

2019 EROPA CONFERENCE BULLETIN



A RUN-DOWN OF THE ACTIVITIES OF THE
27TH GENERAL ASSEMBLY, 65TH EXECUTIVE
COUNCIL MEETING, & CONFERENCE

22 TO 27 SEPTEMBER 2019

WEBSITE: eropa.co

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DAY 0 - 22 SEPTEMBER



Top to bottom, clockwise: (a) 65th Executive Council Group Photo; (b) Director-General Lee Hee-Sup of the National Human Resources Development Institute rendering the Report of the EROPA Development Management Center to the 65th Executive Council; (c) Pres. Hiroshi Sasaki of Local Autonomy College, Japan, chatting with Exec. Dir. Maria Anthonette Velasco-Allones of Career Executive Service Board, Philippines, and Chair Alicia dela Rosa-Bala of the Civil Service Commission, Philippines

65TH EXECUTIVE COUNCIL MEETING HELD IN MANILA, PHILIPPINES

Officials and members of the Executive Council of the Eastern Regional Organization for Public Administration (EROPA) convened on the afternoon of 22 September 2019 in its 65th meeting to revisit accomplishments of the past year and to tackle the issues the organization is facing and to plan the future endeavors of EROPA. The meeting was chaired by Presiding Officer Mr. Bhupal Baral, Joint Secretary and Spokesperson, Nepal's Ministry of Federal Affairs and General Administration (MOFAGA).

The following esteemed officials attended the meeting: Director Ying Xiong, China's Chinese Academy of Personnel Science; Dr. Muhammad Taufiq, Indonesia's National Institute of Public Administration; President Hiroshi Sasaki, Japan's Local Autonomy College; Director-General Lee Hee-Sup, South Korea's National Human Resources Development Institute; Sec-

INSIDE

65TH EXECUTIVE COUNCIL MEETING
HELD IN MANILA, PHILIPPINES

DELEGATES FORMALLY WELCOMED
IN OPENING CEREMONY

27TH GENERAL ASSEMBLY - 1ST AND
2ND SESSIONS

10TH ASIAN LEADERSHIP FORUM

PLENARY SESSION ON SOCIAL
EQUITY AND WELL-BEING, PUBLIC
FINANCE AND THE GOOD LIFE,
ENVIRONMENTAL SUSTAINABILITY,
AND THE FOURTH INDUSTRIAL
REVOLUTION AND DEVELOPMENT

SPECIAL PANEL ON COMPETITION,
REGULATION, AND PUBLIC REFORM

PARALLEL SESSION HIGHLIGHTS

WINNER OF THE 3RD CARLOS P.
RAMOS AWARD FOR BEST
CONFERENCE PAPER

LAUNCH OF THE #TAG DIALOGUE
YOUTUBE CHANNEL



Top to bottom, clockwise: (a) A glimpse of the 65th Executive Council Meeting; (b) 3rd Vice Chairperson of the 65th Executive Council, Ms. Alicia dela Rosa-Bala asking for comments from the Council during the meeting; (c) Representative of the State Member Delegation of Thailand, Dean Boon-Anan Phinaitrup giving her comments to a matter raised during the meeting; (d) Some of the Council members enjoying the dinner hosted by the Philippines' Civil Service Commission after a fruitful meeting

retary Rudra Singh Tamang, Nepal's MOFAGA; Dean Boon-Anan Phinaitrup, Thailand's National Institute of Development Administration; Chairperson Alicia dela Rosa-Bala, Philippines' Civil Service Commission; and last, but not the least, Dean Nguyen Thi Thu Van, Vietnam's National Academy of Public Administration.

Meanwhile, Atty. Maria Anthonette Velasco-Allones, Executive Director, Career Executive Service Board; Mr. Amari Kazunori, Executive Director, Japan Council of Local Authorities for International Relations; and Dr. Vincent Wong Wai Lun, Hong Kong Public Administration Association, Hong Kong SAR, attended the meeting as group member representatives. Mr. Melanio Santella, Jr. and Prof. Akio Kamiko attended the meeting as individual member representatives. Dr. Orlando S. Mercado and Prof. Simeon Ilago, EROPA Secretariat officials and ex-officio members of the council, also attended the meeting. □

DAY 1 - 23 SEPTEMBER

DELEGATES FORMALLY WELCOMED IN OPENING CEREMONY

Participants were welcomed by Prof. Simeon Ilago, Officer-in-Charge of the National College of Public Administration and Governance, University of the Philippines (UP NCPAG), Atty. Danilo Concepcion, President of the UP System, and Dr. Orlando Mercado, EROPA Secretary-General.

In welcoming everyone, Prof. Ilago recalled how EROPA was conceived - mentioning that it was established in order to "help advance economic and social development of the region through the practice of public administration and through the adoption of good administrative systems".

In mentioning this, he related it to the theme of this year's EROPA Conference - stressing that it is his hope that the conference could serve as an avenue for everyone to "rethink, learn and unlearn, discover and rediscover, frame and reframe ideas and actions that could help the future of Public Administration to better shape the study and practice".

In line with this, Pres. Concepcion acquainted all the participants of the UP system. He added that teaching, research and public service are indispensable tasks of the academe in contributing to national development goals.

On the ongoing EROPA event, he recognized the important goal of meeting sustainable development goals that are aligned with the agenda for national development as well as an opportunity to find respond to many challenges. Meanwhile, he finds the conference an excellent occasion to help carry out the University's mission and vision of being a leading regional and global unit in an environment that is ever-enduring.

Lastly, Secretary-General Mercado welcomed everyone to the UP, home of the EROPA Secretariat-General, and informed the audience of the previous night's Executive Council meeting. He proceeded by emphasizing that there are Public Administration issues i.e. that of climate change (a topic that one of the sub-themes is tackling) are "indivisible and long term" with solutions that are very difficult to sell and there are things too abstruse to address. He illustrated his point with a few cases of Filipino examples. After, he posited that a reason for this might be relevant to the psychology of the "invisible gorilla" - which refers to people overlooking something else because of solely being focused on one thing. He observes that - fortunately - policymakers are beginning to realize the importance of things many have been blind to. □



Top to bottom: (a) Prof. Simeon Ilago - Officer-in-Charge, UP NCPAG; (b) Atty. Danilo Concepcion, President, UP; (c) Dr. Orlando S. Mercado, Secretary-General, EROPA

Hopefully, this conference can be an avenue for everyone to "rethink, learn and unlearn, discover and rediscover, frame and re-frame ideas and actions that could help the future of Public Administration [...]"

PLENARY SESSION I: THE FUTURE OF PUBLIC ADMINISTRATION

The session, which was moderated by Dr. Maria Victoria Raquiza, noted the ongoing power shift from West to East which is also raising the significance of learning the lessons from the experience of Asian countries. This demonstrates that there are no universal truths or formulas for development or governance. Rather, the session highlighted the need to study the historical experience and specific issues and needs of our own countries, while also learning from one another

On one hand, Dr. Jomo Kwame Sundaram, Senior Advisor of Malaysia's Khazanah Research Institute, began with a critical review of the mainstream "good governance approach". He noted that this approach emphasized technocratic solutions with little regard for historical context and institutional specificities of different countries. He pointed out that there is weak empirical evidence to support the claim that "good governance" – as promoted by International Financial Institutions like the World Bank – lead to faster growth and development. He cited the experience of East Asian countries which managed to grow fast and reduce poverty even as they scored poorly in good governance indicators. He put forward "developmental governance" as an alternative frame-

work that is grounded in the historical experience and guided by the national vision of developing countries. He elaborated on the significance of this approach in addressing some of the major sustainable development challenges of our time, namely climate change and hunger.

On the other hand, Dr. Pan Suk Kim, Professor at South Korea's Yonsei University, spoke about the Future of Public Administration. He noted that while Modern Public Administration is rooted in the West, the Anglosphere perspective is losing its dominance. He emphasized the importance of "Asian values" and "developmentalism" as the foundation of public governance in East Asia. He discussed the need to overcome barriers to the development of Asian Public Administration including the dominance of Western theories, the dominance of positivist approaches, and the under-representation of Asian scholarship in leading journals. He also discussed some of the opportunities for developing Asian Public Administration in the context of the Fourth Industrial Revolution. □



Top to bottom: (a) Dr. Jomo Kwame Sundaram, Senior Advisor, Khazanah Research Institute, Malaysia; (b) Dr. Pan Suk Kim, Professor, College of Business and Governance, Yonsei University, Korea; (c) Participants listening intently to the plenary speakers during the Plenary Session on the Future of Public Administration

CONFERENCE PARTICIPANTS OF THE 2019 EROPA CONFERENCE



The 2019 EROPA Conference participants pose for the camera after the plenary session on the Future of Public Administration. The keynote speakers Dr. Sundaram and Dr. Kim and differing EROPA Executive Council members also joined the shot.

