadership is the key element in reforming the office and, in a larger sense, in achieving and engaging performance driven civil service within a challenging and globalizing world.<sup>8</sup>

Good governance occurs not only when politicians are honest and accountable, but also when civil servants are efficient and productive. The quality of governance is largely dependent on the quality of people who run it. A government maintained by responsible and highly competent individuals who are motivated by a strong desire to improve the lives of others, can assure a government that truly works for the people. Most illness in government are said to be substantiated by the lack of this basic quality in service. Sadly, the reputation of public officials speaks for itself

7) This kind of politicization in bureaucracy was branded as "bureaucracy polity" in Thailand (See: Fred Riggs, "Thailand : The Modernization of a bureaucracy polity", Honolulu, East West Press, 1996). And "Dominated Bureaucracy" in the Philippines (See: Ledivina V. Carino, "A Dominated Bureaucracy": An Analysis of the Formulation of and Reaction to State Policies in the Philippine Civil Services" Occasional Paper No. 89-4, National College of Public Administration and Governance, University of Philippines, 1989),

8) The Malaysian Prime Minister's Dr. Mahathir Mohammad had a vision 2020 and establishing a "Malaysian Incorporated", while Prime Minister Thaksin Shiniwatra of Thailand introduced the "CEO Manager" style for Thai Civil Service. Since the birth of the Philippine Republic in 1946, civil service reform has been undertaken during the administration of President Roxas, President Quirino, President Magsaysay, President Marcos and President Aquino. In Indonesia the late President Soeharto had reformed the civil service system in 1974. Since then no major changes in public service system occurred in Indonesia.

5) This a modification of the approach used by Hood and Jackson in their study of administrative doctrines. See: Christopher Hood and Michael Jackson, "Administrative Argument" Brookfield, vi :Dartmouth, 1991, p.17 & 179.

6) James Q. Wilson, "Bureaucracy: What Government Agencies Do and Why They Do" Basic Book, 1989, pp.203.

in almost all of the developing countries.

### Final Remarks

Corruption and other bureaucratic practices lead to the conclusion that the problem lies in the weakness in building government mechanisms and institutions. This notion is promoted by the World Bank, which in 1989 explicitly identified as "a crisis of governance" behind the "litany of Africa's development problem."<sup>9</sup> Since then, the policies and interventions to promote "good governance" have become a central preoccupation in the international donor community. The concept of "good governance", therefore, has some if not all the following effective dimensions, namely: public accountability and transparency, the rule of law, anti-corruption measures, decentralization and local government reform, democratic performance, judicial reform, social safety nets, a regulatory but lean state apparatus for efficient private markets, civil society participation in development, and overall respect for human rights.

In practice, however, international donors have focused on governance largely through a much more restricted lens of "good governance". This restricted lens is the technical and non-corrupt management of government resources through effective implementation of macroeconomic and anti-poverty sector policies sought by the donors.<sup>10</sup> This nature of "good governance" often undermines local traditions and is blind to contradictory interests of the elites and donors. Donors mostly take an "Alice in Wonderland" approach to governance, therefore the term means whatever a donor wants it to mean.<sup>11</sup>

In the final analysis, therefore, the heart of the "good governance" debate lies in the issue of responsibility and leadership. The responsibility for creating the problems, the responsibility for solving them and the capacity and willingness of the leaders to fix the problems. Looking back in 1997 at the record of post-independence Africa, the Uganda political scientist Yash Tandon (1996, p.28) asked: "Who has made such mess of Africa?"

The people said, "Leaders who are self serving and powerhungry". "Lazy people," say the leaders, "People who just wait for the government to give them jobs and to feed them". "Bad governments," say the World Bank (WB) and transnational (TNCs), "Government that have not followed correct fiscal, monetary, pricing and trade policies, and government that are not accountable to their population".

"The markets," says the left intellectuals (African and non-African), "The invisible forces of which work in favor of those who own capital and who exercise state power". "Out of these four possible explanations," Tandon continues, "In the battlefield of competing ideas, the playing fields are not in the same level".<sup>12</sup>

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12) See: Yash Tandon (1996) "Reclaiming Africa's Agenda" in Yash Tandon (ed), "African Conception of Democracy and Good Governance. International South Group Network: Harare, Uganda. 1996.p.28.

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9) See : World Bank (1989), "Sub-Sahara Africa From Crisis to Sustainable Growth", Oxford: Oxford University Press, U-K, 1989, p.60.

10) Paper prepared for the Realignment of Aid International Advisor Council by Kavaljit Singh (2003) from Republic Interest Research Group (India) : "Aid and Good Governance: Discussion Paper for Reality of Aid", January 2003, access available at [www.realityoraid.org](http://www.realityoraid.org)

11) Lewis Carroll's children novel : "Alice in the Wonderful" has the following exchange: "When I use a word" Humpty Dumpty said in rather a scornful tone: It means just what I choose it to mean. Neither more or less," The question is , "said Alice," Whether you can make words mean different thing". "The questions," said Humpty Dumpty. "which is to be master...That's all".



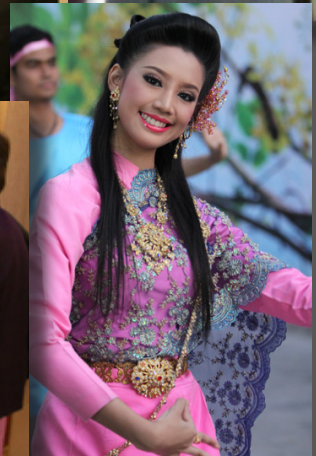
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# SNAPSHOTS: EROPA Bangkok Conference







## 2nd EROPA Asian Leadership Forum

### NEW PUBLIC COMMONS—A FINANCIAL RETRENCHMENT METHOD IN JAPAN

Professor Yasuyuki Kitawaki from Josai University delivered a paper entitled *New Public Commons-A Financial Retrenchment Method in Japan*. The talk focused on Japan's efforts toward fiscal reconstruction, Kitawaki's experience in fiscal retrenchment during his tenure as Mayor of Hamamatsu City, and the New Public Commons.

Kitawaki began by providing Japan's financial situation and how it compared to the international stage. According to the former Mayor, Japan's fiscal condition was the worst among major developed countries. He added that the problem of fiscal deterioration could be traced back to the continuous rise of government expenditures and revenue decline.

While he was a Mayor of Hamamatsu city, Kitawaki shared the need for fiscal management in line with the country's midterm fiscal plan. Aside from introducing administrative and financial reforms, Kitawaki also shared that public accounting methods being used by the private sector was also applied in the local government.

Toward the end, Kitawaki provided the audience an overview of the New Public Commons. In a nut shell, the New Public Commons represent invigorating nonprofit sector and developing social capital; fostering social and public human resources; public service innovation; utilizing local resources under new ideas; economic activities based on sympathy and commitment; and the private sector's organized public support.



### A CASE OF THAILAND

The paper *A Case of Thailand*, prepared by Director Kanit Sangsubhan of Fiscal Policy Research Institute, was delivered during the Asian Leadership Forum. According to the director, the paper was guided by the recent economic downturn, its spiraling effect in many countries, and Thailand's experience in fiscal retrenchment.

