

# CONFERENCE BULLETIN

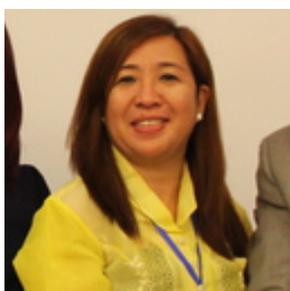
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## SIMULTANEOUS WORKSHOP SESSIONS: DAY ONE

DISCIPLINARY ISSUES AND CHALLENGES FOR PUBLIC ADMINISTRATION IN THE  
CONTEXT OF REGIONAL AND GLOBAL INTEGRATION

### *Local Government Assessment of the Identified Local Government Units of the Province of Camarines Sur, Region V, Philippines*

Malu Barcillano  
Ateneo de Naga University  
Philippines



Dr. Malu Barcillano's study is part of the joint effort between the Philippine Society for Public Administration (PSPA) and the United Nations Development Programme (UNDP) to conduct a regular assessment of selected local governments in the Philippines in terms of Human Rights-based approach to good governance and citizen participation. The study employed mixed methods, consisting of key interviews with local government officials and focused group discussions (FGDs) by local/sectoral and institutional representatives. The study gauged the performance of select four municipalities and one city in Camarines Sur against an indicative checklist of governance indicators: transparency; participation; accountability; leadership; rule of law; continuity, predictability and sustainability of programs; prioritization or preference for the poor; effectiveness and responsiveness.

Results of Dr. Barcillano's study showed that municipalities and the city government of Naga performed well in implementing mechanisms and policies that uphold principles of democratic, proactive governance. However there remain issues such as the lack of concrete management information systems and communication plans for disclosure of policies and projects of the local government;

interplay of politics in governance; need for more proactive, responsive and client-friendly service delivery initiatives; and consideration of specific needs of communities.

### *Improving Public Service Quality and Delivery in Four Key Public Service Areas through Joint Research: A comparative study of local government in Canada and Indonesia*

Robert Mark Gilbert  
Dalhousie University  
Canada



Despite stark differences in geographical location, socio-demographics and governance systems, Canada and Indonesia share common and complementary problems in governance in the four different sectors: infrastructure, education, water and licenses and permits issuance. In a joint research by Dalhousie University, Canada and the Institut Pemerintahan Dalam Negeri (IPDN), Indonesia, a comparative framework for analyzing the problems of and opportunities for public service was developed to improve service delivery in the aforementioned areas for both countries. This was done with the use of a qualitative, ordinal scale, measuring public service delivery competencies for both countries. What makes this framework useful is that strengths identified in certain areas for one country can be used to recommend improvements for another country. Dr. Robert Mark Gilbert, a professor of Dalhousie University, demonstrated the potential of this comparative assessment framework by presenting key research findings on public service delivery in terms of infrastructure

and water resources in Canada and Indonesia. In Indonesia, where problems emerging from demands of economic growth warrant improvements in infrastructure, accessibility and delivery, among the identified recommendations were: heightened involvement of communities; use of alternative funding sources as well as innovative approaches to service delivery; and sustainable planning and harmonization of priorities. Meanwhile, in Canada, where local governments receive the highest share of public sector spending on infrastructure, similar recommendations were made to improve public service delivery. Apart from that, the Canadian government must continue to implement cost-recovery initiatives, e.g. by charging user fees. In terms of water resource management, Indonesia greatly lacks particularly in ensuring equitable access to water resources. Among the recommendations were: improvement of technical standards, water service profile, implementation of regulations, water distribution and tapping alternative sources of funding. In Canada, water distribution is provided by local governments, which are faced with the problem of scarcity of water resources; as such, they should be given utmost financial support to sustain their public service delivery functions. Apart from that, they should promote water conservation in light of the said scarcity.

Dr. Gilbert asserted that the framework can be a platform for sharing knowledge and practices in public service delivery between countries, sectors and institutions. He shared that the potential of the framework to assess public service quality and delivery and identify opportunities for improvement is greatest when both practitioners and scholars are involved in the research effort.

### ***Challenges to Vietnam Government in Public Expenditure Management***

Le Chi Mai  
National Academy of Public Administration  
Vietnam

Assoc.Prof.Dr. Le Chi Mai's study focused on the intricacies of public finance in Vietnam, and how inefficiencies in public expenditure allocation

and management by the state weaken the potentials for economic growth. She pointed out that despite the successes of Vietnam in augmenting investments on basic services such as electrification, education and poverty alleviation in general, these investments were highly inefficient, as noted by the increase in incremental capital-output ratios (ICORs) of Vietnam over the recent years. As a result, the state accumulated public debt and budget deficits amounting to about 5.3 percent of the country's GDP. Public spending in Vietnam contributed to the productivity of the economic infrastructure from 2001-2007. However, problems such as overcrowding of private sector investments, inefficient allocation of resources, overdependence on capital and labor as sources of growth, and the poor performance of state-owned enterprises (SOEs) relative to other firms and lack of regulatory mechanisms, among others, resulted to a slower GDP growth rate in the period 2008-2010. Assoc. Prof. Dr. Le stressed the need for transparency in management and use of public expenditures; this could be achieved by setting in place monitoring and regulatory bodies that would ensure efficiency in public expenditure allocation and equity of SOEs with the private sector. Furthermore, she suggested that public expenditure management in Vietnam be reformed in line with international or modern standards of practice. This, according to Assoc. Prof. Dr. Le, remains a great challenge for the government of Vietnam.



