

# CONFERENCE BULLETIN

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## SIMULTANEOUS WORKSHOP SESSIONS: DAY TWO

### *E-Course for Local Government Units: A Glimpse of the Future of Capacity Building in the Public Sector*



Juvy Lizette Gervacio  
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Open University  
Philippines

Ten years since the passage of the Solid Waste Management Act, local governments in the Philippines have been struggling with the problem of low compliance to the said policy. As a result, many of these local governments do not have a concrete solid waste management (SWM) plan. It is within this perspective that the University of the Philippines Open University (UPOU) began conducting an E-Course on Solid Waste Management beginning 2012. This online course aims to improve the capacities of local government officials in formulating and implementing SWM plans, and to ensure better compliance to the Solid Waste Management Act at a local level.

In her presentation, Prof. Juvy Lizette Gervacio of UPOU showcased the learning and teaching methods involved in the E-Course on Solid Waste Management. Since its inception, the e-course was able to train six batches consisting of 56 participants, and featured 21 solid waste management plans as student outputs. Prof. Gervacio noted that based on participant feedback, trainees were able to gain knowledge and better mentoring ability from the course, as well as better competencies for accessing online learning materials. They also reported to have gained better report writing and presentation skills from the said course. While Prof. Gervacio recognized the problem of dropouts and existence of a digital divide especially in rural communities and village councils,

efforts to address this gap are underway; included in this are plans to develop open-source learning materials that are freely available and customizable, depending on the context of a particular level of government. She asserted that open education program for local governments is an ongoing, incremental effort to streamline capacity building for public administration practitioners at the regional level.

### *The Governance and Economic Growth in Developing Countries*

Chanathip Wangworang  
National Institute of  
Development Administration  
Thailand



Through the years, there is a gradual shift in the focus of economic growth research, from the lens of institutional or internal management, to public service delivery and governance. The paper by Ms. Chanathip Wangworang and Dr. Ponlapat Buracom aimed to explore using quantitative analysis if there is any relationship between principles of governance (e.g. voice and accountability, political stability and government effectiveness, among others) and economic growth in developing countries. The time-series study looked into data on governance indicators and economic conditions of more than 100 developing countries were plotted against each other and analyzed using multiple regression techniques. Results of the study found that a number of governance indicators are positively related to economic growth. However, some variables such as voice and accountability, political stability, rule of law and absence of terrorism surprisingly did not matter to economic growth. Wangworang explained that this is because only short-term data were obtained for these variables; she asserted that these

variables might have a positive impact on economic growth in the long run. Another possible reason offered is that economic growth and governance conditions are products of two different contexts or situations and are therefore relatively difficult to relate to each other. She hopes that eventually these research results eventually reflect the positive impact of good governance on economic growth.

***Strategic Reform of Local Government in Increasing Trust and Integrity (A Comparative Study on Reform of Palembang Municipality and Ogan Ilir Regency, South Sumatera, Indonesia)***



Slamet Widodo  
Sriwijaya University,  
Indonesia

Mr. Slamet Widodo gives another perspective of negative bureaucratic or administrative behavior as a hindrance to the effectiveness of licensing offices in Palembang and Ogan Ilir Regency, South Sumatera, Indonesia. In a descriptive study, Mr. Widodo pointed out that bureaucratic integrity and public trust is in decay in the said regency, which is highly detrimental to the existing investment climate. This is further aggravated by problems in recruitment and compensation of competent public servants, the complexity of licensing processes and problems in collaboration between investors and the communities affected by ongoing infrastructure developments.

Meanwhile, he also offered opportunities for improving integrity and trust. Among these are the growing potential of young public servants; strategic location of the study areas as the main resource base and economic activity center for other neighboring regencies; and existence of academic institutions such as the Sriwijaya University.

Taking into consideration these opportunities, Mr. Widodo made some recommendations to enhance or restore public sector integrity and trust. On the management side, business- and citizen-friendly approaches to licensing should be adopted. In terms of human resource management, employee

recruitment should be as objective as possible, and compensation or incentives should be performance- and merit-based. Meanwhile, Mr. Widodo also stressed the importance of applying principles of good governance in coping with emerging demands for regional integration.