According to Sangsubhan, the traditional Locomotive-Wagon, paradigm wherein surplus of U.S. and E.U markets filled the deficits of South America, Africa, and Asia, was in effect prior to the Asian economic crisis of 1997. That wagon, the director explained, was virtually reversed at the beginning of the 2008 U.S. crisis in the sense that Asia and the Middle East began filling the deficits of U.S. along with South America and Africa.

Director Sangsubhan, furthermore, said that 2012 is a very important year because various elections would be held around the world. This meant that international relations and policies might be affected with the pending change in government heads.

Focusing on the Thailand experience, Sangsubhan said that the government employed a fiscal stimulus package as well as a quasi-fiscal policy to counter the global financial crisis. The stimulus package aimed to reduce the impact of the crisis and to improve the country's competitiveness. On the other hand, the quasi-fiscal provided fast track credit and another monetary stimulus to reduce interest rates and inject liquidity to the economy.





## WEST AFRICAN PERSPECTIVE

University of Education Vice-Chancellor Dr. Akwasi Asabere-Ameyaw from Ghana began his talk by pointing out that public administration had always been met with challenges in terms of globalization, resource management, and motivation, employment, education, information and communication technology (ICT), and street-level bureaucracies.

Dr. Asabere-Ameyaw said that aside from the challenges, opportunities were also present. With regard to globalization, he said that leadership barriers which existed only some decades ago had already been broken. The advent of ICT had also brought job creation while public sector reforms were being conducted in almost all countries around the world.

Expounding further on public sector reforms, Dr. Asabere-Ameyaw highlighted the need for better recruitment of human resources and finding ways of retaining them. Aside from those, he also talked about improving the reward system for those who were in public institutions. He explained that when these had been answered, providing new trainings and security to staff members should be the next priorities.

While improvements on public policies should be done, Dr. Asabere-Ameyaw highlighted that strengthening civil society groups was also an utmost imperative.

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## EROPA Future Plans and Programs

Dr. Orlando Mercado, from the moment he assumed the Organization's Secretary General position has always been moving towards transformation. Being a 50-year old organization, he envisions EROPA to widen its network and become more relevant to the needs of not only the members of the academe but also the youth and those in government service.

One such example is the "Online Youth Network" which will provide student groups and individuals an online platform wherein they can come together and share knowledge and information. Serving as an extension of the online presence of EROPA, the Youth Network not only aims to encourage the youth to be engaged in activities in Public Administration, but also to ensure the transfer of the Organization's values to the next generation.

The "Outstanding Young Practitioner Award," on the other hand, is geared towards recognizing the contribution of young practitioners in public administration. The award aims to recognize one individual from each of the 10 state members who have made excellent contributions to the field of public administration despite having less than five years of experience in the public sector or academe.

The "Views from the Frontlines: A Call for Stories to Share" will be a new conference session showcasing stories on experiences of public servants in their time of service. Recognizing the power of stories in terms of sharing in-sights and providing inspiration to people in the field of public administration, the Call for Stories puts the spotlight on real-life, actual stories that are happening around the region in the realm of public administration and governance told from the point of view of those in the frontlines of the public sector and governance. The conference participants will be able to pick up ideas from best practices and actual experiences of other public administrators.

Aside from those already mentioned, EROPA also plans to continue expanding its network. For instance, the Organization and the Institute of Public Administration of Canada or IPAC have recently entered into a memorandum of understanding (MOU) that will enable the two to share research, information, experience, and skills. EROPA is also a part of the MOU between the University of the Philippines – National College of Public Administration and Governance and Meiji University. EROPA will also be campaigning for more individual, group and state members in the region.

**Meet EROPA's New Group and Individual Members.**  
*(Their membership to EROPA was approved by the Executive Council last 19 February 2012 in Bangkok, Thailand.)*

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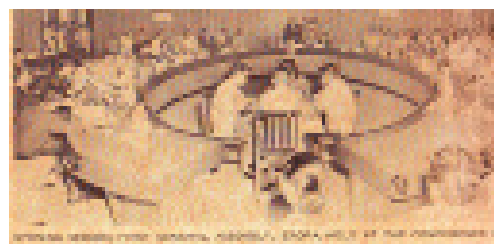
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Did you know that the five founding  
State members of EROPA are

Australia, Taiwan, Japan, the Philippines  
and the Republic of Vietnam?



# SIMULTANEOUS WORKSHOP SESSIONS



## **Explaining the Growth and Distributional and Fiscal Effects of Public Education, Health, and Welfare Spending in Thailand**

*Ponlapat Buracom*

*National Institute of Development Administration, Thailand*

Ponlapat Buracom's Explaining the Growth and Distributional and Fiscal Effects of Public Education, Health, and Welfare Spending in Thailand dissected why the overall public spending being done by the government on education, health, and welfare needed more focus. Buracom explained that the increase in the deficit and public debt of Thailand could be traced back to the increase in social spending. With regard to education and health, Buracom stated that disparities in access to education continue to exist at all levels and that the majority of public health spending still favours the higher income classes. The author added that only a small segment of the labour force was covered by the social security scheme. In the end, Buracom challenged policymakers to consider such data and be attentive to their policies' implications.

## **Impact of Media Publication of Public Sector Auditing Reports on Improving Transparency and Public Accountability in Indonesia**

*Septiana Dwiputrianti*

*National Institute of Development Administration, Indonesia*



Septiana Dwiputrianti showed how the media directly affected the rise in public awareness of the importance of public sector auditing as a means of saving public finances. In the study Impact of Media and Publication of Public Sector Auditing Reports on Improving Transparency and Public Accountability in Indonesia, Dwiputrianti explained that transparency with regard to how resources are being managed built public trust. The political climate used as the pivot for the baseline data was the Reformation Era when the public and media started to have freedom to access information on public sector agencies to ensure their accountability. The author also found out that unreported audit findings due to security and other confidential reasons were no longer acceptable to auditors and the public.



## **An Analysis of the Determinants of Education Expenditure in Thailand**

*Danuvas Sagarik*

*Rangsit University International College, Thailand*

Danuvas Sagarik's An Analysis of the Determinants of Education Expenditure in Thailand showed that while education expenditure was determined by multi-dimensional determinants in concept, Thailand mainly based it on the previous year's expenditure as well as on industrialization and unemployment. According to the author, basic education expenditure was positively affected most by the one-year lagged expenditure. Sagarik added that while Thailand did not have a problem regarding overspending in education, priority and focus should be given on how the allocation could be made more efficient in terms of responding to the demographic demand. The author also mentioned that other researchers should look more closely to this issue as it was important to human capital development and the efficiency of fiscal policy.

## **Municipal Responses to Fiscal Austerity: The Thai Case**

*Weerasak Krueathep*

*Chulalongkorn University, Thailand*



According to Weerasak Krueathep, in the study Municipal Responses to Fiscal Austerity: The Thai Case, municipal governments in Thailand were unable to prepare for the economic downturn that happened in 2009 and 2010. Krueathep explained that rather than utilizing untapped resources or employing budgetary control measures, the municipalities turned to short-term strategies such as cutting down line items and miscellaneous spending. The author also maintained that the study was able to surface governments' passive fiscal attitude when they chose to cut communal services regardless if they were deemed important or not by their constituencies. Krueathep mentioned the necessity of fiscal self-reliance for municipalities in offsetting fiscal decline. Instituting a municipal fiscal surveillance system was also advocated by Krueathep.