### ***The Causes and Consequences of Tax Expenditures: A Case Study of Retirement Savings in Thailand***

Chatpong Watanajiraj  
National Institute  
of Development  
Administration  
Thailand

Focusing on retirement savings, Mr. Chatpong Watanajiraj explored the



relationship of tax expenditure on policy and its implications to Thai citizens. In his research, he explained the value of examining the role of tax expenditure in realizing policy objectives as well as the primary recipient of tax benefits.

According to Mr. Watanajirai, provident fund and retirement mutual fund are tax incentives employed to encourage retirement savings in Thailand. However, while these schemes share one policy objective, the two schemes vary in tax allowance patterns and distribution of tax benefits. Mr. Chatpong Watanajirai stressed that these differences led to policy implications that went beyond the envisioned policy objective.

In examining the provident fund, the study revealed that employees are likely to save regardless of having tax incentives. However, interest in the provident fund is driven not by tax benefits but by the employer's contribution in the provident fund. Mr. Watanajirai further qualified that the maximum contribution rate of employers tends to depend on the length of service of the employee. Moreover, employers have minimal accountability given its nature to earn for profit instead of meeting policy goals.

On the other hand, retirement mutual fund covers tax payers with a small tax base. However, while tax payers are driven to reduce tax liabilities, investments in retirement mutual funds remain the least priority among other competing tax deductible items such as mortgage loans and insurance premiums.

The study showed that the tax structure in place was designed to favor high income groups in tax benefit distribution. Moreover, businesses driven by lower tax liabilities are tapped as policy implementers of a policy objective which aspires for expansion of benefits.

Mr. Watanajirai concluded that tax policies must be cautiously crafted in order to secure the attainability of its policy goals and objectives.

### *Governance Capacity and Global Competitiveness of Viet Nam in the Context of Regional and International Integration*

Doan Van Dzung  
National Academy of Public Administration  
Vietnam

There have been improvements in the global competitiveness ranking of Vietnam since 2013. As shown in the presentation of Mr. Doan Van Dzung, Vietnam was able to improve its standing in the World Economic Forum (WEF) from ranking 70 out of 144 countries in 2013-14 to 68 among 148 countries in the 2014-15 world ranking. However, he maintained that this ranking remains less competitive to Vietnam's Southeast Asian counterparts.

Mr. Doan explained that Vietnam continues to suffer from corruption, weak enforcement of the law, poor service delivery and inadequate infrastructure developments. He provided that as these factors remain unresolved, Viet Nam's competitiveness in world rankings prove a challenge. Within this context, public administration plays a crucial role in addressing such concerns.

According to Mr. Doan, governance capacity requires institutional development and labor productivity- requisites by which the praxis of public administration stands to resolve. In Vietnam, Mr. Doan revealed that the leading causes of Viet Nam's poor performance in world rankings are the deficient quality of legal documents issued regardless of its quantity, difficulties in service delivery especially on human resources and administrative procedures. To resolve this, Mr. Doan explained the importance of recognizing the interrelationship value of the state, society and market. He further recommended the need to shift the role of the government to a more proactive initiator of economic development, enabler of citizens' rights and provider of social security. The government should likewise learn to change the mechanisms for preparing legal documents, strengthen public participation and implement mechanisms for checks and balances.

Mr. Doan Van Dzung concluded that along with the government initiatives for higher public participation is Viet Nam's improved performance in global competitiveness rankings.

***From Traditional Public Administration to Good Governance: Changes and Challenges to Civil Servant Management of Vietnam***

Dr. Nguyen Thi Hong Hai  
National Academy of Public  
Administration  
Vietnam



The field of public administration witnessed three stages of evolution. The first stage was traditional public administration which characterizes hierarchy and standardization among others. This was followed by the introduction of New Public Management which focuses on flexibility, performance management budgeting and outsourcing. The third stage is governance or good governance which fosters the interaction among the state, civil society and private sector. According to Dr. Nguyen Thi Hong Hai, each stage in public administration equally reflects varying approaches in human resource management.

In Vietnam, Dr. Nguyen explained that reforms in public administration can be summarized into four (4) milestones. The first was during the early reforms introduced in 1986 which was followed by its formal launching in 1995. The events led to the development of the 1st Master Program of Public Administration Reform (PAR) from 2001-10 and 2nd Master Program of PAR by 2011-20.