1ST SESSION OF THE 27TH GENERAL ASSEMBLY



Top to bottom, clockwise: (a) Left to right: Secretary Bhupal Baral of Nepal, Dr. Maria Fe Villamejor-Mendoza of the Philippines, and Dr. Orlando Mercado of EROPA sat at the head table during the 1st session of the 27th General assembly; The following individuals are delivering the state member remarks as respective heads of their delegations: (b) President Hiroshi Sasaki of the Local Autonomy College, Japan; (c) Director-General Lee Hee-Sup of the National Human Resources Development Institute, South Korea; (d) Joint Secretary Rudra Singh Tamang of the Ministry of Federal Affairs and General Administration, Nepal; (e) Dr. Muhammad Taufiq of the National Institute of Public Administration, Indonesia; and (f) Director Ying Xiong of the Chinese Academy of Personnel Science, China

Around 11:30 at the International Center for Public Administration (ICPA), Mr. Bhupal Baral of Nepal - the session's Presiding Officer, opened the 27th General Assembly and Business Meeting of the Organization. The meeting was initiated through the election of the President and the Vice President of the assembly. For the President, Ms. Alicia dela Rosa Bala, Chairperson of the Civil Service Commission of the Philippines was nominated and elected. For the Vice President, Dr. Kamphol Pahyagometh, President of the National Institute of Development Administration of Thailand was nominated and elected. Both nominations were seconded by a member of the delegation and without objections both nominees were elected as President and Vice President.

Chair Bala then gave a short message for her election as President, extending her gratitude to the Philippine government, the UP - NCPAG and the EROPA Secretariat for organizing the general assembly and conference, as well as to the delegates of the member countries for their participation. She added that this conference is an opportunity for EROPA to spark "plugs" to do more and to do their best to promote public administration. Finally, she wished that she could deliver what is expected of her in this Assembly.

After, Dr. Orlando Mercado rendered the Report of the Secretary-General - recounting the activities that have transpired from September 2018 up to September 2019 and discussed administrative matters of the EROPA Secretariat. Meanwhile, Dr. Maria Fe V. Mendoza gave the general assembly an account of the status and develop-

ments of and in the *Asian Review of Public Administration*.

Seeking for approval of the 27th General Assembly for the appointment of Chair of Future Plans and Programs Committee and Chair of Resolutions Committee, Mr. Bhupal Baral presented Dr. Masao Kikuchi, Associate Professor of Meiji University as chair of Future Plans and Programs Committee and Dr. Vincent Wong Wai Lun, Executive Council Member of the Hong Kong Public Administration Association as chair of the Resolutions Committee. Since there were no objections to the appointment, Dr. Kikuchi and Dr. Wong Wai Lun were formally appointed as chairs with terms effective 1 January 2020 to 31 December 2021.

Last but not the least, the following delivered short remarks as Heads of the their respective State Member Delegations:

- Director Ying Xiong, Chinese Academy of Personnel Science, for China;
- Dr. Muhammad Taufiq, National Institute of Public Administration, for Indonesia;
- President Hiroshi Sasaki, Local Autonomy College, for Japan;
- Director-General Lee Hee-Sup, National Human Resources Development Institute, for South Korea, and;
- Secretary Rudra Singh Tamang, Ministry of Federal Affairs and General Administration for Nepal.

All five esteemed individuals underscored the relevance and timeliness of the chosen theme in today's ever-changing world in their own speeches. It was implied that it is in recognition and acknowledgement of this where solutions and/or innovative ideas may come about to better shape Public Administration theory and practice.

In ending the session, Mr. Baral of Nepal thanked everyone for the sincere participation and officially closed the 1st session of the 27th General Assembly. □

PLENARY SESSION II: 10TH ASIAN LEADERSHIP FORUM



Ms. Cecilia Garrucho, President, Philippine Educational Theater Association, addressing the audience during her talk

The session, which was moderated by Jules Guiang, an alumnus of the UP NCPAG, looked into how theater and arts could empower the voiceless and marginalized sector. According to President Cecilia Garrucho, President of the Philippine Educational Theater,

"PETA was able to achieve its 52 years of cultural work through the strength of its vision which bonded a diverse group of artists through several generations to work for a

cause much larger than themselves. In turn it was working for such a cause which provided their lives with meaning and kept them going through the rough waters on their journey". PETA has pledged to use the power of theater and arts in the service of people and the community as a whole.

Further, she emphasized PETA's democratic form of leadership and highlighted seven qualities that sustained the institution for 52 years: (1) powerful vision- a theater that empowers and transforms people; (2) team power – collegial approach of leadership; (3) relevance – listening to the calls of the time or the needs of

the time and thus, to become always creative; (4) investment of people – humane democratic company culture where everyone's opinion is equally treated and respected; (5) partnership – learning to collaborate with different people (i.e. local/international; urban/rural); and (6) social immersion on the ground – learning from people goes by going on the ground. a

* Mayor Francisco M. Domagoso of the Local Government of Manila was supposed to have been the 2nd plenary session speaker for this session. However, due to unforeseen circumstances, he was not able to attend the session.

PHOTO HIGHLIGHTS FROM THE UP-HOSTED WELCOME DINNER



PLENARY SESSION III: SOCIAL EQUITY AND WELL-BEING



Top to bottom, clockwise: (a) The three plenary speakers listening intently to a question being asked from the audience; (b) Secretary Leonor M. Briones, Department of Education, Philippines; (c) Ms. Anjanette Saguisag, Chief of Social Policy, United Nations Children's Fund, Philippines; and (d) Ms. Rosa Minhyo Cho, Professor, Sungkyunkwan University, South Korea

In the session moderated by Prof. Simeon Ilago, Officer-in-Charge of the UP NCPAG, the all-female panelists discussed varying relevant aspects of social equity and well-being – specifically education, relation of labor with health and mortality, and safety and security of children.

First, in a presentation entitled "Health, Work Capacity, and Retirement at Older Ages: Evidence from South Korea", Ms.

Rosa Minhyo Cho, Sungkyunkwan University, South Korea, dissected the feasibility and justifiability of extending the retirement age for Korean workers, particularly men, in view of the country's declining fertility rates in the past three decades. Cho emphasized the negative impact of Korea's declining fertility rates such as stunted national economic development and financial pressure on state pension funds. Cho used two approaches to ex-

plain the trends and concluded that there is substantial work capacity among Korean men, but also emphasized the need to consider health conditions and preferences in extending the country's working years.

Second, in a presentation entitled "For Every Child, An Equitable Chance in Life", Ms. Anjanette Saguisag, Chief of Social Policy, UNICEF Philippines, focused on discussing the attainment of social equity for children as one of the five key result areas of UNICEF. She stressed the need for three building blocks to provide children an equitable chance in life, which are namely (1) combating child poverty, (2) social protection, and (3) public finance for children; and contextualized her discussions based on global developments on situations of children. She ended her speech by identifying the key challenges in the efforts of UNICEF to improve the situations of children worldwide and relaying to the conference participants the efforts of the organization to broaden its range of partners to better work towards the attainment of a more equitable chance in life

Last but not the least, in a presentation entitled "Addressing Social Inequity and Well-being Through Education", Ms. Leonor M. Briones, Secretary, Department of Education (DepEd), Philippines, went into detail on the DepEd's efforts to contribute in resolving the problem of inequity among the youth. She situated her discussions within the context of social inequity by citing the leading reasons hindering access to education among Filipino children and gave the audience data on the pervading trends on this in the country. In response to this, Secretary Briones cited a

couple of efforts of the department to counter the problem of access and gave specific examples of programs implemented by the agency. □

DAY 2 - 24 SEPTEMBER

PLENARY SESSION IV: PUBLIC FINANCE AND THE GOOD LIFE

Dr. Maria Fe V. Mendoza, Professor at UP NCPAG, moderated the Plenary Session on Public Finance and the Good Life.

On one hand, Mr. Bruno Carrasco, Director, Public Management, Financial Sector, and Trade Division, Asian Development Bank, began with a stocktaking of the progress made in the Philippines across a range of economic and social indicators including GDP, human development and income inequality. His review showed general improvements in wellbeing and overall development outcomes in the country over the past 10 to 20 years which need to be sustained and deepened towards the realization of a "Good Life". He then summarized some of the principles of budget and expenditure management followed by an assessment of the various reform programs that have been put in place in the Philippines in the area of public finance including budget management, expenditure management and revenue mobilization. On the positive side, he noted improvements in budget transparency, tax collection and the targeting of vulnerable groups for conditional cash transfers (PPPP). On the other hand, he noted the delays in the budget process, the relatively low share of public investment in GDP, and the low VAT revenue productivity ratio. He concluded with six policy recommendations that could be pursued in the Philippines over the medium term, to enhance socio-economic wellbeing for all.

