



EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION EROPA BULLETIN

Volume 35 Nos. 1-2

January-June 2014

More inside this issue:

- New EROPA center officially launched, conducts seminar on e-government | **PAGE 3**
- Korean, Japanese colleagues visit EROPA, NCPAG | **PAGE 4**
- A-FAB, EROPA join experts' meeting on AEC, economic integration | **PAGE 5**
- EROPA Members' Corner launched | **PAGE 7**
- 2014 WCPA held in Daegu, Korea | **PAGE 8**
- UN e-government survey results released in June 2014 | **PAGE 9**
- The EROPA E-Government Research Center | **PAGE 11**
- EROPA Center Reports | **PAGE 12**
- Opinion: The culture of bureaucracy and the need for reforms | **PAGE 15**

EROPA, NAPA prepare for 2014 EROPA Conference



Officials and staff from EROPA and NAPA exchange tokens after discussions on conference preparations. The Conference will be held from 19-24 October 2014 in Hanoi, Vietnam. (Details inside)

**EASTERN REGIONAL
ORGANIZATION FOR PUBLIC
ADMINISTRATION**

National College of Public
Administration and Governance
University of the Philippines,
Diliman, Quezon City 1101 Philippines
Telefax No.: +632 929 7789
Website: <http://www.eropa.org.ph>
E-mail: eropa.secretariat@gmail.com

EROPA, NAPA prepare for 2014 EROPA Conference



EROPA and NAPA officials and staff pose under the NCPAG Dome after a short meeting on conference preparations.

Officials and staff from the National Academy of Public Administration (NAPA), Hanoi, Vietnam, met with Dr. Orlando S. Mercado, EROPA Secretary-General, Dr. Maria Fe V. Mendoza, EROPA Deputy Secretary-General for Research and Publications, and the staff of EROPA Secretariat to work out preparations for the 2014 EROPA Conference on “Public Administration and Governance in the Context of Regional and Global Integration”. The meeting was held on 6 March 2014 at the Conference Room, Dean’s Office of the National College of Public Administration and Governance, University of the Philippines, Diliman, Quezon City.

During the meeting, the delegates from NAPA clarified the scope and nature of the themes and sub-themes of the conference. Both EROPA and NAPA also set common objectives and expectations of the conference. They also discussed relevant details, such as the sending of invitations, participant registration, accommodation, and documentation of the conference.

The NAPA delegation included, among others, its President, Dr. Nguyen Dang Thanh, who is also Vice Minister of the Ministry of Home Affairs, Vietnam; Assoc. Prof. Luu Kiem Thanh, NAPA Vice President; Dr. Nguyen Van Hau, Dean of the Faculty of Documentation and Public Administrative Technology;

Ma. Pham Thi Qunyh Hoa, General Director of the International Cooperation Department; Dr. Nguyen Thi Thu Ha, Vice Director of the Research Institute of Public Administrative Sciences; and Ma. Nong Mai Tram, Program Officer of the International Cooperation Department.

Meanwhile, among the staff of EROPA Secretariat in attendance were: Ms. Ma. Estrella M. Ocampo, Office Manager; Mr. Jose Angelito M. Aurelio, Research Associate; and Ms. Eula Marie Mangaoang, Researcher.

After the meeting, the NAPA delegates were taken to a short tour around Intramuros and Fort Santiago, two of the popular historical sites and tourist destinations in Manila. [EB]



Dr. Nguyen Dang Thanh (2nd from left) takes a stroll at the famous Rizal Park, Manila, together with other officials and staff from NAPA.

See you in HANOI!

For more information and updates on the 2014 EROPA Conference, visit the 2014 EROPA Conference official webpage: eropa2014.napa.vn/en or the EROPA official website: <http://www.eropa.org.ph> (Go to **Conferences**, then click on the **2014 EROPA Conference** page).