As discussed by Dr. Nguyen, the objectives and goals of the PAR were designed in accordance to what is defined as good governance. This included institutional reforms especially in Vietnamese civil service management. Reforms in civil service management included the institutionalization of a decentralized career-based system and implementation of the Law on Cadres and Civil Servants which strengthened the position-based system.

Dr. Nguyen maintained that reforms introduced in civil service management are not without its challenges. These include Vietnam's poor standing in governance indicators, the need to attract competitive and competent civil servants, maximizing the competence of civil service and institutionalizing accountability mechanisms for the civil servants.

According to Dr. Nguyen, perfecting the system of legal documents as well as timely completion of job position development in state administrative agencies in all levels will help improve the state of civil service management in Vietnam. She further recommends the need to apply the principles of merit and performance, reform the payment system and introduce a competence-based training system in the civil service.

***Assessment of Competitive Exam for Recruitment, Selection and Placement of Managerial Public Service Officials in Danang City: A Structural Equation Modelling (SEM) Approach***



Thai Thanh Ha and Le Nhu  
Thanh  
National Academy of Public  
Administration  
Vietnam

The authors determined that Vietnam's public service as a human resource is in a closed circle wherein many underprivileged but qualified applicants are refused entry. Moreover, they recognize the existence of obsolete procedures of seniority regardless of qualification or credentials. Furthermore, the authors recognize the utmost lack of a reserve of future managerial level public officials.

Correspondingly, they embarked on a study to assess competitive examinations for the recruitment, selection and placement of managerial public officials in Danang City. Using a structural equation modelling, a 5 point Likert scale questionnaire was used in field surveys to determine a difference in perceptions towards the fairness of the competitive exams among them. They compared

SEM coefficients and they drew recommendations for policymakers and managers in order for them to improve the recruitment vis-à-vis selection and placement of managers on pre-identified vacancies in Danang City.

Specifically, they confirmed that the upgrade or improvement of the human resource and personnel development is a top priority of the Vietnamese government. The Master Plan for the 2011-2020 general public administration reform initiative highlights that the selection, recruitment and placement of managers in public positions (including those situated in cities, ministries or provincial departments) have to be fundamentally comparable to other public sector reform programs elsewhere that emphasize the primacy of meritocracy.

### ***Indonesian Bureaucratic Reform in Managing Local and International Pressures: Longer Journey Towards a World-Class Government***



Muhammad Imam Alfie Syarien, Ministry of Administrative and Bureaucratic Reform, Indonesia, and Elsa Monika, Australian National University, Australia

The onset of decentralization in 2001 was a major event for Indonesian public administration since many government functions including the operations and financing of state activities have been significantly devolved to the lower levels. It has also contributed to the surge of localism and primordialism. Correspondingly and with the onset of globalization (including the influx of both goods and ideas from abroad), Indonesia's current public sector reform agenda is very wanting in managing pressure points of localism and globalization. The menace of corruption, poor outputs and results from government initiatives and the wide gap between local and national government in terms of civil service administration points to the haphazard Indonesian bureaucratic reform agenda. Before Indonesia realizes its goals of becoming a world-class government, it needs to first mitigate the disconnect or conflict between central and local governments.

### ***Dynamics of Supranational Institutions and Nation States: Issues and Challenges for Public Administration***

Danilo Reyes  
National College of Public Administration and Governance, University of the Philippines Philippines

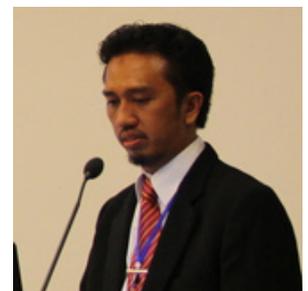


Reyes probes the impact of supranational institutions and the impingement of their policies and to developing nations and their politico-administrative systems. He recognizes the prevailing globalized world order brought in part or in whole by the rise of global governance institutions a.k.a. supranational institutions (e.g. World Bank, United Nations, Financial Action Task Force, World Trade Organization etc). Their creation are usually governed by agreements or protocols between and among nations and throughout the years, they have formulated policies and regulations that sometimes, directly or indirectly, affect the indigenous laws of sovereign states and their administrative processes.

Reyes expounds on the emerging issues, concerns and challenges for the theory and practice of public administration as an offshoot of the operations of this global institutions.

### ***Whistleblowing Behavior: Ethical Challenge in Public Sector Organization in Indonesia***

Ilham Nurhidayat  
Universitas Gadjah Mada Indonesia



Before proceeding to discuss the experiences of Indonesia in the area of whistleblowing, Mr. Ilham Nurhidayat first presented a review of literature on the topic, including the term's definition, explanation of the concept and how it developed over time, its relation to corruption, and how it is practiced in other countries, among others.