On the other hand, Dr. Michael Mah Hui Lim, International Banker and Professor, Malaysia, highlighted three

mega-challenges of our time, namely climate change, extreme inequality, and the relationship between the state and the market.

He then proceeded to discuss the role of public finance in addressing or exacerbating these problems. He noted that governments are exacerbating inequality by under-funding public services, such as healthcare and education, on the one hand, while under-taxing corporations and the wealthy. He proposed more taxes on capital gains and financial speculation; more judicious debt management and greater attention to the redistributive effects of public expenditures. He underscored the need to re-examine our values and redefine the Good Life to put less emphasis on economic growth and more on equity, justice, environmental protection and leisure time. He concluded with an appeal to abandon shareholder capitalism and to resubordinate the market to serve social ends. □



Top to bottom: (a) Mr. Bruno Carrasco, Director, Public Management, Financial Sector, and Trade Division, Asian Development Bank; and (b) Dr. Michael Mah Hui Lim, Professor and International Banker, Malaysia

PARALLEL SESSIONS ON 24 SEPTEMBER

ENVIRONMENTAL SUSTAINABILITY 1

Moderator: Alicia B. Celestino, UP NCPAG, Philippines

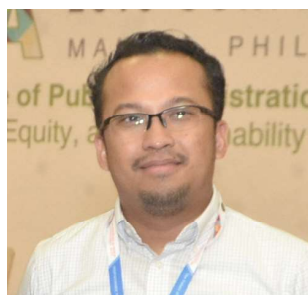


Toshinori Tanaka, University of Tokyo, Japan

"Empowering Voluntary Approaches for Environmental Sustainability and Resilient Community: An Emerging Role of Government in Natural Tourism Resources Management, A Case Study from Okinawa Prefecture, Japan"

Tanaka focused on the role of "Conservation Use Agreement" (CUA) as an instrument of the prefectural government in promoting volunteerism among eco-tour operators in Okinawa, Japan in the context of the trends on growing tourism. In his paper, Tanaka demonstrated the positive impact of the CUAs in promoting self-regulation among eco-tour operators to prevent the overuse of natu-

ral tourism resources (NTRs). The institutionalization of the CUA practice resulted to six (6) agreement cases: four (4) rivers, one mountain for hiking, and another on seawaters for snorkeling. The main challenge for the implementation of the CUAs, however, is its limited effectiveness on the problem-solving aspect of environmental sustainability, due to the agreements being a better precautionary tool for environmental governance.



Mizan Bustanul Faudy Bisri,
United Nations University, Japan

***"Redefining Public Administration
for Enabling a Coherent Science-
Policy Interactions in Resilience
Building of ASEAN Countries"***

Bisri's presentation centered on the convergence of policy and science for disaster risk reduction and management (DRRM) efforts in the ASEAN member countries. Bisri also shared Indonesia's experience on the 2018 Sunda Strait Tsunami on the failure to raise public awareness and to make the necessary preparations despite the existence of previous studies attesting to the strong possibility of the tsunami's occurrence. The presentation concluded with the recommendation to make the findings of scientists working on DRRM more understandable to the policymakers in order to link policy and science more effectively.

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Kristoffer Berse, University of
the Philippines, Philippines

***"Planning for Urban Resilience:
An Adaptive Governance
Perspective on Sustainable
Disaster Recovery"***

Berse examined the extent of how the concept of adaptive governance has been adopted in disaster risk reduction and management (DRRM) in local governments in Metro Manila. Berse noted the recent improvements in local disaster go-

vernance in the Philippines through its evolution from a highly centralized system to a system more suitable for adaptive governance since 2010. However, he also concluded that the characteristics of adaptive governance are nascent and limited mainly to response and early recovery phases of DRRM.

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PUBLIC FINANCE 1

Moderator: Arlene Eleanor E. Liberal, Small Enterprises Research and Development Foundation, Philippines



Akio Kamiko, Ritsumeikan
University, Philippines

***"Indices of 'internal Control' for
the Purpose of International
Comparison"***

Kamiko presented the challenge among local governments to better manage their finances given the country's ageing population. Comparing internal control systems like that of Norway's, Kamiko sought to establish an index that could help better detect incorrect local government activities across countries. The starting point of the

index are those systems and practices already established in the country such as audit, supervision by local assembly, resident's lawsuit, and disciplinary actions against officials.



Ricardo Saludo, Center for
Strategy, Enterprise and
Intelligence, Philippines

***"Not Business As Usual: Public Sector
Lessons from Private Sector Risk
Management"***

Based on Saludo's stint as Cabinet Secretary, his graduate degree in London, and learning from a foreign enterprise risk management academy, he realized the need for each government entity to have a dedicated unit for risk management. With major political and social global events as backdrop, he stressed the importance of developing a better risk culture and systems in place to enable the government to minimize risks. He introduced the listeners to ISO 31000, a non-certified system that offers a good framework to analyse and respond to risks. The challenge for government is to institute an agency-wide risk culture that would help it face political, economic, technological, environmental risks in the future.

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Ghanbhir Bhatta, Asian
Development Bank

***"Selected Issues in Public
Finance in Developing Asia - A
Public Policy Perspective"***

Bhatta focused on financing for SDG and other government targets. For infrastructure, already US\$1.7trillion are needed and taxes alone will not be able to fund this. He shared practices and options which can be explored to further raise local resources such as procurement returns, taxes on remittances through informal channels, and capitalizing on au-

tomatic exchange on information and request (AEOI). He also brought attention to savings and maintenance through better use of publicly owned commercial assets, better management of public assets like roads and buildings, and reduction of subsidy leakages to publicly-owned companies. He ended by outlining a few lessons about reducing information asymmetry and best fit instead of best practice. He underscored political commitment by sharing the experience of Malaysia which was able to cut fuel subsidies from 216 billion to 1 billion ringgit.



Ebenezer Florano, University of
the Philippines, Philippines

***"Accountability for Disaster
Recovery Funds: The Case of
Yolanda/Haiyan Funds"***

Florano assessed the management of the 2013 Yolanda typhoon aid receipt and provision given the controversies surrounding the funds like substandard service provision, unspent funds and spoilt in-kind donations. The study is limited to government received donations, cash and in-kind. Florano showed the system's weaknesses in both upward and downward accountabilities. On paper,

only specific agencies are allowed to accept donations but in reality, this may not be the case. The situation is exacerbated by bureaucratic systems like the long waiting time to clear donations from Customs, taking about more than two weeks before those bound for DSWD are released. Nevertheless, good practices are in place like the FAITH system and COA's citizen participatory audits. One recommendation from the study is to adopt the financial reporting classification system of non-profit organizations where donations are categorized into three - permanently restricted, restricted, and conditionally restricted.

SOCIAL EQUITY 1

Moderator: Lindawati, National Institute of Public Administration, Indonesia



Achmad Uzair Fauzan, Sunan Kalijaga State University, Indonesia

"Hospitality trades-offs: New landscapes of environmental inequality in post-reform Indonesia"

Fauzan presented Bali's social and economic transformation brought by tourism. In his presentation, he stressed that the policy of promoting Bali to the Western tourists has continued under Soekarno's leadership through his concept of "cultural tourism", thus, Bali

continues to contribute greatly to the total national tourist income in 2018.

Fausan, made a comparative analysis of Bali's Klungkung District in terms of its tourism revenue, population and environmental impacts. In particular, he discussed the tourism impact in the islands of Lembongan and Ceningan which went through economic transformation. He concluded that despite political reforms, the logics of economics in Bali is still dominant and the people's social and economic transformation has led to insecurity, and thus, the speculative actions by various groups/individuals.



Maria Victoria Raquiza, University of the Philippines, Philippines

"The Allure of Pantawid Pamilya Program in the Philippines"

Raquiza argued that the Philippine conditional cash transfer program or the "Pantawid Pamilya" Program (PP) is a residual social policy because it is generally limited to the 'poorest' and very few 'fall through the cracks'. Further, she argues that PPP views poverty as "largely the result of individual

feelings rather than the result of certain policies and structural causes in the society. Her comparative analysis on the methodology used in the two official impact evaluation done on the PPP, highlighted her presentation. The first impact evaluation in 2012 or the first wave, was conducted by World Bank (WB) and the second evaluation or the second wave, was conducted in 2012/2014 was commissioned by DSWD to an independent team but with participation from WB.

The general findings of the two studies focused on behavioral changes, education, health, maternal mortality, and consumption spending, per capita incomes and poverty rates of beneficiaries. To target the issues present in the program, her policy recommendation includes specific action plans i.e. review of PPP's objectives, budget increase, clear set of indicators, assessment of administrative and technical competence of DSWD, address targeting issues, conduct of an independent program assessment and to interrogate the PPP's development strategy.