## **Planning and Budgeting for Capital Improvements in Thai Municipalities: Problems in the Development of Thai Municipal Self-Governing Capacity**

*Tatchalerm Sudhipongracha & Achakorn Wongpredee*

*Department of Social Welfare, Ministry of Social Development and Human Security, Thailand; National Institute of Development Administration, Thailand*

Tatchalerm Sudhipongracha of the Department of Social Welfare and Achakorn Wongpredee of the National Institute of Development Administration in Thailand, in their paper *Planning and Budgeting for Capital Improvements in Thai Municipalities: Problems in the Development of Thai Municipal Self-Governing Capacity*, focused on local government investments in public capital improvements. By examining the longitudinal pattern of public expenditure and capital investments in Thai municipalities between 1998 and 1994, they were able to qualitatively substantiate the inhibiting control of central government agencies. Interviews with municipal officials and politicians revealed the Thai municipal governments' lack of discretion in decision-making and revenue raising capacity. The existing bureaucratic procedures at the national level, rampant clientelistic practices among national politicians, and inconsistent enforcement of accounting and auditing rules inhibit the local governments' desire to pursue sustainable capital investment. In conclusion, the authors indicated that: in addition to fostering democratic values among local citizens, successful decentralization in Thailand also necessitates a drastic overhaul of central government agencies—particularly the MoI [Ministry of Interior] and the OAG [Office of the Auditor General].

## **Ways for Local Governments to Survive in the Period of Budget Squeeze**

*Akio Kamiko*

*Ritsumeikan University, Japan*



The research *Ways for Local Governments to Survive in the Period of Budget Squeeze* by Akio Kamiko focused on the strategy utilized by the Kyoto Prefecture to improve its financial status. According to Kamiko, the prefecture implemented the "Personnel Cost Reduction Programme" which aimed to reduced personnel cost by 12.5 % within a five-year timeframe and the "Debt Service Cost Reduction Programme" which called for public works expenditure and debt service to be kept within a specified amount. While the two programs had been successful, Kamiko also mentioned that it would be hard to replicate the Personnel Cost Reduction Programme as it entailed reducing the workforce. The author also mentioned that during times of disasters, the government had the power to overrule the Debt Service Cost Programme.



## **Policies for Securing Social Enterprise Sustainability in Times of Fiscal Retrenchment**

*Mark Richard Hayllar*

*City University, Hong Kong*

Mark Richard Hayllar of City University, Hong Kong sheds light on social enterprise sustainability in his paper entitled "*Policies for Securing Social Enterprise Sustainability in Times of Fiscal Retrenchment*". He focused on how policies can and are being developed to help sustain social enterprises (SEs) in times of economic difficulties especially in the Asia-Pacific region. As countries are hit by fiscal retrenchment, there has been growing awareness among practitioners, academics and policy makers of the role of SE in combatting social discrimination, providing employment, and facilitating social inclusion of the less fortunate members of society. To enable the development of SEs, governments need to play their part in policies related to issues such as legal definition, taxation status, employment regulations, access to scarce land resources, and others.

*"Thai cities are running at a fiscal risk and that the recent fiscal adjustments may not have adequate long lasting impact"*

*-Weerasak Krueathep*



### **Comparing Institutional Arrangements and Their Performances: Case of Public Health**

*Heungsuk Choi, Cheoljoo Lee, Seungjoo Han, Hayoung Hyun  
Korea University, Korea*

Heungsuk Choi, Lee Cheoljoo, Hayoung Hyun, and Seungjoo Han of Korea University, in their study *Comparing Institutional Arrangements and Their Performances: A Case of Public Health*, emphasized the interrelation of central and local governments, the networking methods of public and private entities and the combination of various policy tools in delivering public services. The study compares the institutional arrangements through which countries provide core public services and the effect of these variances in public service delivery systems. Service delivery tools from six industrialized countries namely U.S., Germany, Sweden, Australia, Japan and South Korea were studied. Results of the study showed that countries differ significantly and these variations in institutional arrangements have significant performance implications.

### **Welfare State, Welfare Society, or Populism: A Triple Dilemma for Thailand**

*Grit Permtanjit*

*National Institute of Development Administration, Thailand*



Grit Permtanjit of the National Institute of Development Administration, in his study *Welfare State, Welfare Society, or Populism: A Triple Dilemma for Thailand*, explores the possible political directions Thailand can take in its determination to develop the country. The author's interest in the issue is brought about by the proposals of various Thai political parties that put the voting population at a crossroad. In the study, five groups identified their opinions on the issue: (1) full welfare state is ideal; (2) full welfare state is not feasible in Thailand; (3) social welfare society is more appropriate; (4) a better understanding of populist policies is needed; and (5) populist policies better address social welfare and economic development. In the end, whichever road Thailand chooses to take, Permtanjit reminds policy makers of the need to carry out several measures in order for the government to be able to protect and promote the economic and social well-being of its citizens.



### **Public Expectations and Trust in Government: Local Service Provisions in Japan**

*Akira Nakamura*

*Meiji University, Japan*

In his paper *Public Expectations and Trust in Government: Local Service Provisions in Japan*, Akira Nakamura of Meiji University explores the extent to which local governments in the country would be able to improve declining trust in government among tax payers by analyzing the historical development of local governments in Japan. Even if decentralization has so far been confined to administrative power, Nakamura takes note of the innovative and productive contributions of Japan's local governments – the “street-level bureaucrats” – in delivering services and earning the trust of taxpayers. And as local governments face the issue of fiscal retrenchment, the author shares three important lessons from the American experience: Don't “look up”: no subsidy will come from the center. Don't “look back”: reminiscing about the good old days does not solve current problems. Do “look around”: both chief executives and local legislators should watch other communities, and incorporate any effective ideas and plans into their communities.

### **The Impact of Societal Culture on Performance Management in East-Asia: Evidence from a Comparative Survey**

*Evan Berman*

*National Chengchi University, Chinese Taipei*



Evan Berman of the National Chengchi University in his study *The Impact of Societal Culture on Performance Management in East Asia: Evidence from a Comparative Survey*, underscored the importance of societal culture in performance management and agency outcomes. According to the study, societal values have the ability to permeate organizational processes and outcomes. Using data obtained from six different counties (South Korea, Mainland China, Taiwan, Malaysia, India and the U.S.), Berman shared that while aggregate levels of perceived work ethic and group belonging are comparable between U.S. and East Asian public managers, the perceived use of performance management strategies and outcomes in East Asia are modest and generally lower than those in the U.S. The distinguished professor reminded future researchers on organizational processes and decision-making to



include measures of culture in their analyses and explanations.



**Politico-Economic Institutions and Economic Performance: Evidence from East Asia and Latin America, 1990-2009**

*Pananda Chansukree*

*National Institute of Development Administration, Thailand*

The study *Politico-Economic Institutions and Economic Performance: Evidence from East Asia and Latin America, 1990-2009* by Pananda Chansukree pointed out the challenge of identifying exact political and economic institutions of a country that substantially affect that country's economic performance and how. To respond to the challenge, Chansukree investigated GDP per capita growth, unemployment, poverty, and income inequality in selected developing countries in East Asia and Latin America. The author determined that while the relative importance of politico-economic institutions varies by region, those institutions' economic freedom and regulatory quality have the expected effects on economic performance. Chansukree also explained that the basis of comparing East Asian and Latin American countries was that Latin America has much to learn from East Asian countries' economic success. Finally, the author suggested the implementation of adequate policies targeted at creating functional and growth-enhancing institutional framework.