The presenter discussed the current efforts of Indonesia in the development of a whistleblowing system, such as the KPK-Whistleblowing System. A whistleblowing system is being encouraged by many international organizations as a mechanism to fight corruption and other practices that negate good governance. According to him and to the literature he presented, whistleblowing has ethical challenges and whistleblowers normally experience dilemmas. Thus, one of the roles of the whistleblowing system is to minimize the ethical dilemmas being faced by whistleblowers.

Currently, whistleblowing culture in Indonesia is not yet attracting sympathy from citizens and organizations. The presenter reported that whistleblowers are regarded as traitors rather than heroes, and they are in a vulnerable position because of the lack of protection and concrete policy relating to it. In this regard, the presenter recommended the need for an efficient and effective whistleblowing system and this can be achieved through the consideration of three aspects namely people, structures and processes.

### ***Local Governance: New Approach to Government Building***

Nguyen Huu Hai and Dao Thi Thanh Thuy  
National Academy of Public Administration  
Vietnam

For a country that is currently in transition, Vietnam is looking at new approaches that would help in capacity-building of the government. Thus, experts such as Dr. Nguyen Huu Hai are exploring local governance as a mechanism towards successful transition and government reform.



Dr. Nguyen acknowledged the big role of state governance in the development process. Nonetheless, he opined that local governance can be a reliable complement to what the state government is already doing. According to him, local governance is not just a development tool of

the state government, but also a system that can be owned by the community and the people themselves. Such approach shall give opportunities for people to participate in governmental processes and interact with government authorities and officials.

In the context of Vietnam, the speaker believes that local governance will result in more accountability in the delivery of public services, help prevent corruption, and ensure the efficient utilization of local resources. He also suggested that, to make local governance dynamic and effective, it is important to build the capacity of citizens to allow them to know their rights and obligations. He also gave emphasis on the participation of civil society which also requires capacity building and recognition.

In the light of the reforms currently being implemented in the country, Dr. Nguyen outlined some of the policies aimed at giving more autonomy to local governments.

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### **MODALITIES OF GOVERNANCE IN THE CONTEXT OF NETWORKED SOCIETIES**

#### ***The Impact of Various Disaster Experiences of the Great East Japan Earthquake on Trust in Local Government***

Reiko Arami  
Graduate School of Law, Nagoya University  
Japan

In view of the Great East Japan Earthquake which occurred in March 2011, Ms. Reiko Arami inquired whether such disaster has impacted on the survivors' trust in local government. Thus, her presentation focused on this research area and the findings she got were discussed in this platform of knowledge sharing.

Ms. Arami conducted a web-based survey of 10,466 respondents (with 75.9% response) rate to be able to gather data from the survivors. Utilizing some statistical tools to analyze the data and check the relationship between the survivors' disaster experiences and their trust to their local government, Ms. Reiko found out that trust is

affected in one level, but not in another. According to the research, the crisis has negatively impacted on people's trust on the municipal level of government (smaller unit), but not at the prefecture level (bigger unit). The presentation also pointed out that municipal governments are more vulnerable to survivors' judgment than the prefectures. She also noted that in the case of prefectures, changes in the trust vary from one to another.



***Exploring the Use of Indigenous Knowledge Systems and Practices in Ecological Conservation: The Case of the Indigenous Forest Development and Management among the Indigenous Peoples of the Northern Luzon***

Eduardo Bagtang  
Kalinga-Apayao State  
College  
Philippines



How forest management is undertaken by the Indigenous Peoples of the Cordillera region was the focus of a research conducted

by Dr. Eduardo Bagtang and his colleagues. As presented in the panel, the research looked at four ways of forest management approaches.

First is that forest management as a system that takes different names in the six provinces of the Cordillera. The system is a mix of regulation, prohibition, conservation, and protection as strategies in forest conservation as this is a source of their food and livelihood, it houses watersheds, and serves as a home to their livestock and other forms of biodiversity.

Secondly, forest conservation through community participation is guided by the principles of unity and cooperation, responsibility, and inter-village or inter-community approach. The approach is primarily communal in nature which is based on values formation (of children), selective utilization

of resources, permission from elders, prohibition and restriction, and adoption of penalties against violators.

Third is forest conservation that is based on the spirituality or the belief that there are certain areas of the forest that are sacred as they are a dwelling of spirits and deities. Such belief helps in conservation because of the fear of mystical punishment when they encroach on the dwelling of spirits.

Finally, Dr. Bagtang shared the stewardship approach which basically equates to the principle of sustainable development in which one has to take care of today's resources for the benefit of the future generation.

The speaker concluded that the use of indigenous knowledge systems and practices to forest management and conservation in the Cordillera region have been successful as seen in their impact as seen today—the maintained vast forest cover in the region, and its ability to host dams and irrigations and supply a substantial amount of food for the region and other parts of the country.