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ENVIRONMENTAL SUSTAINABILITY 2 + PUBLIC FINANCE 2

Moderator: Rizalino B. Cruz, UP NCPAG, Philippines



Maki Ito Tsumagari, Nepal Administrative Staff College, Japan

* originally *Envi. Sus. 2*

"Administrative Functionality as an Invisible Engine for Disaster Recovery: A Reflection from 2015 Nepal Earthquake"

Tsumagari's study stressed the need to study a country's domestic conditions first, then adapt a customized solution, rather than copying it without question as it may not work in another context. She discussed that there has to be a national policy framework, a national disaster response agency,

skillfully delineated roles of local governments, and clear national-local government relations in order to coordinate disaster response and recovery activities effectively. Her presentation concluded that local-level administrative functionality with a minimal infrastructure that can be sustained facilitates government service delivery to enable citizens to resume normal lives after a calamity.



Agnes Kristine Arban-Quilinguing, Philippines

* originally *Pub. Finance 2*

"Improving Efficiency in Public Financial Management: A Study on the Adoption of the Unified Account Code Structure (UACS) in Select National Government Agencies"

Arban-Quilinguing's presentation focused on the Philippines' implementation of the Unified Account Code Structure (UACS) as an integral component of the Public Financial Management (PFM) Reform Program. The said

project aimed at simplifying, improving, and harmonizing government's financial management processes, and information systems. Specifically, her study looked into the adoption of UACS in the national government and focused on the top spending agencies in the country to describe perceived usefulness and ease of use towards agencies' actual system use. She concluded that UACS's usefulness was determined in terms of UACS application to budgetcycle: Budget Preparation, Legislation, Execution and Accountability. Meanwhile, UACS's ease of use was ascertained through a comparison between UACS and the old system.

SOCIAL EQUITY 2

Moderator: Ma. Carmen V. Peñalosa, UP NCPAG, Philippines



Shailaja Upadhyaya, Nepal Administrative Staff College, Nepal

"Challenges of Reporting Traumatic First Person Accounts of Gender-Based Violence Victims"

Upadhyaya's study and presentation looked into victims of rape in the Nepal. She notes that although the state has committed to numerous international agreements to protect gender rights and has established many machineries to intervene in matters like these in a positive way, it still

scores low on the gender equality index. She notes that the persistence of gender-based violence in the country is due to the patriarchal culture pervading in the Nepalese society. Her study pro-

blematised how Public Administration can positively intervene in such cases - specifically on how to establish a holistic support system to remedy the lack of centralised mechanism in the said country.

ENVIRONMENTAL SUSTAINABILITY 3

Moderator: Mizan Bustanul Faudy Bisri,
United Nations University, Japan



Jimilyn Gerobin, Municipal Disaster Risk Reduction and Management Office of Libon, Philippines

"Communication Baseline Study as Data Source for Designing a Communication Plan on Flood Disaster Preparedness of Stakeholders in Libon, Albay, Philippines"

Gerobin's study looked at designing a communications strategy for disaster risk reduction for a coastal barangay in the Municipality of Libon, Albay, in the Philippines. The problematique of her study was to

test how information relating to disaster risk reduction is sent to the community and how it is received. Using data collated from a survey done for the study, she noted of the issues present in communication planning - e.g. indifference of officials, lack of awareness of how to integrate and implement existing and new plans, etc.



Ladylyn Mangada, UP Visayas Tacloban College, Philippines

"A Typology Framework for Trade-Offs in Development and Disaster Risk Reduction"

Mangada's study dealt with exploring the relevance of planning to the development of disaster risk reduction programs through trade-offs. The perspective of her study aimed to define the planning process by analyzing the negative effects of mitigating disaster risk into local government plans. This

was tested with the experience of Tacloban City - a city in the Philippines, in the aftermath of Typhoon Haiyan, which devastated a quarter of the population of the city. It looked into the four aspects of planning: aggregation, risk assessment, equity and time. In the case of Tacloban, deficiencies were found mostly in the aggregation aspect of planning where trade-offs were not factored in the Tacloban recovery and rehabilitation plan (TRRP). The conclusion of her study is that local planning on disaster risk reduction in the Philippines remains largely piece-meal and is lacking the perspective of taking into account the possible trade-offs between development planning and disaster risk reduction planning.



EROPA is an Online Regional Center of the United Nations Public Administration Network (UNPAN).

UNPAN is an international network linking national, regional, and international organizations and institutions across the globe to promote better public administration.

For more information about the network, visit www.unpan.org.

PUBLIC FINANCE 3 + FOURTH INDUSTRIAL REVOLUTION 1

Moderator: Zita Concepcion P. Calugay, UP
NCPAC, Philippines



Patrick Gene B. Dahipon, Government Service Insurance System; Billy James A. Cubillan, Department of Social Welfare and Development; Ishna Anjela S. Amoren, Office of the President; Mirjam Tesalona, Development Academy of the Philippines, Philippines

* originally 4th Ind. Rev. 1

"Is the Philippine Bureaucracy ready for a work from home scheme?"

Dahipon, Cubillan, Amoren, and Tesalona's research seeks to analyze whether a work from home set-up is plausible in the Philippine bureaucracy and explore possible job functions where such scheme would be applicable. A work from home set-up is an innovation that can drastically give workers more control and power over their time. It eliminates time wasted that could have been an opportunity to do more important and fruitful activities such as spending time with family or doing part-time jobs that could bring about additional income.

A survey was done among government employees from the Pasig City Government and the National Office of the Civil Service Commission. While the researchers noted that the data gathered from this study is not representative of the whole Philippine bureaucracy and is therefore very subjective, they still recommended providing government employees an option to work from home (depending on the nature of work). They also explained that their study is aligned with efforts for government work to be output based.

"Lutong Makaw: Chinese Loans and the Infrastructure Program of the Duterte Administration"

Tabbada and his group's study recognizes the growing China's growing presence in the Philippines in terms of human capital presence and prevalence of Chinese Official Development Assistance. Their study aims to analyze whether the present Philippine government administration's current preference for Chinese loans is sustainable. Their research's analysis was framed by a model of good governance and debt sustainability. Debt sustainability depends upon good governance and adherence to the principles of international relations.



Jose Tabbada, University of the Philippines, Philippines

Their research compared the terms of two specific Chinese foreign loans with loans from Japan and the World Bank-IBRD. Their research compared terms two Chinese foreign loans with loans from Japan and the World Bank-IBRD. It was found that differences exist in the terms' interest rates, implementing agencies, respect for sovereignty, environmental/social issues, etc.. Across these terms, the terms for foreign loans from JICA and IBRD favor the Philippines and its sovereignty unlike those of Chinese loans.



Sivakumar Velayutham, Nilai University, Malaysia

"The Malaysian Trust School Programme: Is it a Public-Private Partnership"

Velayutham presented his case study on the Malaysia Trust Schools Programme (TSP) – noting that it is a result of a cooperation between a foundation set up by Khazanah, a sovereign wealth fund of the Government of Malaysia, and the Malaysian Ministry of Education. The TSP aims to enhance access to qua-

lity education among public schools given the decline of Malaysian Education scores. In sum, his research aims to examine if the TSP is a public private partnership (PPP) and to interrogate the possible reasons for structuring the TSP as a PPP considering a scandal associated with it. Velayutham notes that the study looked into the ownership and the op-

eration structure of TSP and reviewed the definition of PPP. After careful study, the research concludes that the TSP is a corporate social responsibility (CSR) project of Khazanah - through its CSR arm, Yayasan Hasanah, and can also be considered as a PPP by way of the Ministry of Finance indirectly funding the Ministry of Education.



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SOCIAL EQUITY 3

Moderator: Achmad Uzair Fauzan, Sunan Kalijaga State University, Indonesia



Vincent Wong Wai Lun, University of Hong Kong, Hong Kong SAR

"How Social Equality and Well-being Can be Protected under the Shield of Public Administration: the Case of Social Innovation and Entrepreneurship Development Fund (SIE Fund) and its Implications for Future Public Administrators"

Wong illustrated how public administrators can learn important lessons from the conceptual frame-

work of "Sustainable Public Administrators" based on the experience of Hong Kong in utilizing the Social Innovation and Entrepreneurship Development Fund (SIE Fund). Also, he explains the possible impacts or implications of social entrepreneurship on the core values in public administration.



Ronie G. Panes, University of Southeastern Philippines, Philippines

"Challenges and Strategic Actions among Indigenous Peoples in Marilog, Davao City"

Panes attempted to identify and analyze the various challenges confronting the indigenous peoples (IP) of Marilog, Davao City, in the Philippines, particularly in the areas of education, health, infrastructure development, livelihood and peace and order. Subsequently,

he inquired into the corresponding strategic actions undertaken by the said IP community with the end view of effectively managing those challenges.