***Preparing for ASEAN Integration: The Philippines' First Formal Education Program on Property Valuation and Management***

Cesar Luna, University of the Philippines Open University  
Philippines



The minimal contribution of the real estate sector to the GDP of the Philippines (6.3 percent of GDP in the past ten years) reflects the underutilized potential of the real estate sector. Mr. Cesar Luna's paper presents a glimpse into the formal land valuation management degree by the University of the Philippines Open University (UPOU). According to Mr. Luna, this program was developed as part and parcel of the response to issues in real property valuation, particularly the inadequate know-how of valuers to appraise property based on generally agreed-upon and updated valuation standards. The degree program is designed to imbibe new methods, standards and approaches on property valuation. It aims to mold a new breed of valuers possessing the competencies that they need to be globally competitive. The Diploma and Masters' degrees in Land Valuation Program, which was first offered in 2011, features courses taught in online distance learning mode, and is also in a ladderized format.

Mr. Luna explained that the said program substantiates the need for the real property sector to cope with the demands of economic growth and the ASEAN integration. The program is seen as a viable opportunity for valuers to upgrade their capacities in light of the regional integration process.

***Devolution as Framework in the Health Service Delivery in the Philippines: The Case of Ilocos Region***

Paulito C. Nisperos  
Don Mariano Marcos Memorial State University  
Philippines



Spearheaded by the Don Mariano Marcos Memorial State University (DMMSU) and funded by the Philippine Center for Health Research and Development (PCHRD), the study examines the status of the devolution framework

in the health service delivery in the Ilocos Region, Philippines. According to Dr. Paulito C. Nisperos, devolution in the Philippines was driven by the impetus to improve service delivery. The passage of Republic Act 7160, more popularly known as the Local Government Code of 1991, served as the primary framework to recognize and empower the capacity of Local Government Units (LGUs) to perform the public services formerly delivered by a centralized government. Within the context of health service delivery, Dr. Nisperos explained that devolution served as a solution to improve health service delivery in the Philippines.

Focusing on devolved healthcare services in the Ilocos Region, the study identified the level of attainment of objectives, extent of implementation of devolved health services and level of effectiveness of the devolved health sector. Based on the results of the study, devolution proves an effective tool in providing healthcare services to local constituents. Accordingly, the capacity of the local government to provide the healthcare services is evident. Nevertheless, income of LGUs remains an important factor in determining the extent and quality of healthcare services rendered. Dr. Nisperos further explained that devolving healthcare services at the local level offered improvements in accessibility and responsiveness of health service delivery.

The study likewise revealed the challenges of implementing a devolved health service delivery. These include constraints in personnel

administration, limited financial resources and inadequate health facilities. Nonetheless, Dr. Nisperos maintained that these challenges may be resolved through the conduct of capacity-building programs for both newly-elected local officials and health personnel, regular improvements in mandatory accreditation of health facilities, design community-oriented health science education, introduce incentive mechanisms for health personnel, revival of the area program-based health planning methodology, regular conduct of program implementation reviews and forging collaborative agreements among LGUs.

***Measuring and Mapping Social Capital through Assessment of Collective Action to Protect the Irrigation in Lakbon Sub-District Ciamis Regency, West Java, Indonesia***

Tomi Setiawan  
Padjadjaran University  
Indonesia



Mr. Tomi Setiawan examined the significance of social capital in safeguarding the irrigation system in Lakbon Sub-District Ciamis Regency, West Java, Indonesia. The study employed both quantitative and qualitative research methods. These include literary study, site surveys and interviews conducted in five (5) villages in the study area namely, Kertajara village, village of Sukanagara, village of Kalapasawit, village of Cinta Java and, village of Baregbeg.

Social capital is a set of informal norms and values shared within a social group to facilitate cooperation. According to Mr. Tomi Setiawan, the concept has been used to examine the development of rural communities and its potential. Within the context of Lakbon Sub-District, social capital is drawn from the management and protection of the irrigation system in the area. With farming as the primary source of livelihood in Lakbon Sub-District, irrigation remains a critical resource for survival. The findings of the study showed that each village in Lakbon Sub-District have varying social capitals which is utilized for purposes of protecting and managing their irrigation system. However, Mr.