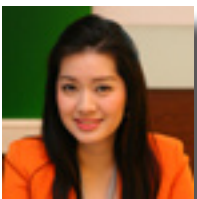
**Toward Democratic-Distance: Forecasting How Specific Events Predict Stable Governments in Emerging Countries**

*Lisa Saye*

*University of LaVerne, California, U.S.A.*



The resentment of Egyptian citizens toward their government which resulted in the recent revolution was the setting of Lisa Saye's research *Toward Democratic-Distance: Forecasting How Specific Events Predict Stable Governments in Emerging Countries*. Saye introduced the concept of derivative change which was the change in something as a result of something else increasing. For Egypt's case, Saye said that events during the revolution that left marginal alterations could be consolidated and became part of the country's rule of law. If this would happen, the author added that Egypt would arrive at a society which resembled the remains of the best of the protracted revolution for equality and peace. In the end, Saye summarized the study by quoting the first U.S. Secretary of the Treasury and Federalist Alexander Hamilton, "Whether societies of men are really capable or not of establishing good government from reflection and choice, or whether they are forever destined to depend for their political constitutions on accident or force."



**Sustainable Waste Management for Tourist Areas in Koh Samui, Phuket and Pattaya: Thailand**

*Sasanee Vongsurakrai*

*National Institute of Development Administration, Thailand*

In the study *Sustainable Waste Management for Tourist Areas in Koh Samui, Phuket and Pattaya: Thailand*, author Sasanee Vongsurakrai argued that while Thailand's sustainable waste management was still in its infancy, all it needed to succeed in the future was for all segments of society to do their share. The author shared inspiring instances such as the people's and governments' proactive response toward rehabilitating the environment; socio-cultural approaches that help educate people to become environmentally conscious; and the different collaborations with the private sector. Vongsurakrai also mentioned that eco-friendly actions would not only restore the environment, but it could also create income flow in terms of generating livelihoods as well as through foreign direct investments and tourists.

*"What we think as the essential aspects of democracy actually differ from state to state."*

*-Lisa Saye*



### **Nuclear Accidents, the Invisible Boundary-less War: Fukushima and Chernobyl Cases**

*Yoochan Kim*

*Korea University, Korea*

Kim Yoochan of Korea University in South Korea shared her study on the two nuclear accidents that have occurred in Japan – Fukushima and Chernobyl. In her paper Nuclear Accidents, the Invisible Boundary-less War – with Fukushima and Chernobyl cases, the author shares how Korea has always been relying on Japan's knowledge and practice in the field of managing nuclear plants. Aside from the lack of research and manuals in nuclear crises, there are also fewer researches on mutual action with marginal states. It is in this context that the author produced two case studies for a comparative analysis of the nuclear incidents. Results show that mutual cooperation beyond states is necessary; and a nuclear management manual should be tailor-fit to a specific country's context.

### **Validating the Dimensionality of Garvin et al.'s Measurement of Learning Organization in Thai Private and State-Enterprise Organizations**

*Werawat Punnitamai*

*National Institute of Development Administration, Thailand*



The learning organization measure proposed by Garvin, Edmonson, and Gino in 2008 was to test by Werawat Punnitamai in the research Validating the Dimensionality of Garvin et al.'s Measurement of Learning Organization in Thai Private and State-Enterprise Organizations. The said measure consisted of three primary factors namely facilitating learning environment; promoting learning practices and processes; and supporting leadership. Using respondents both from the public and private sectors, Punnitamai assessed that the measure was indeed valid in all three factors. All in all, the author's goal was to determine the possibility of applying the measure to organizational contexts unique to Thailand.



### **Public Service Ethics and Accountability for Effective Service Delivery in Nigeria**

*Femi Omotoso*

*University of Ado-Ekiti, Nigeria*

Femi Omotoso, in the study Public Service Ethics and Accountability for Effective Service Delivery in Nigeria, highlighted the need for public ethics and accountability in building participatory and transparent governance. The author shared that in Nigeria, public trust was low because of several reasons such as systematic failure, corruption, cultural differences, and political instability among others. As a result, the author said, Nigeria's development was being negatively affected. Omotoso argued that there were actually enough resources in Nigeria to provide the public with adequate and necessary services. The key, according to Omotoso, was for the public servants to perform their responsibilities and be ethical and accountable to their actions.

### **Introducing a 'Practical Manual' for Public Service Quality Improvement through Public Participation**

*Mihardjo Ngadijono & Asmawi Rewansyah*

*National Institute of Public Administration, Indonesia*



Ngadijono Mihardjo and Asmawi Rewansyah co-authored the study Introducing a 'Practical Manual' for Public Service Quality Improvement through Public Participation. According to the authors, the innovation had brought several positive developments such as the sharp decrease in customers' complaints, improvement in the public's perception of service delivery, as well as in the actual delivery of services. Mihardo and Rewansyah further suggested that the Practical Manual should be seen as a system that could be applied continuously and that public participation should always be actively sought. They concluded that monitoring and evaluation mechanisms should be utilized to ensure constant improvements.

*"Political will is what's missing from developing countries."*

*- Femi Omotoso*



### **Poverty Analysis in Region 1: Basis for Regional Development Agenda**

*Paulito Nisperos & Divino Amor P. Rivera*

*Don Mariano Marcos Memorial State University, Philippines*

The study *Poverty Analysis in Region 1: Basis for Regional Development Agenda*, co-authored by Paulito Nisperos, Divino Amor Rivera, and Ma. Teresa Acantilado, centered on non-monetary poverty determinants of families in Region 1 of the Philippines. According to the authors, alternative determinants other than financial resource could include class of worker, source of water, and household head education among others. Nisperos, Rivera, and Acantilado said that such findings prove that poverty was indeed multidimensional. The authors added that the findings could help the government in terms of responding to the non-monetary needs of poor families. They also mentioned that the key to poverty reduction was employing a holistic approach wherein program initiatives and policies converge.

### **Modeling the Trust Building Process in Cross-Sectoral Collaboration: A Grounded Theory Approach**

*Namhoon Ki & Hyun Joon Kim*

*Korea University, Korea*



While the concept of trust is often mentioned in collaborative actions, Namhoon Ki and Hyun Joon Kim argued that its complex nature has yet to be fully understood. In the study *What Happens Inside the Trust-building Procedure in Cross-sectoral Collaboration?*, Ki and Kim provided an alternative explanatory model for trust-building in the context of collaborative relationships. According to the two, trust-building was akin to chemical synthesis in the sense that there was need to ionize and catalyze trust factors as well as to identify critical contingencies for reaction. Ki and Kim further added that the model they were proposing could prove to be useful in investigating why not all collaborative relationships were able to cultivate trust among partners.



### **Administrative Reform in South Korea: Changes in the Nature of Bureaucracy and State Capacity**

*Chonghee Han & Sunhyuk Kim*

*Kwangwoon University & Korea University, Korea*

Bureaucratic reforms from 1998 to 2008 during the presidencies of Kim Dae-jung and Roh Moo-hyun was the centerpiece of Chonghee Han's and Sunhyuk Kim's research *Administrative Reform in South Korea: Changes in the Nature of the Bureaucracy and State Capacity*. The authors mentioned that while the supposed benefits of the reforms during the said period had been well documented, the outcomes were in fact limited. Accordingly, when the bureaucrats started to become politicized, they became unable or unwilling to implement the planned reforms. The authors added that to be able to ensure the effectiveness of future reforms, indigenization of public management was necessary. They emphasized the need to filter reforms and make them suitable to the socio-political and economic context of Korea.