With a so-called phenomenology research design, the researcher generated relevant data by conducting focus group discussions (FGDs) with select IP community residents as key informants or participants. In the final analysis, the research found out that the subject IP community has been contending with a number of challenges or priority concerns. Furthermore, by engaging the IP community in this study, the research served as an excellent avenue for the FGD participants to put forward specific strategic actions that the IP community has been undertaking to address the challenges and concerns facing them.



Lindawati, National Institute of Public Administration (NIPA), Indonesia

"Challenging Inequality in Indonesia"

In her study, Lindawati describes the discrepancy between and among regions in Indonesia on the basis of the present capabilities of local governments comprising the various regions. The major findings of her research are as follows: (1) 3/4 of the districts/cities in the eastern part of the archipelagic country are the most disadvantaged areas, with low to moderate Human Develop-

ment Index (HDI); (2) Of the country's 18 lowest performing local governments, 15 are located in Eastern Indonesia; and (3) Although the Eastern Region recorded the highest ratio of civil servant to the number of its population, it reported the lowest ratio of civil servants to the total land area and number of villages. With the foregoing backdrop, Lindawati recommends a strategy that is intended to overcome the existing discrepancy, i.e., to strengthen or upgrade the capabilities of local governments, to enable them to develop and manage their limited resources.



DAY 3 - 25 SEPTEMBER

PLENARY SESSION V: FOURTH INDUSTRIAL
REVOLUTION AND DEVELOPMENT

Left to right: (a) Prof. Yuan He, Shanghai Jiaotong University, People's Republic of China; (b) Dr. Richard Abendan, Science, Technology, Research and Innovation for Development [STRIDE] Program, RTI International; (c) Dr. Maria Cynthia Rose Bautista, University of the Philippines, Philippines

Dr. Erwin Alampay, Professor at UP NCPAG, moderated the Plenary Session on the Fourth Industrial Revolution and Development.

Dr. Cynthia Bautista, Vice President for Academic Affairs of UP, began by introducing the phenomenon referred to as the Fourth Industrial Revolution (FIRe), highlighting the exponential growth and development of new technologies that have tremendous disruptive implications globally. She discussed two major contradictory effects of FIRe: first is the rapid increase in growth, productivity and efficiency on the one hand, and massive job displacements and widening inequalities on the other hand; and second is the role of new technologies in both facilitating civic engagement and eroding democratic values at the same time. She also discussed some of the implications of FIRe on the Sustainable Development Goals, highlighting the widening gap between high and low skilled workers. She then discussed strategies for meeting the challenges of FIRe centered on enhancing human resource (HR) capacities and innovation.

She cited the paradigm shift in education/learning in Singapore as a good example. She also noted that FIRe and globalization entails a change in mindsets. The focus is now on finding your own niche in the global market rather than catching-up with the developed countries. But the challenge of global inequality is now more pressing. So the ethical challenge is how

to ensure that the innovations associated FIRe actually benefit the people who need them the most.

Meanwhile, Dr. Richard Abendan, Chief of Party of RTI's Science, Technology, Research and Innovation for Development (STRIDE) Program, presented an overview of the work of STRIDE Program - funded by the USAID - in the Philippines. He underscored the vital role of innovation in facing up to the challenges of Industry 4.0. To build capacity for innovation in the Philippines for economic development, STRIDE funds collaborative research between industry and academe, focused on high-growth sectors. It works with Philippine universities to facilitate better industry-academe engagement and develop innovation diagnostics to better assess the impacts of research and development of state universities and colleges (SUCs). STRIDE also works with government to improve the regulatory environment for innovation and partnerships between industry and academe. To cite one example, he mentioned the need to improve policies to support R&D procurement at SUCs. He also discussed ongoing efforts to improve metrics of R&D output to better capture R&D impact and stimulate more investments in R&D. He also discussed efforts to develop innovation and entrepreneurship ecosystems wherein academe, industry, MSMEs, communities and government are linked with one ano-

ther to build innovation capacity.

Lastly, Dr. Yuan He, Professor, Shanghai Jiaotong University, began by identifying the essence of artificial intelligence as the use of mathematical algorithms to process big data. As such, Dr. He believes that the potential of AI to replace humans is overblown since only a small part of the world's problems can be represented as mathematical problems. Nevertheless, he cited industries and sectors currently being disrupted by the use of big data and technologies that make it possible to process and transfer large amounts of data efficiently. This is why data is now considered the most valuable commodity in the digital economy and has enormous implications for development of human society. He then discussed five major challenges to data governance, namely data privacy, data leakage, ethical issues, data competition and national capability. He concluded by presenting three approaches to data governance: (1) the basic rights model of the EU that considers the right to personal data as a constitutional right; (2) the free market with government regulation model of the US which grants large penalty powers to regulatory agencies; and (3) the adaptive approach of China that experiments with legislation and practice while safeguarding national security, public security and social stability. □

PARALLEL SESSIONS ON 25 SEPTEMBER

ENVIRONMENTAL SUSTAINABILITY 4 +
PUBLIC FINANCE 4

Moderator: Kristoffer Berse, UP NCPAC, Philippines



Arlene Eleanor E. Liberal, Small Enterprises and Development Research Foundation (SERDEF), Philippines

* originally Pub. Fin. 4

"Climate Finance in the Philippines"

Liberal provided a background of the current state of climate finance in the Philippines. She explained that the Philippine is a signatory of different international agreements related to the environment and instituted several domestic legislation and policies from 1997 to 2008. In her presentation, she noted some of the key issues and challenges in climate finance that can be categorized into four, financing constraints, lack of technical assistance, limited capacity, and regulatory challenges.



Shiva Hari Adhikari, Nepal Administrative Staff College, Nepal

* originally Pub. Fin. 4

"Remittances and Development in Nepal: A disaggregated analysis"

After reviewing the remittance literature, Adhikari noted that little is known about the effect of this phenomenon and there has been debates over its impacts. Thus, he explored the contribution of remittances in social development with a focus on health and educational development, with specific focus on the relationship between remittance with health and education. His study found that a significant relation between remittance and education does exist and provided possible explanations for this. On the contrary, there is insignificant relationship between remittances and health. Overall, this indicates that remittances may serve as a contributing factor in educational enrolment for social development. Alleviating household budget constraints by increasing financial wellbeing is crucial in increasing educational enrolment.



Luo Chia-Ling, Fujian Agriculture and Forestry University, People's Republic of China

* originally Env. Sus. 4

"Transformation and Development: Significance of China's Ecological Civilization Strategy"

Luo's study dealt with answering the question of whether western-led industrial development be considered a universal standard and if not, what could be the alternatives. She presented the current thrust of the Chinese government to attain eco-civilization through rural revitalization. This requires changing policies from pro-capitalism to pro-people. She explains that eco-civilization is a long-term strategy that is crucial to China's modernization and its people's well-being. She enumerated

China's efforts to achieve this goal such as reorganization and forming cooperatives and utilization of financial instruments (e.g. insurance).

SOCIAL EQUITY 4

Moderator: Michael Tamanut, UP NCPAC, Philippines



Julius M. Velasco, Don Honorio Ventura State University, Philippines

"An Evaluation of the 2017 Free Tuition Policy in State Universities and Colleges: The Case of Don Honorio Ventura State University"

Velasco's study assessed the administrative efficiency, effectiveness, and equity of implementation of RA 10931 or the Universal Access to Quality Tertiary Education Act in Don Honorio Ventura State University (DHVSU).

He conducted an assessment using five (5) areas of concerns: (1) Institutional scholarships/financial assistance, (2) Performance/Membership of varsity players; arts and cultural scholars, (3) Externally-funded scholarships and financial assistance programs, (4) Admission and Retention Policies, and (5) Financial operations/capability. He found that the provisions of the policy were administratively feasible. Access to services provided by the university were improved. Neither were there fiscal hindrances as there was even a surplus in DHVSU's budget.



Emmanuel A. Alfiler, Philippine Christian University, Philippines

"Buttressing Good Governance with Creating Public Value for Program Administration: Institutionalizing Reforms for the Implementation of the Comprehensive Agrarian Reform Program"

Alfiler explained why the implementation of the Comprehensive Agrarian Reform Program (CARP) in the Philippines is "taking quite long" through a combination of the Good Governance Framework and Public Value Theory - a proposed "Creating Value for Good Governance Framework". Further, he provides an evaluation of the effects and impacts of CARP as well as solutions to the program's implementation at the Institutional Level, the Organizational Level, and at the Managerial/Individual Level using the said proposed framework, which Alfiler supposes results in enhanced governance capacity and public value creation.