***Decentralizing for Public Trust in the Face of Intractable Conflict: Case of Nuclear Waste Management Facility Siting Decision in South Korea***

Heungsuk Choi  
Korea University  
Korea



In Korea, the construction of nuclear power plants and high-degree nuclear waste treatment facility is a critical issue. But the construction per se is not singular as it is connected to the more sensitive issue on decision in siting (where to construct the facility). In Prof. Choi's presentation, he highlighted this issue as it happened in 2003 where siting decision for a nuclear waste management facility was blanketed with conflict and did not escape from incidences of violence, arrest of citizens and the confinement of the county chief.

This grim picture has changed in 2005 when the siting decision had to involve competition among four cities. With Gunsan, Youngduk, Pohang and Kyeongju in the battlefield, the latter emerged with 89.5% of support in the citizen vote.

What happened between the latter part of 2003 when siting was conflict-driven and in 2005 when the same process became competitive. This was what Prof. Choi's paper sought to answer. His findings indicate that there is increase in the decentralization and polycentricity in the siting decision-making process that took place between the aforementioned years. Such increase in decentralization and polycentricity meant that there were more actors and decision makers in the process. It also meant the waning of the popularity of monocentric structure (popular from 1990 to 2000) and the DAD approach (decide, announce and defend) in which decision making is made by a single authority (national) and decision is imposed on the selected local territory. The 2005 experience showed the highest degree of decentralization and polycentricity because the local council and the citizens have been involved in the decision making process, and local knowledge and information have been considered.

However, Prof. Choi noted that decentralized and polycentric governance in the area of nuclear power plant siting have negative effects which include distrust, rigid technical bureaucratic thinking, and tossing of accountability among the involved national agencies. He also disclosed that Korea may be heading to a similar 2003 siting problem given its plans to construct a high degree nuclear treatment facility and nuclear power plant.

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### *Compliance with, and Effective Implementation of a Multilateral Environmental Agreement: Looking Back at the Transboundary Haze Pollution Problem in the ASEAN Region*

Ebinezer Florano  
National College of  
Public Administration and  
Governance, University of  
the Philippines  
Philippines



One of the most pressing problems in the ASEAN Region is the prevalence of transboundary haze pollution, which once reached its peak during the period 1997-1998. Recognizing the gravity of the problem, the ASEAN formulated and implemented notable policies such as the Regional Haze Action Plan (RHAP) in 1997 and the ASEAN Agreement on Transboundary Haze Pollution (ATHP) in 2003. But was the RHAP really effective in addressing the problem? Dr. Ebinezer Florano's presentation analyzed the effectiveness of the said plan in helping reduce forest fires and transboundary haze pollution in ASEAN. He mentioned a number of factors that impinge on regional efforts in solving the problem. In terms of regional governance, some of these are the lack of political commitment and workforce, aggravated by geographical constraints. In addition, the ASEAN Way of non-intervention and consensus building, partly contributes to the lack of compliance to RHAP.

Dr. Florano explained that ASEAN countries possess different levels of compliance as well as degrees of stakeholder participation in RHAP implementation, which warrant different mixes of enforcement strategies, e.g. on-site monitoring, provision of incentives and punishment for violators. Dr. Florano emphasized the need for ASEAN states to establish a sense of urgency in addressing the problem, and recalibrate the existing systems and mechanisms for implementing and enforcing the RHAP and ATHP, with ASEAN taking a more proactive role. Implementation of soft laws in ASEAN can open up opportunities for stronger environmental regulations in the region. During the open forum, Dr. Florano mentioned that the Anti-Haze Pollution Law in Singapore, which will

be applied to entities in other countries, is a major breakthrough in regional environmental regulation and may be of interest to researchers/academics working on the field.

***Investment in natural gas infrastructure in a model: Australia and Sweden in comparative perspective***

Jose Hernandez Ibarzabal  
ANZSOG, University  
of Canberra, Australia/  
University of Pompeu  
Fabra, Spain



Governments in Australia and Sweden are characterized by strong institutions and regulatory governance, high level of judicial and agency independence, stable regulations and good economic conditions. Apart from that, both these countries put in financial investments on natural gas infrastructure, in the form of sovereign wealth funds, as well as those from government-owned and -backed corporations. The study of Dr. Jose Hernandez Ibarzabal analyzed the Australian and Swedish models of investments in the natural gas sector from 2000-2010. This was done through qualitative case comparison in terms of institutional conditions, regulatory governance, as well as policies on regulations, energy and energy tax.