### **Integrating Public and Private Management: A Socially Organized Architecture Perspective**

*Winaicharn Sapparojattana*

*Panyapiwat Institute of Management, Thailand*



Winaicharn Sapparojattana, through the study *Integrating Public and Private Management: a Socially Organized Architecture Perspective*, provided insights as to how both public and private organizations could refine and extend administrative content, process, and strategy. The author mentioned that a socially organized architecture was the key as enterprises were becoming more aware of public engagement and social accountability. Sapparojattana used the Philosophy of Sufficiency Economy to derive that happiness was the main purpose of existence of public bureaucracies and business corporations. The author also added that people running governments and businesses should be more aware of their "publicness" in relation to their economic activities and social relationships.





### **Disputant's Level of Satisfaction on the Court-annexed Mediation Program (Cagayan de Oro City, Philippines)**

*Michael Bucag Roa*

*Xavier University, Philippines*

The study Disputants' Level of Satisfaction on the Court-Annexed Mediation Program by Michael Bucag Roa found out that the satisfaction level of people who had availed of the alternative dispute resolution mechanism were interconnected with the mediators' behavior and competence as well as with the people's trust in the process. However, Roa suggested that the mediation process should be further improved in terms of providing adequate facilities and orientation to the disputants. According to Roa, the Court-Annexed Mediation Program should be used to its full extent by the people because filing cases in court were typically more expensive and took longer. The author added that the Philippine judicial system had a current backlog of roughly around 780,000 cases.

### **Building a Democratic Public Service through Citizen's Charter: Lessons Learnt from Yogyakarta City**

*Agus Pramusinto*

*Gadjah Mada University, Indonesia*



In the study Building A Democratic Public Service Through Citizen's Charter: Lessons Learnt from Yogyakarta City, Agus Pramusinto talked about the use of a citizen's charter for developing democratic public service. According to the author, the experience in Yogyakarta City had shown that public participation had improved the quality of public service as well as raised the political consciousness of the people. Pramusinto highlighted improvements in public service delivery in terms of time, cost, and attitudes of those who provide service. The author also added that there was a need to institutionalize and replicate the adoption of citizen's charters in other locations. However, the author also suggested that before this could be done, necessary measures needed to be taken such as strengthening the legal foundation supporting citizen's charters and ensuring financial support to the process.



### **Public Service for Real Innovations in Public Service Delivery: The Panay, Philippines Experience**

*April Dream R. Teodosio*

*Western Visayas State University, Philippines*

In the paper Public Service For Real Innovations in Public Service Delivery: The Panay, Philippines Experience, April Dream Teodosio of West Visayas State University shares the successful practices of local government units (LGUs) in Panay, Philippines. These programs include the Community-Based Agroforestry Project, marine life conservation and protection, daycare education and low-interest loans for Overseas Filipino Workers. Teodosio attributes the success of these initiatives to the readiness of target constituencies. Before services are delivered, LGUs implement an information education campaign which raises the level of awareness and understanding of the innovations/services that will be introduced to the community. The strong leadership and household base support are the conditions to which local government programs reach the masses.

### **Democratic Governance in the Era of Climate Change: Green Growth Committee and Green Start Network in Korea**

*Sung-Eun Park*

*Korea University, Korea*



Democratic Governance in the Era of Climate Change: Green Growth Committee and Green Start Network in Korea, a study authored by Sung-Eun Park, examined South Korea's response to climate change in the form of the Green Growth Committee and the Green Start Network. Essentially a partnership between private and public institutions, Park mentioned that several problems arose from the said response such as power structures and process of governance. The author suggested that a democratic form of governance had to be assumed by the primary actors involved in combating climate change. This meant allowing the civil society to be empowered so that they could be included in the decision-making process. Park also maintained that all primary actors should be able to voice their personal preferences and opinions.



### **Public Service Delivery - With Some Examples of Best Practices**

*Shyam Prasad Mainali*

*Public Service Commission, Nepal*

Mr. Shyam Prasad Mainali of Nepal's Public Service Commission presented a case study on Public Service Delivery: With Some Examples of Best Practice. He categorized the innovations oriented towards the ultrapoor and vulnerable into innovations applicable in different services, innovations in service processes, and organizational innovations. Mr. Mainali went on to explain that the best practices are those with collaborative efforts of the people and government, and highlighted some successful examples from Nepal, namely: devolution of authority to the local authorities, sustainable forestry, Karnali employment programs and social inclusion/exclusion. Finally, recommendations were made regarding a new constitution which included fair and effective representation, equality and elimination of all forms of discrimination, and affirmative action.

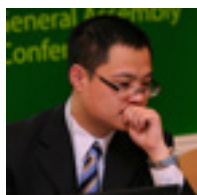
### **The Application of GIS in Police Survey: Fear of Crime among Thai People**

*Prapon Sahapattana*

*National Institute of Public Administration, Thailand*



The Application of GIS in Police Survey: Fear of Crime among the Thai People, a study conducted by Prapon Sahapattana, discussed the application of GIS Technology in understanding the perception of crime-related fear in Thai society. It was found out that fear of crime was closely related to physical and social vulnerabilities. The author highlighted instances of social vulnerability such as high unemployment rate and level of debt. Sahapattana added that the study could assist the government in responding to the vulnerable segments of its populace through mapping provided by the GIS Technology. The author added that the cognitive and affective aspects of fear of crime should be studied more closely by other researchers.



### **Building a Special Talent Zone: Challenges and Opportunities of Local Government Innovation in China: The Wuxi Case**

*Yuexia Miao*

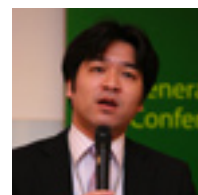
*Chinese Academy of Personnel Science, China*

Yuexia Miao, in the study Building 'Special Talent Zones': Challenges and Opportunities for Chinese Local Government Innovation - the Case of Wuxi City, explained how the Chinese government utilized a new strategy of reinvigorating the country's talent management in the form of building Special Talent Zones or STZ. According to Miao, the reform of talent management mechanism of Chinese local governments had not made great breakthrough, and management mechanism of many local governments has not been fundamentally changed. Despite that, Miao still considered the creation of STZ as an important innovation by the local government. In light of this, the author made suggestions such as improving the talent service capacity of local governments, creating talent policies grounded on local conditions, and forming of a talent management mechanism.

### **Inter-Municipal Cooperation in Service Delivery: Traditional Collaborative Public Management Reexamined**

*Masao Kikuchi*

*Meiji University, Japan*



In the study Inter-Municipal Cooperation in Service Delivery: Traditional Collaborative Public Management Reexamined, Masao Kikuchi of Meiji University in Japan shares his research on the international trend of inter-municipal cooperation as well as the institutional and management conditions for the inter-municipal cooperation scheme. This wide spread phenomenon such as in Thailand, Indonesia and Japan implies that local governments alone cannot adequately deliver services to its constituents. The inter-local cooperation scheme can be seen as an alternative to the conventional ways.