Nidaan Khafian, Universitas Indonesia, Indonesia

"Social Enterprise in Indonesia: A Proposed Framework for Public Policy and Sustainable Development"

In the absence of government policies on social enterprises in Indonesia, Khafian researched on social enterprises in the country to see the implications of a diverse set of social enterprises in the country on the possible creation of and exis-

ting entrepreneurial policies - especially now that there is a draft of the Indonesia National Entrepreneurship Bill.

ENVIRONMENTAL SUSTAINABILITY 5

Moderator: Maki Ito Tsumagari, Nepal Administrative Staff College, Nepal



Kenichi Nishimura, Osaka University, Japan

"What Affect the Performance of the Environmental Governance of the Local Governments in the Philippines?"

Nishimura presented the results of his analysis on the elements of Local Government Units (LGUs) in the Philippines that improve the performance of environmental management. In particular, he examined the relationship between the attributes of mayors, the state of institu-

tionalization of the participation of different stakeholders in the policy process, as well as the frequency of contact of LGUs with other stakeholders and the performance of LGUs of the environmental administration. For the analysis, he utilized Local Governance Performance Management System performance scores on the "environmental governance" as dependent variables. For independent variables, he extracted the data on the attributes of mayors, the state of the operation of the local development council, and the frequency of the contact of LGUs with the local constituents and other political institutes from the results of their survey conducted in 2011 and 2012.

SOCIAL EQUITY 5

Moderator: Koichiro Agata, Waseda University, Japan



Pritha Paudyal, Nepal Administrative Staff College, Nepal

"Perception of Dalits Who Entered Civil Service Through Reservation System"

Paudyal disclosed that the Dalits, more popularly known as untouchables - who belong to the lower castes, occupy only 9% of the 45% of the positions reserved for marginalized sectors in the Nepali civil service. Using interpretive phenomenological approach as framework, Paudyal presented three cases to illustrate how Dalit civil servants perceive themselves as part of the civil service and how they feel they are being treated. Paudyal's study reveal that Dalits who were hired through the reservation system feel that non-Dalit members of the bureaucracy look down on their capabilities as civil servants. Further, she highlighted some observations drawn from the cases she analyzed in the study. Some recommendations forwarded by the study are to increase the Dalits in the civil service and to continue with the reservation system.



Analiza V. Muñoz, Philippine Civil Service Commission, Philippines

"The Acceptability of Government Agencies on Anonymized Competency-Based Recruitment and Selection Process"

Motivated to solve the mounting complaints and public disapproval of civil service appointments due to individuals' lack of qualification, Muñoz proposed the Anonymized Competency-Based Recruitment and

Selection Process (ACBRASP), wherein demographic information of applicants are temporarily removed. Ms. Muñoz stressed that in her proposal, the main basis for selection of applicants are their competencies, i.e., core, organizational, leadership, and technical/functional competencies. To test the acceptability of the ACBRASP, she surveyed 185 respondents from the Quezon City Government, Commission on Higher Education, Commission on Human Rights, and the Philippine Institute of Volcanology and Seismology. The respondents are receptive of the proposal to adopt the ACBRASP in the hiring process in the civil service. However, Muñoz conceded that some positions still require demographic profile of the applicants.



John Emmanuel B. Villanueva, Department of Labor and Employment, Philippines

"Labor and employment governance in a 'Federal Philippines': A Policy Delphi-Survey study"

The strong advocacy of the Duterte administration to shift to a federal form of government serves as the primary context of John Emmanuel Villanueva's research study. The study was conducted as a response to Department of Interior and Local Government's request for the Labor Department to conduct a study of how the labor and employment sector will be governed under a federal system of government. The main issue being explored in the study is the division of governmental functions between the federal and regional governments. Using the Policy Delphi method in gathering of data, the study sought the perspectives of different experts and stakeholders in six regions. Preference for the delegation of functions were classified as either exclusive regional, exclusive federal, or shared responsibility. The findings of the study reveal a stark difference between the preference of the experts and stakeholders. To make sense of the findings, Villanueva identified emerging themes. Recommendations drawn from the study will be presented to a multistakeholder consultation to achieve a consensus.

FOURTH INDUSTRIAL REVOLUTION 2

Moderator: Juvy Lizette Gervacio, UP NCPAG, Philippines



Kang Na-Yul, Sungkyunkwan University, South Korea

"An Empirical Exploration on the Determinants of Proactive Behaviors in the Korean Bureaucracy"

Kang's study found that the higher the inspiration to serve the public, job independence, an employee-friendly organizational culture, and facilitative leadership, the more likely an employee can perform effectively

and efficiently. The study utilized the Theory on Person-Job Fit (individual well-matched to the tasks that need to be performed) and Person-Organization Fit (individual who has similar values to the organization) to prove its hypothesis.



Imam Baehaki, National Cyber and Crypto Agency, Indonesia

"Preliminary Study of Personal Data Protection in Indonesia"

Baehaki's research argued that a comprehensive national law on personal data protection must come in force to serve as a bedrock for institutionalizing data privacy to prevent inconsistencies, distress, and unnecessary legal action. His study

stressed that personal data protection is important if the people were to have confidence in the government and have cordial social relations



Noriel Christopher Tiglao,
University of the Philippines,
Philippines

"Public Transport Governance in Road Public Transport Franchising in the Philippines: Persistent Challenges and Strategic Opportunities"

Tiglao's study argued that the absence of an effective quality management framework has contributed to the lamentable state of public transportation and the rapid growth of individual motorized traffic in the Philippines. To address this, colossal challenge, collaborative governance, engagements, creation of new quality metrics, and knowledge sharing is important. He argued that we must build up government agencies' strategic planning capacities



Top to bottom: (a) Dr. Alfredo Mahar Lagmay, UP Resilience Institute, Philippines; (b) Dr. Agus Pramusinto, Professor, Universitas Gadjah Mada, Indonesia

PLENARY SESSION VI: RESILIENCE AND ENVIRONMENTAL SUSTAINABILITY

Dr. Maria Faina Diola, Professor at UP NCPAG, moderated the Plenary Session on Resilience and Environmental Sustainability.

In a presentation entitled "Towards an Intelligent Disaster Risk and Resilience Management for the City of Manila", Dr. Alfredo Mahar Lagmay, from the UP Resilience Institute, delved into the current efforts to promote disaster risk resilience in the city of Manila through the institutional efforts of the Resilience Institute in the University of the Philippines (UPRI). In explaining the mandate of the UPRI, which traces its history from the National Operational Assessment of Hazards (NOAH) Center, Lagmay emphasized the importance of anticipating "bigger events than the ones we know" using the knowledge obtained from transdisciplinary perspectives offered by fellows and affiliate faculty experts of the Institute. He also explained the role of open data and use of technology currently employed by the UPRI in strengthening the DRRM system, particularly in the integrated and harmonized risk assessment initiatives, planning, organizational development, and capacity building processes. Lagmay also stressed that the broader

goal of the UPRI's initiatives in the city of Manila is to replicate its best DRRM practices in every municipality in the Philippines. The presentation concluded by noting that development could be pursued, even with the presence of hazards, through the crafting and implementation of DRRM plans and the promotion of science among the public.

Meanwhile, in a presentation entitled "Sustainable Development Goals: The Case of Plastic Garbage Management in Indonesia", Dr. Agus Pramusinto of the Universitas Gadjah Mada, Indonesia, focused on the experience of Indonesia in addressing the plastic garbage problem in the context of a total ban on plastic use by several local governments in the said country. Pramusinto emphasized the

problematic implementation of the Indonesian law governing plastic garbage and the need for synergy with the private sector and civil society. He also cited current local efforts toward mainstreaming plastic garbage management, such as the establishment of the Malang Garbage Bank, whose customer base had increased from 400 clients in 2010 to 30,000 clients in 2018. Pramusinto also cited the need to reexamine government policy governing the prohibition of single use of plastic bags. The presentation concluded by calling for solutions on promoting use of biodegradable plastic bags among retailers and market vendors, changing people's habits in plastic bag use, conducting research on biodegradable plastic bags, and instituting rules discouraging the selling of single-use plastic bags. □

DAY 4 - 26 SEPTEMBER



ELECTED GROUP MEMBER REPRESENTATIVES*

- Career Executive Service Board (CESB)
- Hong Kong Public Administration Association (HKPAA)
- Japan Council of Local Authorities for International Relations (JCLAIR)



ELECTED INDIVIDUAL MEMBER REPRESENTATIVES*

- Akio Kamiko, Japan
- Melanio Santella Jr., Philippines

* Their terms are effective starting 1 January 2020 up until 31 December 2021.