Findings of Dr. Ibarzabal's research showed that the natural gas sector investment models in these two countries reflect solid regulatory governance in both countries as well as deregulation of investment policies in practice. That Australia and Sweden possess plenty of resources for developing the natural gas infrastructure is one of the plausible reasons why these countries have become magnets for large investments on natural gas. This was also induced by the adoption of joint ownership arrangements for gas transmission networks in the two countries, as well as private investments in the said infrastructure. However, changes in the natural gas infrastructures were facilitated or hindered by political and governance conditions in these two countries in different ways: in Australia, elections and changes in leadership greatly affected the

way by which energy and energy tax policies and regulations were implemented. In contrast, there was relatively less investment on the natural gas sector in Sweden in that no political struggle transformed the energy regime in the region. Moreover, Dr. Ibarzabal pointed out that strengthening judicial independence better influences investment flows in the sector than the establishment of independent regulatory agencies. Dr. Ibarzabal's comparative analysis highlights the interplay of public and private investments in energy; his model for comparison can be used to analyze similar investment models in other countries and sectors.

***Is the Intergenerational War Real? An Analysis of Intergenerational Differences in the Willingness to Pay for Child Welfare Services and Welfare Services for the Elderly in Korea***

Hyun Joon Kim, Korea University  
Korea

Is there a preferred social welfare service for each generation? In the study presented by Prof. Hyun Joon Kim, the willingness of Korean citizens to pay for two kinds of social welfare services namely, child welfare services and welfare services for the elderly were examined.

Prof. Kim explained that while there are generic factors which influence the willingness to pay for public services, intergenerational conflict tend to arise due to intergenerational inequities in availing particular service areas. According to Prof. Kim, generic factors include the satisfaction acquired from paid public service, public perception on government's integrity and responsiveness and, perceived civic value of the service. He further provided that citizens who have direct experiences in using the service tend to perceive the service favorably. However, he maintained that perceived favorability over specific welfare services are influenced by one's socio-demographic status (i.e. gender, physical condition, age). For instance, the elderly group is likely to favor initiatives which will expand the services designed to serve the older generation than childcare services which tend to serve the younger generation.

The findings of Prof. Kim's study revealed that apart from perception and experience, competition among welfare services likewise plays a crucial role in determining a citizen's willingness to pay for particular welfare services. He further explained that such competition tend to be more prominent among elderly welfare services.

Based on his study, Prof. Kim stressed the need for governments to exercise precaution in determining the extent and quality of welfare services rendered for particular sectors. This serves to preclude opportunities of conflict which may arise between generations.

***Perceived Risk, Travel Preference and Style of Tourists in Selected Tourist Destinations at Nueva Valencia, Guimaras: A Basis for Policy Formulation***

Jonel Lañada, West Visayas State University  
Philippines

The study is drawn from a sincere advocacy to promote the tourism industry in the Island of Guimaras, Philippines. According to Mr. Jonel P. Lañada, the research was designed to determine the correlation between perceived risks of tourists in a particular tourist destination and their travel preferences and travel style.

Mr. Lañada provided that majority of the tourists who visited Nueva Valencia in the Island of Guimaras were local tourists from the Visayas region. He further revealed that while most of the tourists recognized the health and physical risks entailed in travelling to the island, threats related to terrorism was not a concern. Moreover, the results of the study showed the correlation between the place of origin of tourists and perceived risks. For example, tourists who hail from the Visayas region tend to overlook climate risks compared to tourists who are not from the Visayas area. On the other hand, Mr. Lañada explained that there was no significant relationship found between perceived travel risks and recreational preferences as well as travel risks and travel style of tourists.

Based on the results of the study, Mr. Lañada concluded that the local government of Guimaras should invest in a comprehensive Information and Education Campaign (IEC) to promote the area as a tourist destination. Equally, the local government should likewise address the perceived risks in the area to foster a sense of security among tourists, who in turn, will engender positive feedbacks for Guimaras as a tourist destination. More importantly, the local government should learn to balance the economic incentives and environmental sustainability of the tourist attractions in the island.

***"Glocal" Response to the Climate Change and Its Economic Impacts***

Kauyuki Sasaki, Meiji University  
Japan

Sasaki realizes the need to counteract changes brought about by climate change—both locally and globally, particularly in the outset of natural calamities. He believes that climate change is partly, or wholly caused by greenhouse gas emissions, as a result of the continued burning of fossil fuel. He argues his primary advocacy of organizing and managing international organizations for the monitoring changes in the environment and closely observing the prevailing socio-economic conditions of a given state. Eventually, he closely analyses climate change impacts, especially on natural disasters.

He strongly posits that his utilization of such networks particularly for regional management will translate to benefits for the education of the people and knowledge sharing efforts of local governments that can help in their advocacy(ies) to contain gas emissions.

***Typhoon Ondoy Victims' Perception of Disaster***

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***Risk Reduction Management (DRRM) Program Implementation in the Third District of Pangasinan***

Zosima Sison, Madlyn Tingco and Raquel Pambid  
Pangasinan State University  
Philippines

The Philippines' proximity vis-à-vis susceptibility to natural calamities is brought in no small part due to its location in the path of typhoons, earthquakes and volcanic eruptions. Specifically, it is located in the "Pacific Ring of Fire" where the occurrence of typhoons, earthquakes and volcanic activity is only second nature.