Tomi Setiawan qualified that these social capitals have not been maximized to serve its purpose. Moreover, the reliance over the 8-man group whose main responsibility is to clean irrigation canals (P3 Mitra Cai) restricted the involvement and active participation of residents in the management and protection of the irrigation system.

### *Environmental Risk Management in Industrial Zones in the Context of Climate Change*

Nguyen Viet Hung  
National Academy of Public  
Administration  
Vietnam



A trade-off between development and environmental degradation need not be inevitable. In the presentation of Dr. Nguyen Viet Hung, Vietnam's environmental risk management proves effective in meeting industrialization and managing its climatic impact against the environment.

The study of Dr. Nguyen showed that while Viet Nam continues to pursue economic advancement, the vulnerability of the country against climatic hazards such as tropical cyclones, storms and floods increases. He further explained that the impact of Vietnam's quest for industrial development entail higher energy and natural resources consumption. This, in effect, led to greater greenhouse gases (GHG) emissions and industrial wastes which prove detrimental to the environment. Recognizing the threats spawned by Vietnam's industrial development, Dr. Nguyen provided that environmental industrial zones have been introduced to alleviate these industrial risks. However, he proposed a need to implement an industrial policy package which will not only compel industries to take part in the environmental risk management initiatives of the government but likewise forge a link between the government and industries at the national, regional and local level.

### *The Pantawid Pamilyang Pilipino Program (4Ps) of the Department of Social Welfare and Development in the First District of Ilocus Sur, Philippines*



Agustin Guinid  
University of Northern  
Philippines  
Philippines

Mr. Agustin  
Guinid examined the  
implementation of the  
Pantawid Pamilyang

Pilipino Program (4Ps) of the Department of Social Welfare and Development (DSWD) in the first district of Ilocus Sur, Philippines. The study was designed to determine the beneficiaries of the 4Ps program and the extent of compliance of the target beneficiaries to be able to avail monetary incentives.

The 4Ps program was introduced to alleviate the intergenerational poverty cycle among the poorest households in the Philippines. Through investments in human capital, poor households are driven to comply with the requisites of attaining proper education, maternal health and child nutrition. According to Mr. Guinid, the 4Ps program was also an administrative strategy of the national government for the country to attain the Millennium Development Goals (MDGs).

The results of the study revealed that 4Ps beneficiaries have irregular household income. While the study showed the beneficiaries' struggle to comply with the terms and conditions of the program prior to receiving the grant, penalties in the form of grant deductions further magnify the challenge of compliance. Furthermore, beneficiaries experience difficulties in acquiring the grant because of unfamiliar modes of grant transfer employed.

Based from the findings of the study, complementary programs between the DSWD and local governments prove necessary to supplant the economic incentives expected from the 4Ps program. Moreover, city and municipal links and relevant social workers of the program should identify the terms and conditions frequently violated by household beneficiaries as well as engage them

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in self-sufficient income generating projects. Mr. Guinid concluded that positive reinforcement should be devised to encourage higher propensity of compliance.

***Administrative Reform: The Paradigm Shift towards a Civil Society-Based Governance Perspective***

P.V. Gopi Krishna  
National Institute of Development Administration  
Thailand



The paper presented by Mr. P.V. Gopi Krishna is an attempt to explore a paradigm shift in the field of administrative reform. Such paradigm shift looks at the role of civil society as lead actor in the process.

With the objective of understanding the concept of administrative reform, Mr. Krishna opted to look back at the different approaches to administrative reform. His list of approaches included New Democratic Governance, New Public Management, and Reinventing Government.

Mr. Krishna also placed the concept of Generic Administrative Reform in his discussion, noting its three basic attributes namely: 1) shared experiences with bureaucratic structures; 2) interconnected networks and stakeholders of globalized economies; and 3) manifestations of developmental effects and interventions from international bodies. He also noted that comparative public administration has stemmed out of generic administrative reform. In his presentation, Mr. Krishna conveyed the thoughts of Fukuyama who subscribed to the idea that administrative reforms are context specific, and what works in one country may or may not work in another.