PARALLEL SESSIONS ON 26 SEPTEMBER

ENVIRONMENTAL SUSTAINABILITY 6

Moderator: Kenichi Nishimura, Osaka University, Japan



Naoki Fujiwara, Otemon Gakuin University, Japan

"Administrative Reform for Sustainable Public Water Services in Japan"

Fujiwara's study and presentation was all about the interactions of the private sector and the local governments in Japan in so far as the water services is concerned. It discusses how the current water services regime came to be shaped by the changes in the society and the business environment. Moreover, with the changes, the local governments have also to adapt to the said changes. The study found that a heavier im-

portance is put to the securing of crisis management response and security as opposed to ensuring efficiency. Moreover, as a result of the greater premium provided for security, there was still a greater role played by the local governments in that ownership of the various water and sewerage facilities were still vested in the municipalities as opposed to it being owned by the private sector.



Joselito Sumabat, DENR-Ecosystems Research and Development Bureau, Philippines

"Collaborative Governance of Watersheds towards Water Security for the Province of Cebu: Issues and Gaps"

Sumabat's study highlighted the importance of watersheds of Cebu City, in the Philippines. Without these watersheds, Cebu will be flooded and there will be no more water to be used in the province. Sumabat stressed that watershed management is a multi-stakeholder effort. There is a need for a collaborative governance approach in watershed management. Moreover, there are many gaps and challenges that need to be addressed in order to improve watershed

management in Cebu. Notable is the weak institutional structures that would facilitate collaboration and information generation. In addition there is more focus given to vertical rather than horizontal collaboration. There is also the problem of national government agencies forming their own respective people's organizations. Further, communities in the locality are inadequately empowered. He noted the factors previously mentioned may exacerbate the issue wherein powerful sectors dominate the partnerships.

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PUBLIC FINANCE 6

Moderator: Akio Kamiko, Ritsumeikan Asia Pacific University, Japan



Khairullah Anshari, Indonesia

"The Impact of Indonesia's Village Fund (Dana Desa) Towards Village Head Election: Evidence from Banjar Regency"

Anshari's study looked at how the Indonesian Village Fund Policy, implemented in 2014 through the Village Law, affect village head election in Indonesia. Using perception survey conducted in 2016 and focusing on the case of Banjar

Regency composed of 277 rural villages and 13 urban villages, the study showed that the village fund is the highest motivation for the candidates competing for the position of village head. Further, after the implementation of the village fund policy, the average number of candidates for the village head post also increased, along with the average age and educational attainment of candidates. Based on these findings, the presenter discussed the recommendation that the regency government should train the elected village heads to maintain the performance of the village government.



Jose Neil Hortillo, University of the Philippines, Philippines

"Investor Profile of Filipino Public Servants"

The presenter shared that the study tested the correlation between 1) demographic variables, 2) financial literacy, and 3) financial inclusion and investor profile among Filipino public servants. Using the Charles Schwab questionnaire for 200 respondents from NCAs, military or-

ganizations, GOCCs, the judiciary, and LGUs, the study showed that Investor Strategy Profile of Filipino Public Servants is generally classified as Moderately Conservative. The investor profile is positively affected by Financial Inclusion and Investment in Capital Market, while demographic variables have no significant effect. However, the study also showed that only one out of five public servants are engaged in financial capital market, hence the need to educate Filipino public servants on the importance to invest in financial institutions. Further, financial institutions should offer more products and services corresponding to the majority of public servants who are moderately conservative.



Lindawati, National Institute of Public Administration, Indonesia

"Civil Servants' Mobility in Indonesia: Barriers and Strategies"

Lindawati's study argues for the value of Civil Servants' Flexible Employment Framework and identifies the barriers and possible interventions towards an effective mobility program in Indonesian government. Using FGDs and surveys with personnel from health depart-

ment, teachers, and staff positions in 18 local governments, together with documents review, the presenter shared that most of the respondents believe mobility and rotation of employees are essential for organizational development. The study concluded by discussing two strategies to address the barriers to flexibility: centralized interventions and decentralized measures.

SOCIAL EQUITY 6

Moderator: Maria Anthonette Velasco-Allones, Career Executive Service Board, Philippines



Erwin Alampay, University of the Philippines, Philippines

“Provision of electricity and Internet Access to DepEd Schools and its Impact on School Performance”

Alampay and Capule-Navarro's presentation highlighted the impact of electrification in the achievement of literacy goals in what is now termed by the Philippines' Department of Education as Last Mile Schools, which are those that are located in geographically isolated and usually impoverished communities. Alampay, who was the first to deliver their two-part presentation, explained that their research can be situated and better understood in the context of the implementation of the education department's memorandum order directing the prioritization of Last Mile Schools in terms of support and intervention. From this discussion, he went on to impart the results of an earlier study on the same topic which he



Maria Theresa Capule-Navarro, University of the Philippines, Philippines

and his co-authors in this study were able to identify positive effects of electrification on school performance. These include better instruction methodologies and improvement in overall learning environment. Capule-Navarro's part of the presentation provides validation to the results of Alampay's qualitative findings by way of quantitative data mining and analysis.



Mulus Wijaya Kusuma, Indonesia

“Corporate Social Responsibility in Developing Countries Case Study: Indonesia, Sukabumi Regency”

Kusuma argued that CSR in developed countries tends to focus on activities related to improvement of employee welfare while that in developing countries is more heavily invested in anti-poverty and social services programs. He then uses this illustration to introduce and characterize the CSR practice in Indonesia in general as well as the conceptual framework he used to make sense of and assess the particular experience of the Sukabumi Regency (regencies in Indonesia are political administrative units equivalent to municipalities).

His proposed framework, which he labels quasi-redistributive function refers to the process by which the state (through the regency) regulates the practice of CSR particularly in terms of making it respond to social welfare concerns. Kusuma concludes that through the four stipulated mechanisms of CSR in Sukabumi, the said efforts in the regency becomes more aligned with the regency's development agenda.

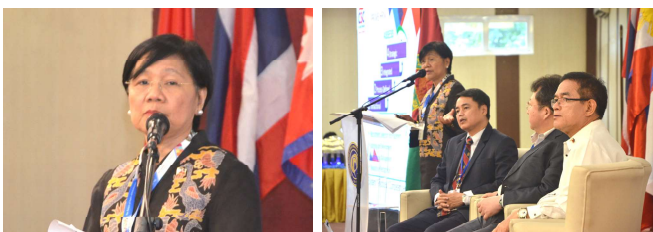
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PLENARY SESSION VII: SPECIAL PANEL ON COMPETITION, REGULATION, AND PUBLIC SECTOR REFORM



Top to bottom, clockwise: (a) Ms. Alicia dela Rosa-Bala, Chairperson, Civil Service Commission, Philippines; (b) the panelists of the session listening intently to Chair Bala's speech; (c) Atty. Ernesto V. Perez, Deputy Director-General, Anti-Red Tape Authority, Philippines; (d) The audience listening to the speaker on stage; (e) Dr. Choi Heung-Suk, Professor, Korea University, South Korea

Dr. Enrico Basilio, Professor at UP NCPAG, moderated the Special on Competition, Regulation, and Public Sector Reform.

First, Atty. Ernesto V. Perez, Deputy Director-General, Anti-Red Tape Authority, discussed about the Philippine Government's efforts towards improving the country's ease of doing business and reduction of red-tape. In line with the Philippine Government's long-term plan towards a strong rooted, comfortable and secure life through *Ambisyon 2040*, the current administration has identified the development of a government that is responsive to

the needs of the Filipino. Responding to these priorities, Republic Act no. 11032, otherwise known as the *Ease of Doing Business and Efficient Government Service Delivery Act of 2018* was crafted. To ensure the fulfillment of these mandates, the Ease of Doing Business Law paved the way for the creation of the Anti-Red Tape Authority. A newly-created government agency mandated by the law to implement a national policy on anti-red tape and ease of doing business, and to promote reforms and initiatives aimed at improving the competitiveness ranking of the Philippines.

Meanwhile, Ms. Alicia dela Rosa-Bala, Chairperson, Civil Service Commission, Philippines, discussed that among the most significant transformation of the CSC is its shift from a transactional system of HR management or paper-pushing initiatives to a developmental approach through the empowerment of agencies in their Recruitment, Performance Management, Learning and Development, and Rewards and Recognition systems. She took the *Program to Institutionalize Meritocracy and Efficiency in Human Resource Management* or PRIME HRM as an example. The said program is anchored on the principle that meeting government employees' needs through the provision of quality HR systems and policies would translate to better service to clients, the Filipino people, which in turn will build greater trust in the country's public institutions.

Further, she noted that the digital government initiative will usher in new ways to improve how citizens interact with government, increasing client accessibility and participation. With everything in today's world being interconnected, collaboration and cooperation are essential for organizations to achieve its goal. The whole of government approach has been the norm for addressing cross-sector concerns in the government in recent years.