In light of the devastation brought about by Typhoon Ondoy in 2009, the authors embarked on a study to determine whether the conduct of disaster relief (and response) operations were properly managed by local government units.

After a scrupulous review and study of their findings, the authors came up with the following conclusions: due to the unpredictability of disasters, every person in the barangay is encouraged to be ready and alert. Furthermore, people must prepare all of their basic needs that will contribute to their survival, but not limited to listening to the radio and other media devices/broadcasts for information updates. Victims should be able to note down the indigenous resources and equipment within their vicinity that may be useful during disaster relief/response operations in a calamity's aftermath. Supplies of relief goods should be adequate to sustain or cater to the needs of victims and their families—with emphasis on the young, old and the sick.

Promotion of disaster preparedness should be underscored through training activities, seminars, evacuation drills and disaster response exercises. Lastly the authors strongly recommend that victims and beneficiaries be made aware of their responsibilities about the restoration and rehabilitation of the environment.

**PUBLIC SECTOR REFORM AND INNOVATIONS  
IN INTEGRATED SOCIETIES**

***Local e-Government in Indonesia: Facing Challenges, Findings Improvements***

Pratiwi and Shafiera Amalia  
National Institute of Public Administration  
Indonesia

The authors define e-government as using ICT as a tool to better serve the public. Pratiwi and Amalia identify challenges, key successful factors and phases in e-government practice as indicated by Siau and Long (2005)



which include, namely: web presence, interaction, transaction, transformation and e-democracy. They underscore that in order to build successful e-government(s), resource mobilization, ICT infrastructure, training and sensitization, and socio political factors must be present.

Nonetheless, they are clearly aware of the challenges confronting Indonesian bureaucracy today, from the lack of human resource training facilities to the inefficiency of the number and duration of in-service training(s) and even the lack of cooperation between and among the training and personnel sections of government institutions.

The paper writers studied Banda Aceh City and Surabaya City and they have produced a model to help develop local e-government in Indonesia.

***Challenge and Innovation in Training Systems for Japan's Local Public Employees in the Age of Decentralization***

Yamato Ogawa  
Local Autonomy College  
Japan

Most administrative functions, duties and responsibilities have already been transferred from national to local governments, as part and



parcel of decentralization efforts in Japan—while at the same time the total staff complement of the local governments has consistently contracted ever since. Measures to update skills and capacities of local government employees have

always been a contentious issue in Japan, despite the fact that much are expected of them in the way of public service delivery. Accordingly, Ogawa first examines the administrative environmental changes taking place in the local public service. Afterwards, he conducted a research on existing management and operations of existing in-service training facilities at specific local governments, while at the same time, identify common challenges from the study.

Finally, Ogawa assessed and reviewed the training needs or demands in the context of decentralization and eventually suggested innovative responses to the new void or lack or appropriate training.

***Factors Associated with Extent of Civic and Political Participation of Sangguniang Kabataan Officials in Selected Barangays in Dueñas, Iloilo***

Jeffrey R. Ballaret  
West Visayas State  
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Mr. Ballaret views youth participation in socio-political processes as an issue that is common in many countries in the world. Thus, in the discussion of regional and international integration, the issue of youth development and participation must not be left behind in the discourse.

His presentation mirrored his interest in the issue as he shared some experiences from a town in Iloilo province in the Philippines. At the outset, he made a quick introduction of the Sangguniang Kabataan or SK (Youth Council), the youth body assigned by the Local Government Code to assist in

the implementation of youth development programs in every village in the country.

Through his research on this subject, Mr. Ballaret identified some factors that shape the participation of SK officials in the civic and political arenas. A survey of respondents from five select barangays (villages) in the town of Dueñas was conducted to get perceptions, ideas and information from 36 youth leaders.

Data from the survey revealed that the SK officials in the areas under study see more relevance in religious, environmental and training activities than in civic and political undertakings. As to actual civic engagement, there is high level in the areas of environment (tree planting), religion (church activities), and culture (programs on occasions of festivity), but relatively low in capacity-building (conduct of symposia and workshops). Their political participation on the other hand was high in voting in elections, as well as in the involvement in decision-making and policy formulation at the village level. Overall, the respondents assessed their civic and political participation as “slight.” The result of the study indicated that the youths’ participation in the political realm (i.e. running for the SK posts) was brought by the influence of their parents or peer groups. The extent of their participation is also shaped by their perception on the relevance of civic and political activities. Given these findings, the presenter encouraged more participation of youth leaders and recommended government intervention in terms of more avenues for participation and capacity building of the youth.