### **Enhancing SME Competitiveness by Using Cluster Approach: A Case Study of Western Region Organic Vegetable Cluster in Nakhon Pathom Province in Thailand**

*Boon-Anan Phinaitrup*

*National Institute of Development Administration, Thailand*

Boon-Anan Phinaitrup's Enhancing SME Competitiveness by Using Cluster Approach: A case Study of Western Region Organic Vegetable Cluster in Nakhon Pathom Province in Thailand explored ways of implementation of the cluster-based approach in SME businesses. According to Phinaitrup, the objective was to provide the SME businesses with a competitive advantage and to provide them the ability to compete with international markets. The author found out that a cluster-based approach could be effective if it involved many blocs such as farmers, exporters, educators, and government officers. Phinaitrup added that the actors played important role in terms of building network alliances, adapting to meet customers' need, building the mutual support of the group, and cooperating on business linkages. Changes, the author concluded were felt on the individual, entrepreneurial, and cluster levels.

### **Reconsidering Arm's Length Bodies (ALBs) as Major Agents in Government Service-Delivery Programs**

*Roger Wettenhall*

*University of Canberra, Australia*



Roger Wettenhall of the ANZSOG Institute for Governance, University of Canberra, in his study "Reconsidering Arm's Length Bodies (ALBs) as Major Agents in Government Service Delivery Programs", focused on the areas of service delivery and non-departmental public bodies (NDPBs or ALBs) by showing how these bodies have been used overtime in delivering services. ALB, a new term for a group of public sector organizations, stand outside the central apparatus of government and are granted autonomy from the normal processes of government. As he put it: "The emergence of serious concern with service delivery as a distinctive and self-conscious policy issue, and the connecting of that concern with the review of ALB experience, introduces a new chapter in machinery-of-government studies, and that this coming-together presents significant opportunities for further research which might point the way forward to exciting innovations and improvements in the service delivery field." Wettenhall welcomes fresh studies leading to this direction.



### **Impacts and Channels of University Spillovers before the National Innovation System Reform in Japan**

*Nobuya Fukugawa*

*Tohoku University, Japan*

Nobuya Fokugawa in the study Impacts and Channels if University Spill Overs before the National Innovation System Reform in Japan discussed the implications caused by the institutional barriers to university-industry collaborations. According to the author, despite the setbacks, university research still created impacts to industrial innovations. Said impacts varied depending on the technology, geographical proximity, and knowledge networks. Fokugawa added that joint research was an effective conduit of university knowledge in many technologies. Data utilized by the study, however, was limited from 1983 to 1996. The author explained that this was due to fundamental reforms done to the national innovation system during the late 1990s. Areas focused on by Fokugawa were innovations in drugs and electronics.

### **A Model of Service Delivery for Water Districts in Southern Mindanao**

*Rosalinda R. Colasito*

*Ateneo de Davao University, Philippines*



Rosalinda R. Colasito, in her study A Model of Service Delivery for Water Districts in Southern Mindanao, proposed a model of service delivery of water districts in the Philippines specifically in the Davao region in relation to governance strategies in water management such as implementation of managerial functions, observance of good governance, and observance of corporate culture. According to Colasito, ensuring the sustainability of water resource involved information dissemination as well as strong policy pronouncements from Local Government Units (Province / City, Municipality and Barangay), the Department of Environment and Natural Resources and other



stakeholders. Colasito added that promoting accountability and transparency must be vigorously pursued.



### **Political Regime and Agricultural Policy: Evidence from 31 Developing Countries**

*Thanapan Laiprakobsup*

*National Institute of Development Administration, Thailand*

The study Political Regime and Agricultural Policy: Evidence from 31 Developing Countries by Thanapan Laiprakobsup highlighted governments' revenue transfer to agricultural tradable commodity sectors. The author found out that countries in Africa, Asia, and Latin America which were more democratic were mostly likely to reduce taxes to the sectors. Laiprakobsup also discussed how resource extraction from agriculture was more likely during times of high and volatile inflation as well as industrial subsidization. The author explained that this was due to elected officials acknowledging the incentive of supporting tax reduction in order to appeal to farmers' votes. However, Laiprakobsup mentioned that instances of tax increase due to agricultural GDP growth were high.

### **ICT Development and Regional Governments' Transparency in Indonesia: Some Issues and Prospects**

*Teguh Kurniawan*

*University of Indonesia, Indonesia*



Teguh Kurniawan, in the paper ICT Development and Regional Governments' Transparency in Indonesia: Some Issues and Prospects, discussed the problems confronting regional governments in terms of improving transparency through e-Government. Kurniawan mentioned that several improvements could still be done to the country's e-Government service. One instance the author provided was the inability of portals being utilized for the service to display important and substantial information needed by communities. According to Kurniawan, the central and regional governments should focus on several innovations such as legal framework revisions and process re-engineering to be able for the e-Government service to perform as it was intended to do.



### **Quality of Government Websites as Interactive Communication Media**

*Ambar Widaningrum & Puguh Prasetya Utomo*

*Gadjah Mada University, Indonesia*

Puguh P. Utomo of the Department of Public Policy and Management, and Ambar Widaningrum of the Gadjah Mada University in Indonesia discussed their paper entitled Quality of Government Websites as Interactive Communication Media. Their interest in the subject is based on the growing recognition of the role of information technology and internet-based communication media in enhancing public service delivery. Utomo and Widaningrum looked into the quality of local government websites in Indonesia through a study conducted in 2009 and 2010. In the study, 28 websites managed by local governments were chosen based on: (1) their desire for achievements in e-government; and (2) the existence of local regulations on government transparency. Measurements were used to assess the availability of interaction facilities, the quality of interaction and the quality of public participation development. Results of the study showed that most local government websites have not been fully utilized in improving transparency and public participation. Some local governments who were considered as role models in e-governance in Indonesia had better mechanisms for facilitating communication through their websites. An evaluating system for government websites can encourage governments to seriously commit to developing their websites.



### **Information and Communication Technology (ICT) and Educational Development in Thailand: Comparative Analysis of ICT Integration in Pedagogical Activities in Korean, Singaporean and Hong Kong SAR**

*Torsak Chantaravisoot*

*National Institute of Development Administration, Thailand*

Torsak Chantaravisoot, in the study Information and Communication Technology (ICT) and Educational Development in Thailand: Comparative Analysis of ICT Integration in Pedagogical Activities in Korean, Singaporean and Hong Kong SAR, mentioned that the gap between developed and developing countries was a result of

some states being unable to catch up with globalization. Using case studies from Korea, Hong Kong and Singapore, the author demonstrated how internal knowledge creation and research development policies could enable poor nations to escape poverty traps and for rich nations to sustain their growth. Specifically, Chantaravisoot discussed how combining Information and Communication Technology or ICT with pedagogical activities could create said knowledge and equip citizens. Focus was given on the common characteristics among the main actors, such as their Ministries of Education, school directors and teachers in schools.



### **Citizen Awareness of SMS-Based Police Services in Davao City**

*Feluvini Ronquillo Consuegra & Gladys Florangel Ortiz*

*Philippine National Police - Regional Public Safety Battalion & University of Southeastern Philippines, Philippines*

In the research study Citizen Awareness of SMS-based Police Services in Davao City, Philippines, authors Feluvini Consuegra and Gladys Ortiz inspected the public's reaction to the efforts of the government to adopt innovations in government service delivery using two SMS-based platform. They found out that significant relationships existed between the role of the PNP website and the features of the SMS-based services as well as between the role of the OCPNPCU and the features of the SMS-based services. However, awareness level and reception with regard to the nature, efficiency, relevance, accountability, and cost of the SMS-based services varied when the population was disaggregated according to sex, educational attainment, occupation and sector. The role of tri-media in the study, Consuegra and Ortiz added, had no significant relationship to the cost of the services.