Towards the effective transfer of administrative reform, Mr. Krishna reminded that there are three important dimensions to look at: stakeholder interactions, the requisite reorientations of administrative reform, and issues

of implementation. The first involves different actors to include bureaucrats and politicians and their vision for reform, as well as the civil society. The second dimension focuses on four realms which are market-based globalization, decentralization, public entrepreneurship and socio-economic development. Finally, the presentation noted that implementation of administrative reform is a challenge. Despite this, it is necessary to enhance administrative capacity through reforms for governments to keep up with the requirements of globalization and the challenges and opportunities it brings.

***Sustainable Model for Geographical Integration of Care, Renewable Energy and Food Policies: The Government's Grant as a Governance Tool for Policy Innovation***

Kyoko Ohta  
University of Tokyo  
Japan



As a brief background to her paper, Ms. Kyoko Ohta described the population problem that Japan is currently facing. With the increasing number of the elderly, the number of people capable of working is decreasing. This depopulation trend has impacts on the policies of Japan in terms of caring for the elderly and ensuring their welfare. This was an impetus for the policy change from an elderly care approach to a more comprehensive National Long-term Care Insurance.

With the equally important Local Government Decentralization Reform, local governments have also taken the role of being financial insurers of its elderly people. However, the huge amount of resources needed for this policy puts the local governments under pressure. Given these financial constraints, local governments can look up to the central government for financial assistance through the implementation of “niche innovation” as what Ms. Ohta called it.

The presenter explored the possibility of niche innovation in which the primary role of the central government is to provide funding by way

of grants or subsidies. In this regard, the presenter looked at how a project proposal grant may be approved for projects under the area of social care policy. This may include the construction of a facility similar to the “Wellfare Mall” that caters to the needs of the elderly, and at the same time a venue for renewable energy generation system, food source (local restaurant) and employment avenue for the differently-abled.

For Ms. Ohta, the role of central funding may be considered as policy experiment and policy discovery which may aid in the adoption of new and improved national policies concerning the issue. She also opined that this grant scheme can be a source of motivation or encouragement for local governments to undertake elderly care services.

### ***Urban Governance Performance Combined Approach for Medium-Sized City in Vietnam***

Nguyen Ngoc Hieu  
National Academy of Public  
Administration  
Vietnam



In its recent opening (resumption), Vietnam’s National Assembly has proceeded to discuss issues concerning public debt, GDP, and unemployment rate, among others. Official statement from the government indicated that, in terms of unemployment rate, the figure decreased and is reported at 1.8% in 2014. However, many people do not see this assessment as a reliable figure.

It is in this context that Dr. Nguyen Ngoc Hieu argued that assessments have to be believed by people—in terms of the result, the purpose of the assessment, the assessor, and the method of assessment. In his presentation, the speaker focused on the method component.

Dr. Nguyen acknowledged that there are currently available governance assessment tools or methods such as the PAPI and PCI which are undertaken by people outside of the government.

Nonetheless, his research as presented aims to provide an alternative assessment methodology that is particularly practical and suitable to medium-sized cities in Vietnam.

His proposed methodology takes into consideration four dimensions of assessment namely 1) accountability, 2) use of resources, 3) development management, and 4) delivery of public utilities. The assessment tool developed indicators under each dimension. Such indicators shall aim to check the overall quality of urban living place compared with Urban Development Index and National Development Index.

The assessment method passed through two rounds of conferences—first was an experts’ forum and second was an academic conference—to aid in the development and finalizing of the indicators. After developing the indicators, the method under study was pre-tested in one small town (which is like a city) in Vietnam called Son Tay. The pre-test yielded positive results because the city scored quite high in the assessment.

While the pre-test was a success, there remain limitations in the process such as the question of who should use the tool, and the reliability of data (due to insufficient resources for data verification and triangulation), among others.