New EROPA center officially launched, conducts seminar on e-government

The International Seminar on E-Governance in Asia, held in Beijing, People's Republic of China from 28-30 May 2014, was the maiden activity of the EROPA E-Government Research Center (EGRC), the newest EROPA Center.

The EROPA E-Government Research Center as one of the EROPA Centers is a research institution devoted to research and development on e-government. The Center strives to attain this by building cooperative networks, developing a repository of studies and best practices in e-government, and conducting workshops, seminars and conferences that discuss relevant issues in the field. The proposal to establish the EROPA E-Government Research Center was approved by the EROPA Executive Council during its meeting in Tachikawa City, Tokyo, Japan on 14 October 2013.

The Center is housed in the Chinese Academy of Personnel Science (CAPS), Beijing, PR China.

In his welcome address, Prof. Jiang Wu, Director of the EROPA E-Government Research Center, remarked that the seminar is the first international seminar organized by the Center, as a commitment to create a platform for exchange and cooperation in the field of



Seminar participants engaged in discussions on two different sub-themes: trends, approaches and impacts on e-government practices; and the use of social media to engage citizens in governance.

e-government. He added that the Center will actively conduct comparative studies, collaborative projects and workshops on e-government and capacity building for the improvement of public service delivery, as it strives to build itself as a hallmark e-government research institution.

The event highlighted e-governance issues from two different perspectives/sub-themes: 1) E-Governance: A New Approach to Governance, which focuses on trends, principles, approaches and impacts of e-government practice; and 2) Social Media: A New Path for Public Participation, which highlights social media as an alternative channel for broader and more diverse citizen involvement in governance.

Renowned e-government and public policy experts across the globe shared their insights and experiences through keynote speeches and panel sessions. Among them were: Director-General Ning Fu of the E-Government Center, State Commission Office of Public Sectors Reform, PR China; Professor Zhiyong Lan, Vice Dean of Public Administration and Policy, Renmin University of China; Deputy Director-General Hai Qin of the Department of Informatization Promotion, Ministry of Industry and Information ►►



EROPA Secretary General Orlando S. Mercado, together with Vice Minister Xian He of the Ministry of Human Resources and Social Security (MoHRSS), China, unveil the marker of the EROPA E-Government Research Center.

New EROPA center officially launched...

Technology, PR China; and Director Yimin Yu of the Research Center on Regional Electronic Public Service, Yunnan University of Finance and Economics.

More than 70 representative officials, technical experts, and staff from various governments, as well as academic and private institutions within and outside PR China attended the said seminar. Among them were Dr. Orlando S. Mercado, EROPA Secretary-General; Dr. Maria Fe V. Mendoza, EROPA Deputy Secretary-General for Research and Publications and Dean, UP-NCPAG; Dr. Masao Kikuchi, Associate Professor, Meiji University; Professor Jane E. Fountain, Director of the National Center for Digital Government, USA; Deputy Secretary Shah Hoque of the ICT Branch, Cabinet Division, Government of Bangladesh; Dr. Heung Suk Choi, Professor, Korea University; Dr. Jesper Schlaeger, Associate Professor, Sichuan University; and Dr. Ayuning Budiati, Lecturer, Sultan Ageng Tirtayasa University, Indonesia.

Another highlight of the international seminar is the formal launch and inauguration of the EROPA E-Government Research Center. This was led by EGRC Director Wu and Dr. Orlando S. Mercado, EROPA Secretary-General. Distinguished guests present during the launch were Honorable Xian He, Vice Minister of the Ministry of Human Resources and Social Security of China, and Prof. Xiaoping Gao, Executive Vice Chairman, Secretary-General and Research Fellow of the China Public Administration Society.

Dr. Mercado congratulated the efforts of Prof. Wu and the rest of the EGRC for their pioneering efforts in establishing the new Center. He iterated that e-government efficiency also entails cultural change for e-government to fully achieve its needed potential, and that the international seminar is a timely response to that need. [EB]



EROPA Secretary General Orlando S. Mercado addresses the seminar participants during the Opening Ceremony of the International Seminar on E-Governance in Asia.