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## **Presentation of Workshop Results by the Head Rapporteur**

Dr. Suchitra Punyaratabandhu of the Graduate School of Public Administration, National Institute of Development Administration (GSPA NIDA) served as the conference rapporteur of the EROPA 23rd General Assembly and Conference. She presented the conference results in the closing ceremonies.

The conference sub-themes were: Management of Fiscal Retrenchment, Role of the State in Managing New Challenges, and Innovations in Public Service Delivery. In September 2011, 58 abstracts were chosen for presentation in the conference. Unfortunately, due to the massive flooding in Bangkok and the postponement of the conference, that number was reduced to 47 abstracts from 14 different countries.

### **Management of Fiscal Retrenchment**

Dr. Suchitra highlighted several points covered by the papers presented. One recurring key challenge was the distributional and fiscal effects of public expenditures. More specifically, she discussed how the most disadvantaged are most vulnerable to cutbacks. Interestingly, the vital role being played by social enterprises were also discussed in terms of combating social discrimination and facilitating social inclusion. The conference also put forth the effects of fiscal retrenchment on local governments. Experiences showed that municipalities were ill-prepared as fiscal oversight remained with central governments. This further inhibited the capacity of local governments for self-

governance. The media's role in increasing public awareness for improving transparency and public accountability was also highlighted in the course of the conference.

### **Role of the State in Managing New Challenges**

One of the key challenges that resulted from the workshop sessions this subtheme was the sometimes detrimental relationship between central and local governments. Despite decentralization policies, local governments have not yet succeeded in gaining administrative, and in particular, fiscal autonomy from central governments. Another challenge she highlighted was the continuously evolving public administration models and the different sets of guiding principles that come with each model. The Traditional Public Administration model focused on compliance and rules. The New Public Management model focused on efficiency and effectiveness. And lastly, the Responsive Governance Model focused on accountability and participation. Government administration depends on public administrators who bear these models in mind. The challenge that arises for this observation is the disjoint between the new principles and the bureaucracy charged with their implementation.

### **Innovations in Public Service Delivery**

Dr. Suchitra applauded the different innovative local government responses to challenges. In using the New Public Management effectiveness and efficiency, excellent responses were in the areas of horizontal coordination among local governments as well as on innovative delivery of services. In the Responsive Governance model,

innovative responses include the creation of a citizen's charter; customer complaint surveys; and mediation as an alternative dispute resolution. She also observed that innovative practices showcased in the papers became feasible and sustainable when there were enabling conditions and tools for such success. Examples include the introduction of information and communication technologies or ICTs as well as the state of readiness on the part of target constituencies. Strong leadership, desire to be self-reliant, community



involvement and household base support

when introducing innovations were important factors as well. A recurring subject was also the necessary conditions for citizen involvement. Public trust in governments and free access to information enable citizens to engage with their government. More than that, a balance between preserving autonomy of local governments and non-departmental bodies, and the need for some central monitoring and steering is needed for successful innovations in public service delivery

## Conclusion

In closing, Dr. Suchitra posed two questions for academicians and practitioners: (1) How can we strike a balance between the three models of public administration; and (2) Is Public Administration a microcosm, a mirror-image of its politics and society? She reminds the participants that there is a need to specify the environmental context of public administration in terms of political and administrative interface vis-à-vis the social, cultural and administrative interface.



## Awards Criteria

1. Nominees are evaluated on their exceptional contribution to socio-economic development through public service.

2. Nominees must have complied with all the rules of the contest.

3. Citizens from the EROPA region (India, Indonesia, Japan, Korea, Nepal, Philippines, PR China, Thailand, Vietnam) are eligible for nomination.

The EROPA Outstanding Young Practitioner Award is a search conceptualized and organized by Eastern Regional Organization for Public Administration, Inc. (EROPA) which seeks to recognize individuals in the field of public administration and governance who are engaged in creating socio-economic development through public service.

4. Nominees must not be more than 35 years old. A certified true copy of the nominee's birth certificate or any equivalent should accompany nomination.

5. This award is given to recognize young public service practitioners who have proven themselves worthy of honor and emulation based on the following criteria:

- a. Excellence and integrity in their respective fields of endeavor (40%)
- b. Pioneering spirit and innovativeness as demonstrated in their fields of endeavor (40%)
- c. Service to community/nation/region (20%)

Contact the Secretariat's Office for more information:  
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# EROPA

## OMG! OH MY GOVERNMENT!

"Oh, My Government!" can be expletive or words of praise. It can be an utterance made in frustration, disbelief and dismay; or an expression of admiration, satisfaction or happiness. The Eastern Regional Organization for Public Administration (EROPA) has embarked on a photo/photoessay contest entitled "OMG: Oh My Government!" aiming to promote consciousness in public administration and governance. It aims to capture the interest of both the government and the public in pushing for reforms, improvement and innovations in government administration.



## TOP 15 Entries

(in no particular order)



### Building Communities, Building a Nation

In a country marked by grinding poverty and a serious lack of housing, Gawad Kalinga - which means to "give care" in Filipino - rose up to the challenge of improving the quality of life and restoring the dignity of Filipinos through community build-ups. By engaging both public and private sectors in their projects, Gawad Kalinga doesn't only deepen stakeholdership among Filipinos in nation-building; it's also shaping "governance" to no less than the system we truly envisioned it to be inclusive, collaborative, multi-sectoral.



### Clamor for the Passage of a National Policy on Reproductive Health

The people are calling on the President to take a stand on the much publicized Reproductive Health bill. For more than 10 years since the first RH bill was crafted, lives of Filipino are deteriorating due to the lack of national policy to address the need of RH information and services which remains at the hands of the local chief executives (LCEs).



### Belief or profit making?

Disbelief upon seeing this image at Saint Pio Chapel in Libis Quezon City. Upon entry in this sanctuary there is a label written outside the door IL LUOGO SACRO which means "the sacred place". Upon entering I was dumbfounded to see this image of Jesus Christ being showered with money. I am struck because in the Philippines which is a predominant Catholic country, people are having a hard time to distinguish idolatry to praying. It is like going back to the time of Moses where people pray on statues etc.



### **Lion's Promenade to Success**

Photo was taken on the 9th of March 2012 which is showing the famous Waterfront Promenade of Marina Bay in the growing country of Singapore. After the sun sets, the whole place, including the infrastructures and bay, is illuminated by awesome architectural lights which make it more conducive for people who want to walk away from their busy city lives, take a break from their nerve-racking jobs, or simply see beauty outside the corners of their dwelling place. The establishment of Marina Bay is Singapore's proof of its continuous success and walk in becoming one of the leading countries in Asia and even in the whole World.



### **The Promised Land**

This picture tells a whole lot of story behind her innocent smile. In a place where people struggle for survival asking for help from the government, to somehow make their lives easy, the city of Parañaque made a promise that they would clean the bay area of Bulungan (alongside of the coastal road) for a better living of the people, but as time passes it seems like the government is taking away the place for reconstruction for commercial purposes or multinational interest. The locals of the said community asked me to speak out for them because the people of "Bulungan" said

their voices are not heard by the government. The place might be demolished anytime soon. So, they eagerly crossed their fingers raising hope. I've met an old guy named Mang Tony Boy. We had a very long conversation about what they're fighting for and he said to me that I might be the person that can help them, "send out all the pictures to whom we might get help, it's our only hope." And the moment I was in that position there's something came out through me, a sense of social responsibility and I want to help them by any means. I believe this is a calling for me.