### ***Partnership in Biodiversity Conservation Project***



Crescencio Velasco  
Open University, University  
of Northern Philippines  
Philippines

How partnership and collaboration between and among different governance actors

to conserve biodiversity was the focus of Mr. Crescencio Velasco’s presentation. He discussed how the USAID-assisted program (2006-2014) provided intervention to ensure the protection and conservation of Philippine biodiversity.



Mr. Velasco shared that the different components of the program yielded positive results and outcomes that helped the country in its biodiversity conservation efforts. The training and capacity building component was reported to have strengthened capacity in environmental prosecution and adjudication, and produced training modules on environmental law enforcement. Partnership with other actors such as the World Wildlife Fund (WWF) also resulted in enhancing the capacity of select local governments

Apart from training, institutional structures such as multi-sectoral task forces have been set up to monitor environmental compliance, cause the apprehension and adjudication of violators, and regulate activities such as fishing. Green courts have also been established as mechanism to hear environmental cases more efficiently. The participation of the organized members of the community also helped in the achievement of the task forces' objectives by way of vigilance and active monitoring.

Efforts to raise the awareness (in addition to capacity) of people and implementers have also been undertaken through the conduct of summits, conferences, and forums on biodiversity conservation.

According to the presenter, these interventions have resulted in more awareness of people, prompt response in terms of adjudication of cases, increase in the number of prosecutions, change in attitude and practice of people in terms of waste disposal, curbed illegal cutting of trees, and replenishment of biodiversity resources.

### ***A Competency Based Training Program Adopted by the Korean Civil Service in Support of a Personnel Management Reform Strategy***

Byeong-soo Yoon  
Central Officials Training  
Institute  
Korea

The author describes the Korean Civil Service as a centralized but merit-



based system that has a closed career in conjunction with a centralized but rank-in-person system. However, he acknowledges that it is incapable of success in a rapidly changing environment.

As such, following the foreign exchange crisis of 1997, there grew a consensus that encouraged government reforms in promoting a more competitive workforce based on the concept of the New Public Management system. The competency management system in the Korean national government was initiated under this milieu. Dr. Yoon stressed that it was designed to support the processes within workforce planning that included: selection, promotion, education and training coupled with career progression.

He underscored that the senior civil service system hoped to improve the competency of the government by holding senior officials accountable for individual and organizational performance and strengthen competency of civil servants by exposing them to competition. The Korean Central Officials Training Institute used the competency management program for the training and further development of its own workforce. Moreover, it adopted a web-based video lectures program within its training platform.

### ***Public Private Partnership in Public Sector Reform in Vietnam***

Dang Khac Anh  
National Academy of Public Administration  
Vietnam

Dr. Dang Khac Anh describes Public Private Partnership (PPP) as a method of mobilization of the private sector participation in delivering public services. Moreover, the author sees PPP as an essential part of the “socialization” strategy in Vietnam. This is expected to benefit both the state and the people through the effective utilization of finance and management capacity of the private sector for the sake of common goods.

He narrates that in the renovation process (doi moi) in Vietnam, the private sector (participation) has been encouraged and expanded. Since the decline of state budgets for public

investment vis-à-vis increasing developmental requirements brought in part by the global economic crisis, the Official Development Assistance (ODA) for Vietnam becomes more limited. Thus, the participation of the private sector in building infrastructure together with the delivery of basic goods and services guarantees investment for development.

Dr. Anh focuses on the importance of PPP in the public sector reform together with the institutional framework, policy foundation and prevailing status and trends of PPP projects. He advances solutions to improve the quality of PPP's in Vietnam.

***Geographic Information System (GIS) Adoption in Revenue System: Raising the Quality of Service Delivery of Philippine Local Governments***

Jocelyn Cuaresma  
National College of Public Administration and Governance, University of the Philippines  
Philippines



Prof. Cuaresma examines whether GIS adoption has brought the revenue offices of selected local government units in the Philippines become better or more efficient and transparent

(in the performance of their revenue generation mandate). Based on the experience of six Philippine cities that she studied, Cuaresma noted an actual increase in revenue collection performance after GIS technology adoption. She likewise found out that it (i.e. GIS) has led to improvement of data capture, data management and developed a GIS orientation within the assessment and treasury offices of local government units. However, unfavorable administrative and policy factors and insufficient budgetary allocations tend to circumvent organizational gains or accomplishments.