***Organizational Culture: A Challenge to Regional and Global Integration (A Comparative Study on Integrated License Office and Trade Office of Palembang City, Indonesia)***

Dr. Andy Al Fatih  
Sriwijaya University,  
Indonesia

In his analysis of the organizational culture in the Integrated License Office in Palembang



City, Indonesia, Dr. Andy Al Fatih pointed out that the existing practices in the said office do not reflect the ideal organizational culture for more effective public service delivery. He listed a number of negative bureaucratic practices such as complication of procedures (red tape), ambiguity in the implementation of otherwise clear-cut policies, bossism, and political patronage. Dr. Al Fatih stressed that these practices defeat the purpose of the agency to deliver quality services to its citizens, and eventually on the national goals of Indonesia to cope with regional integration.

Dr. Al Fatih then proposed a model of competitive service, which traces the flow of public services from one government agency to its stakeholders/clients in a particular sector, with another agency serving as the oversight/regulatory body. According to Dr. Al Fatih, this approach enhances the organizational culture of government institutions and eventually helps them cope with the demands of regional and global integration.

### ***Use of Social Media in Solving Problem of Development Affairs (The Study in Local Government of Bandung City)***



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Negeri  
Indonesia

Rapid advancements in the information and communications technology (ICT) sector has contributed to the increase in mobility and connectivity among individuals, groups, communities and institutions through social media. According to Dr. Etin Indrayani, even governments, particularly in Indonesia, have been proactive in using social media to address certain development problems. In her study, Dr. Indrayani highlighted the potential of social media, particularly Twitter, for the said purpose. She acknowledged that Indonesian citizens are, in general, frequent users of social media, to the extent that political and public administration issues are being discussed in the said platform.

The study culled and analyzed Twitter

traffic data in Bandung City, Indonesia to identify development problems as reflected in the social media posts (dubbed as community inputs) of the city residents. The study also identified the different types of Twitter users in terms of their participation in the online political discussions: users as creators, conversationalists, critics, collectors, joiners and spectators. While the city government succeeded in providing feedback mechanism for its citizens, the study recognized ethical issues in using Twitter as a tool for political discussion, particularly on the validity of posts made by citizens under a particular issue of concern. Another challenge was on the length of characters by which citizens could air their grievances via Twitter (Twitter only allows 140-character posts at a maximum). Nonetheless, the city government created special task force units to address complaints and concerns aired through the platform.

Exploring other forms of social media and creation of a dedicated social media complaints agency was recommended. In addition, one of the future research areas suggested along this line is exploring how governments respond to the needs of the citizens through social media.

### ***Making Corporate Social Responsibility Program Down to Earth: Taking a Lesson from CSR Program Practice in South Sumatera, Indonesia***

Dyah Hapsari and Andy Al Fatih  
Sriwijaya University  
Indonesia

In his presentation, Dr. Andy Al Fatih explained the importance of corporate social responsibility (CSR) as a mechanism for a private company to give back to the community where it operates. This is by way of financing projects and programs that can help uplift the lives of the citizens, particularly the poor. Because of the objective of helping the community, Dr. Al Fatih suggested that companies should subscribe to a paradigm shift from a production-centered development to one that is people-centered.

Dr. Al Fatih's description of CSR is ideal but, according to him, the actual practice and implementation of CSR in South Sumatera in Indonesia is poor and wanting. According to him, the private companies' CSR programs do not actually reach the grassroots. Instead, these are not real CSR programs, but mere compliance with government requirements pertaining to CSR.

The presentation cited three companies as examples and all three implement their respective CSR programs only to comply with government obligations and win support of government officials. Because of their political rather than development intentions, the CSR program remains a token that does not really help in empowering and improving the life of the people.

Because of these findings, Dr. Al Fatih strongly suggested for a more stiff government regulation in the implementation of CSR programs by private companies. He also urged companies to consult experts from the academe to ensure a rational and politics-free CSR approach.

### *Management of Mobile Hospital Health Services for Quality Life*

Mocamad Macasayon  
Cotabato City State  
Polytechnic College  
Philippines



The study of Mr. Mocamad M. Macasayon examines the impact of the Provincial Mobile Hospital in the Autonomous Region in Muslim Mindanao (ARMM), Philippines and its unique operations management process. The Provincial Mobile Hospital was introduced to be able to meet the healthcare needs of various communities especially among remote areas with limited access to healthcare services within the Maguindanao province in the ARMM region.

The results of the study indicated the satisfaction of citizens in the services offered by the Provincial Mobile Hospital. According

to Mr. Macasayon, the careful application of the management processes in the Provincial Mobile Hospital was critical in the success of its service delivery. This included establishing proper linkages and networking as well as involvement of the local government, civil society and Non-Government Organizations (NGOs).

Mr. Macasayon concluded that the success of the Provincial Mobile Hospital is drawn from the collaborative efforts of the local government of Maguindanao, NGOs and civil society. This partnership paved way for a properly planned, organized, implemented and monitored project which was operated by a highly-skilled staff. Nevertheless, he maintained that an initiative towards the institutionalization of the Provincial Mobile Hospital is still called for.

### **THE ASIAN REVIEW OF PUBLIC ADMINISTRATION**

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