### **The Truthful Flies**

We live into fantasy seemed like reality  
Wake up, wake up we're in great apathy  
Paths we take are always misleading  
'coz no one ever knows the true meaning  
People don't obtain what they need,  
As the leaders live in greed  
Now people are dying, to live is surviving

Believing is our only hope  
But not all the time we can be saved from humanity  
Human life is ecstatic, society is sick  
Ill enough to subsist  
Cease to exist, 'coz you won't find bliss  
In ignorance, we don't stand a chance  
In vast expanse of humanity, full of lies  
The truthful flies.





### **"Pag-alog"**

"Pag-alog" is a Waray-waray term which means "to fetch a pail of water." The photo was taken at a secluded coconut farm in Eastern Samar, where there is no proper supply of water and the road is underdeveloped. Fetching a pail or gallon of drinking water is part of the daily routine of the farmers. I put a 1960's concept to the photo so that it will look shabby and a bit catchy and the focus would be on the people carrying their water containers. Though in real, the photo looks greener and the story is not on the people but on nature.



### **Unsung Hero of "Typhoon Ondoy"**

MANILA, Philippines. September 27, 2009. Tropical storm "Ondoy" (international name Ketsana) started with strong rainfalls night on September 25, 2009. Many under-estimated it's strength. Unexpectedly, downpours began that may compare to a month's rainfall. Many were stranded along the way but the saddest part happened when there were missing persons and death toll rose. The Philippine Navy and National Disaster Coordinating Council (NDCC) rescued the residents of Provident Village in Marikina City since they are the most affected residents in the area.. Manila

and the surrounding areas were lashed with heavy rains for nine hours that Saturday. The different rescue operation groups of different cities in Metro Manila tried to help each other by giving help to the victims of Typhoon "Ondoy". The rescue team prioritized the kids and women during rescue operations to evacuate them to safer places. During rescue operations there were two marines who drowned because of over fatigue.



### **Justice for the Massacred Journalist**

Manila, Philippines. November 2009. Filipino journalists and The Confederation of Asean Journalists to the victims of the so-called "AMPATUAN MAGUINDANAO MASSACRE" where at least 30 Filipino journalists were among those killed. The Filipino journalist appeal to the Philippine Pres. Gloria Macapagal Arroyo, to spare no effort in giving justice to the victims and use the force of the Philippine judicial system and our national security forces in ensuring that all the suspects are immediately apprehended whoever they may be and wherever they may be hiding right now.

Truly, the incident in Maguindanao has no parallel and has dwarfed the other incidents of violence against journalists every where, now feel over this mass killing, in a single day, of our fellow media practitioners. Today, at least 75 Filipino journalists have been slain in the last 11 years yet justice for the majority of them remains as elusive ever. Until now there is no clear about the case after almost 3 years there is conviction to the AMPATUAN CLAN who are the perpetrator of the massacre.







## INDIAN RURAL BOOM

Rural Development in India is one of the most important factors for the growth of the Indian economy. India is primarily an agriculture-based country. Agriculture contributes nearly one-fifth of the gross domestic product in India. Due to recent Government policy India's villages are now an unique mix of verdant greens and modernity of ancient farmlands and technological innovations. Many village schools now have access to computers, remote villages are now connected with wireless communication, more farms use mechanized tools and receives micro financing helps

to build up a strong agriculture based economy in the country. My photo story is to document the fast changing scenario in Indian rural sector during UPA government's regime.



## River Guardian

This was shot in Barangay Parabba in Peñablanca Cagayan Valley, Philippines. The picture shows a barangay tanod patrolling Mororan River. The rock formations along the river are home to the Callao Caves, one of the tourist spots in Cagayan Valley. Both the river and the caves are in danger of being desecrated by tourists and locals alike. What's amazing about this shot is that the baranagay tanod owns the boat himself and uses his own money for patrolling the river. According to the barangay tanod, the lack of funding from the provincial government shouldn't hinder the

residents, especially those who are in government service, from protecting their community.



## The South Goes Dancing in the North

The Pasundayag Festival of Northern Mindanao is a government-initiated fair wherein the different cultures of the people (songs and dances, crafts, food, destinations, etc.) of Northern Mindanao are showcased. The lead agency for the event is the Department of Tourism Region X and is joined by the Regional Development Council (RDC) of Northern Mindanao, the Northern Mindanao Tourism Council 10. The aim of the fair is not only to prop up Northern Mindanao as a tourist destination, but to promote the diversity of culture in the Philippines as well as greater understanding among the Filipino people.



## Philippine Maize: The Path of Struggle for Food Self Sustainability

The Municipality of Bulalacao's concern for its people and communities is reflected in the way it focuses on developing its agricultural production. Through the support of its local government unit in partnership with the community, the municipality continues to promote maize production to increase the economic and financial stability of individual farmers and the whole municipality.



### Empowering Seaside Communities

Managing seaweed farms is a daunting task. But through a bottom-up and an integrated resource management approach imparted by the local government, indigenous communities in Sarawak are not only able to participate in environmental governance; they are also able maintain their livelihood for future generations. (Taken in Sarawak, Malaysia)



### SILENT PROTEST AGAINST CORRUPTION

Thousands of veteran social activist Anna Hazare's followers gather at Esplanade in Kolkata to lodge a silent candle light protest in demand of introducing Lokpal bill to fight against corruption. Lokpal bills were introduced several times since 1968, yet they were never passed by the Indian Parliament. After a fast by veteran social activist Anna Hazare and widespread protests by citizens across India the Government of India constituted a 10-member Joint Committee of ministers and civil society activists to draft an effective Jan Lokpal Bill. The primary focus of IAC movement is to ensure a strong Lokpal bill.



The EROPA Experts and Practitioners (ExP) is an online database of Public Administration Experts and Practitioners from among its present and future members. Members are eligible to join the roster and have a profile on the website. The expertise of EROPA members will be made available online to individuals, governments and organizations in need of them. EROPA ExP Members may be contacted through their profile page for possible projects, consultancies, mentoring and others. Log-on to [www.eropaexp.com](http://www.eropaexp.com) for more details.



We would like to invite you to the first Conference on ICT for Philippine Development (ICT4phD) which will be held at the PSSC Auditorium, Philippine Social Science Council, Commonwealth, Diliman, Quezon City on 21-22 September 2012. The conference is a joint undertaking of the Center for Leadership, Citizenship and Democracy (CLCD) of the University of the Philippines National College of Public Administration and Governance (UP-NCPAG), the Philippine ICT Research Network, Ideacorp, the Philippine Social Science Council (PSSC), and the Institute of Philippine Culture (IPC), and co-sponsored by Intel Philippines. Visit <http://ajstudio.co.cc/ict4phd/> for more information.



The University of the Philippines' National College for Public Administration and Governance (UP NCPAG) would like to extend its warmest appreciation to EROPA members who attended the NCPAG@60 Conference last June 27-29, 2012 at the EDSA Shangri-la Hotel, Mandaluyong City, Philippines.



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