Korean, Japanese colleagues visit EROPA, NCPAG

Public administration researchers from Japan and Korea visited the EROPA headquarters in NCPAG, University of the Philippines, to discuss the preliminary findings of their respective research studies.

On 7 January 2014, Dr. Masao Kikuchi from Meiji University and Dr. Kenichi Nishimura from Osaka University talked about the preliminary results of their study on perceptions on the quality of government (QoG) in Japan. The preliminary study recognized that there is little, if any, common understanding on what the quality of government really means, and that there is a need for a well-defined theoretical framework and measurements of reform to gauge the quality of government.

Dr. Orlando S. Mercado, EROPA Secretary General, and Dr. Maria Fe V. Mendoza, EROPA Deputy Secretary General for Research and Publications, gave their insights and advice on how to improve the research and data analysis methods.

Korean, Japanese colleagues...



Dr. Sang Ok Choi (far left) and Dr. Chang Yong Jin (2nd from right) from Korea University, together with Secretary General Orlando S. Mercado, Dr. Maria Fe V. Mendoza and Ms. Estrella Ocampo.

After the said meeting, Dr. Kikuchi went on to present his study to the faculty and students of the National College of Public Administration and Governance, University of the Philippines.

On 11 February 2014, Dr. Sang Ok Choi and Dr. Chang Yong Jin from Korea University presented for clarification with the EROPA Secretariat their preliminary findings on the state/quality of public bureaucracy in East Asia. The discussion spanned across the following aspects of public bureaucracy: personnel management, financial management, organization, transparency and open government, control of public bureaucracy, and bureaucracy-politics and bureaucracy-society relations.

Among those present in the meeting with Prof. Choi and Prof. Chang were Dr. Mercado, Dr. Mendoza and Dr. Alex Brillantes, Professor at National College of Public Administration and Governance (NCPAG) and Commissioner of the Commission on Higher Education (CHED), who provided some reference materials for the study. [EB]

A-FAB, EROPA join experts' meeting on AEC, economic integration

What kind of 2015 ASEAN economic integration do we want? Experts and policy advocates from different organizations in Southeast Asia convened in an experts' meeting on the ASEAN Economic Community to address this question.

The ASEAN for a Fair, Ambitious and Binding Global Climate Deal (A-FAB), together with EROPA and the Ateneo School of Government (ASOG), based in Manila, Philippines, gathered distinguished academicians, practitioners and advocates from Southeast Asian organizations and civil society groups on 19 May 2014 at the ASOG Meeting Room to address issues on the ASEAN economic integration and its implications on different areas of sustainable development.

The morning session focused on the ASEAN Economic Community (AEC). Dr. Marissa Maricosa A. Paderon, professor at Ateneo De Manila University, gave the participants an overview of what ASEAN Economic Integration is and what ASEAN member states should expect from it. Professor Koh Keng Lian of the National University of Singapore and the Asia-Pacific Centre for Environmental Law presented the status of environmental governance in ASEAN. Experts from Oxfam International shared their insights on ASEAN free trade agreements and private sector investments.

In the afternoon, representatives of farmers' groups, non-government organizations and the academe shared their insights on community-based enterprises and the promotion of human rights and social forestry. They highlighted the expansion of industrial agriculture and extractive businesses in ASEAN, at the expense of the environment and welfare of communities in the region.

A-FAB, EROPA join experts' meeting...

Meanwhile, in a video conference, Ms. Sofia Tsenkli of Greenpeace International discussed the experiences of the EU-based Greenpeace Political and Business Unit in averting environmental degradation in the European Union. In her discussion, she pointed out the environmental impacts of extractive industries in the EU, and how these issues were addressed.