GIS technology is a highly potent tool in ensuring LGUs for regional integration. Its adoption in local revenue administration enables local finance

executives improve systems and processes that could significantly raise the quality of public service delivery in the Philippines.

***Bureaucratic Innovation Strategy to Increasing Public Service in Indonesia***

Andries Lionardo  
Sriwijaya University  
Indonesia

Indonesia has long been administered by the government bureaucracy. Today, its focus is on service and accountability wherein government accentuates the inherent tension between the logics of service and accountability in public administration. Lionardo tries to explore, from an organizational theory perspective, possible organizational responses to tensions brought about by administrative reforms.

***Real Public Service Ends with People***

April Dream Rico  
West Visayas State University  
Philippines

It is with strong conviction that Dr. April Dream Rico expressed that all public services should ultimately benefit the people for them to be considered real public services. Her presentation labelled the municipality of Laua-an in Antique, Philippines as one which delivers real public service as evidenced by its initiatives to bring much needed services to the people.



Using various tools and data sources in her research (focus group discussions, survey interviews, and use of secondary data) Dr. Rico reported that Lau-an is an example of a model municipality which has succeeded in various programs including environment and sustainable development, health care, education, agriculture and social services. As part of its sustainable development program, Laua-



an has implemented reforestation, social forestry and community agroforestry.

Social service delivery is one area where Laua-an do things well. The local government has addressed the problem of inaccessible health care through the construction of a building now known as the Laua-an Municipal Hospital which also hosts a lying-in and birthing facility equipped with full time personnel. Education has also been a priority of the local government to address the issue of literacy. The local government's running of 47 day care centers (schools) and 12 elementary schools is a proof of this effort. The local government also constructed housing units that benefitted 36 households in partnership with the Department of Social Welfare and Development (DSWD) and the beneficiaries themselves who offered labor as their contribution to the project.

In terms of agriculture, support from the local government has been pouring to the farmers in the locality who have been beneficiaries of seed and fertilizer assistance, as well as other agricultural production facilities.

Unlike other local governments which regard fiscal administration as a serious problem, Laua-an has not experienced shortages in the budget. Instead, it has a budget surplus sourced not from additional taxes from the people, but from other activities such as recycling of construction materials.

According to the presenter, decentralization has allowed the municipality of Laua-an to implement innovative and effective measures to deliver services to its constituents. The presentation also noted the factors for the success of bringing services closer to the people that include state of readiness of the citizens, the conduct of meaningful IEC, strong leadership, and community participation.

### *Youth and Political Participation in the Philippines: Voices from a Democracy Project*

Wilhelmina L. Cabo  
National College of  
Public Administration and  
Governance, University of  
the Philippines  
Philippines



Prof. Wilhelmina L. Cabo examined the role of the youth in political participation. The findings of the study were drawn from the experiences of the Filipino youth and their engagement with the democracy project.

According to Prof. Cabo, conventional forms of political participation such as voting and running for public office are less apparent in youth civic engagements. She maintained that the youth's expressions of political participation correspond to personal needs, youthful lifestyle and individuality. The involvement of the Filipino youth in the democracy project showed an interest to participate in political affairs. While participation is on a voluntary basis, the need to accommodate and balance school and project responsibilities signify the youth's keen interest for civic engagement. Prof. Cabo further observed the initiative of the youth volunteers to be directly involved in the monitoring of electoral campaign expenditures of senatorial candidates. According to the youth volunteers, such activities allow them to learn, be informed and contribute in the advocacy for a clean and honest election.

Prof. Wilhelmina L. Cabo concluded that the apparent interest of the youth in political participation may be maximized and mobilized to advocate future democratic initiatives. This may likewise prove an asset for the government given the increasing number of youth constituting the Philippine population.

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# DAYS 2 AND 3 IN PICTURES

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