Lastly, Dr. Choi Heung-Suk's, Professor, Korea University, South Korea, presentation dealt with South Korea's implementation of a regulatory sandbox – a mechanism for easing of regulations for new goods and services under certain conditions for the sake of making it possible for testing to be done before they are launched in the market. He discussed that, in South Korea, the regulatory sandbox was adopted to include information communications industry and financial industry – noting that in 2019 alone, there was a total 81 regulatory sandbox cases, which were mostly in the financial industry innovation area, ICT convergence area, and industrial convergence area.

Further, Dr. Choi went on to mention that, in South Korea, there has been a move for the creation of Public Value,

as it is recognized to be an important virtue of public employees. The aim of public managers is to create public value as much as the goal of private sector managers is to maximize long-term shareholder wealth. Despite these efforts, there continue to be dilemmas impeding innovations in public management. In a survey done in mid-2018 among central and provincial government officials in South Korea, public servants were clustered into the following – proud bureaucrats (leading innovations without the approval of elected officials), active bureaucrats (empowered but have to be regulated), passive bureaucrats, and passive followers. The said study found that Organizational Trust is very important to both the most active group and passive followers. Public service motivations, ethical leadership and employees' trust in organization seem strongly affect public value creation. □

CALL FOR INPUT FOR THE DECEMBER 2019 ISSUE, VOL. 40, NO. 4 OF EROPA BULLETIN

EROPA is pleased to announce a call for input for the December 2019 Issue (Vol. 40, No. 4) of its quarterly newsletter.



Cover Page of the Last Published Issue of the EROPA Bulletin

For more information, visit
www.eropa.co/call-for-inputs



1ST VIDEO OF #TAG DIALOGUE UNVEILED

Before the second session of the 27th General Assembly, Dr. Orlando Mercado, EROPA Secretary-General, took the stage to unveil to the conference participants the first edited video in the #TAG Dialogue series collection.

#TAG (#ThinkingAboutGovernance) Dialogue was borne out of the need for an innovative way of sharing information on theories and practices in the field of Public Administration and Governance.

EROPA partnered with UP International Training Centre for Authorities and Leaders Philippines to carry out #TAG On the Move: Dialogue on Migration. The video released on 26 September 2019, was Mr. Rex Varona's, National Project Coordinator of the International Labour Organization - Philippines,

Unpacking the Balikbayan Box.



Thumbnail of the Online Video of "Unpacking the Balikbayan Box" by Mr. Rex Varona



SCAN ME

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2ND SESSION OF THE 27TH GENERAL ASSEMBLY



Top to bottom, clockwise: (a) Prof. Simeon Ilago, Officer-in-Charge, National College of Public Administration and Governance, University of the Philippines delivering the Report of the General Conference Rapporteur; (b) Atty. Maria Anthonette V. Allones presenting to the 27th General Assembly the Report of the Resolutions Committee; (c) Dr. Masao Kikuchi reporting to the General Assembly the Future Plans and Programs of EROPA; (d) Chairperson Alicia dela Rosa-Bala, Civil Service Commission, Philippines; (e) Dean Boon-Anan Phinaitrup, Graduate School of Public Administration, National Institute of Development Administration, Thailand; (f) Dean Nguyen Thi Thu Van, Faculty of Documents and Administrative Technology, National Academy of Public Administration, Vietnam;

The 2nd session of the 27th General Assembly was convened on 26 September 2019 at 13:00. Chairperson Alicia dela Rosa-Bala of the Civil Service Commission, Philippines – whom was elected as the President of the 27th General Assembly, presided over the session.

The first agenda of the session was the Report of the General Conference Rapporteur, which was delivered by Officer-in-Charge of the National College of Public Administration and Governance, University of the Philippines (UP NCPAG). In his report, Professor Ilago mentioned that the EROPA Conference started with two broad challenges: (1) rethinking the idea good governance and applying developmental governance instead, and (2) creating an Asian perspective of public administration. He discussed how the subsequent plenary and parallel sessions provided many additional insights on addressing these challenges.

Afterwards, Dr. Masao Kikuchi, Chair of the Future Plans and Programs Committee, shared about the goal of the committee to craft a specific mid-term and long-term plan for the organization. On top of this, given the committee's member composition, he shared with the general assembly that it has also been tasked by the Executive Council to serve as the Search Commit-

tee for EROPA's next Secretary-General.

Next, Atty. Maria Anthonette Velasco-Allones, Chair of the Resolutions Committee, presented 24 resolutions which were all adopted by the general assembly.

Following this, Chairperson Bala, assisted by Dr. Mercado, presented plaques of appreciation to the following organizations for their role in organizing the 2019 EROPA Conference:

- UP NCPAG, as organizing body
- Officials and Staff of UP NCPAG
- Philippine Civil Service Commission
- Philippine Career Executive Service Board
- University of the Philippines

Meanwhile, the Carlos P. Ramos Award for Best Conference Paper was awarded to Naoki Fujiwara, Otomon Gakuin University, Japan for his paper entitled "Administrative Reform for Sustainable Public Water Services in Japan."

Next, the following delivered short remarks as Heads of the their respective State Member Delegations:

- Dean Boon-Anan Phinaitrup, National Institute of Development Administration, Thailand;
- Dean Nguyen Thi Thu Van, National Academy of Public Administration, Vietnam;

- Chairperson Alicia dela Rosa-Bala, Civil Service Commission, Philippines.

They mentioned that global issues were tackled and highlighted althroughout the conference. Through debates and discussions that transpired during the week, the idea that remained pervading is the need for long-term commitment to strategic thinking and holistic approaches to solving the existing problems. It is in this way the conference has served its purpose.

Before the closing remarks, Dr. Phinaitrup of the Graduate School of Public Administration, National Institute of Development Administration, Thailand, took the stage once again to report of NIDA's intention to host the 2020 EROPA Conference - with the theme "Public Governance for Inclusive Growth, Accountability Engagement, and Digital Transformation".

Finally - in closing, Dr. Mercado, recognized the different people involved in organizing the EROPA Conference 2019, and expressed his hope that the conference participants had a good experience throughout the event despite the simple preparations made. □



Left to right: (a) Officer-in-Charge Simeon Ilago, received the plaque of appreciation on behalf of the UP System, UP NCPAG, and the UP NCPAG Officials and Staff; (b) Chairperson Bala received the plaque of appreciation on behalf of Civil Service Commission, Philippines; (c) Atty. Maria Anthonette Allones received the plaque of appreciation on behalf of the Career Executive Service Board, Philippines



**3RD CARLOS P. RAMOS AWARD FOR
BEST CONFERENCE PAPER**

Dr. Naoki Fujiwara of Otomon Gakuin University, Japan, was given the 3rd Carlos P. Ramos Award on the 26th of September 2019 in Manila, Philippines, for having written an outstanding paper, entitled "Administrative Reform for Sustainable Public Water Services in Japan" during the 2019 EROPA Conference with the theme, *Future of Public Administration: Rethinking Resilience, Equity, Sustainability in the Region and Beyond*.

DAY 5 - 17 SEPTEMBER

**GROUP PHOTOS FROM THE POST-CONFERENCE
TOUR AROUND FAMOUS LANDMARKS IN MANILA**



Top to bottom, clockwise: Group photo of the participants of the post-conference tour (a & b) inside and outside the Philippines' National Museum of Natural History, respectively; (c) in front of Fort Santiago, Intramuros; (d) inside the Singing Cooks and Waiters, atbp. with the crew



ABOUT EROPA

The Eastern Regional Organization for Public Administration (EROPA) is an organization of states, groups and individuals in the general area of Asia and the Pacific. The Organization came into being in 1960, in response to a common desire among developing countries to promote regional cooperation in improving knowledge, systems and practices of government administration to help accelerate economic and social development. It was the first organization in the region to be devoted to the development of public administration in order to advance the economic and social development of countries in Asia and the Pacific. EROPA consists of state members in the region, institutions in the area such as institutes or schools of public administration, universities, agencies and municipal corporations and individuals whose achievements in the field of governance and public administration are recognized.

2019 EROPA CONFERENCE RAPPORTEURS

Heads:

*Dr. Michael Tamanut
and Ms. Jocelyn Basa*

Members: Jayson Fajarda, Lydia Angeles, Rose Nonette Capadosa, Michelle Castillo, Marie Christine Chan, JC Cruz, Raphael Jr. Montes, Zai Ann Moraga, Sherylyn Naive, Patricia Irene Patdu, Melanie Riva, Charlie Rivas, Jillian Jocelyn Somera, Karl Emmanuel Ruiz, Elyzabeth Cureg

Layout: EROPA Secretariat

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01 January 2020 to 31 December 2021

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