In a post-meeting statement, A-FAB, EROPA and other partner organizations pressed for an ASEAN economic integration that ensures environmental sustainability. In particular, it called for the following recommendations:

1. Enhanced regional cooperation for the protection and conservation of the remaining forests and peat lands of the region—the lungs of Southeast Asia, whose preservation is critical for stabilizing the global climate;
2. Implementation tools, such as a common or trans-boundary mechanism to establish, monitor and undertake environmental impact assessments (EIAs) and strategic impact assessments (SEAs), guide by the Precautionary Principle, Right-to-Know and standards of international environmental laws, to protect the environment from extractive and destructive business operations;
3. Harmonized policies phasing out coal, gas and oil to create a level playing field where renewable energies can compete with other energy sources;
4. A policy commitment and action plan to establish a network of marine reserves and an end to overfishing within ASEAN;
5. A clean production framework for industrial production;
6. Regional norms to ensure that public and private sector investments in agriculture and energy do not undermine the food security, climate-resilience, livelihood and welfare of peoples and communities in the region;
7. Policies that would shift the funding support from industrial agriculture to sustainable farming practices; and regional programs promoting agro-ecology and sustainable ecosystems;
8. More progressive and united positioning of ASEAN in the UNFCCC negotiations;
9. Information and knowledge sharing and capacity-building on good adaptation and climate resilience-building policies, practices and programs; and
10. Regional policies aimed at concretizing a low carbon development path for ASEAN and its Members.

Among the participants of the said event are representatives from Ateneo De Manila University, Greenpeace, National University of Singapore, Myanmar University, Myanmar Climate Change Watch, Indonesia Legal Resource Center, International Institute for Sustainable Development, Focus on Global South, Oxfam GROW East Asia, University of the Philippines Los Baños, Southeast Asia Regional Initiatives for Community Empowerment (SEARICE), Development of Human Resources in Rural Asia (AsiaDHRRA), and the National Confederation of Small Farmers and Fishers Organizations (PAKISAMA).

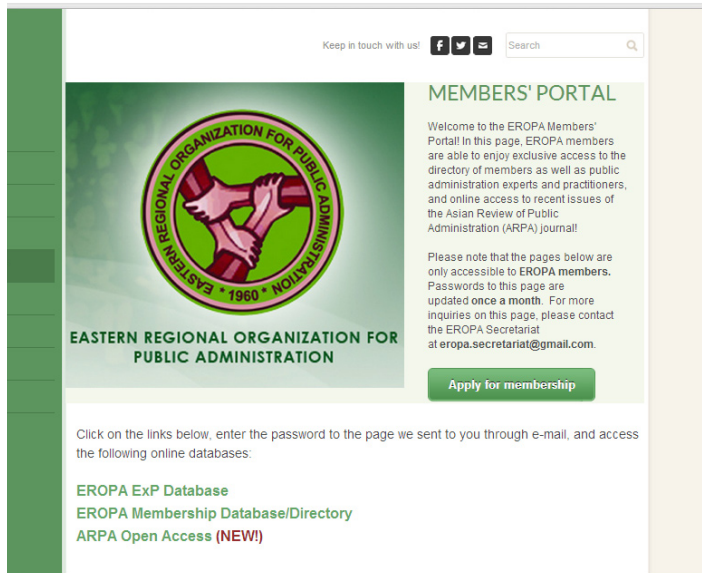
A-FAB is a partnership organization led by Greenpeace Southeast Asia and Oxfam, which aims to strengthen the position of the Association of South East Asian Nations (ASEAN) at the United Nations Framework Convention on Climate Change (UNFCCC), and avert climate change impacts in the region. EROPA is one of the active members of the A-FAB coalition. [EB]



United Nations Public Administration Network

UNPAN is an international network linking national, regional and international organizations and institutions across the globe to promote better public administration. **EROPA is one of the Online Regional Centers of UNPAN.** For news, documents and updates on public administration, visit www.unpan.org.

EROPA Members' Corner now online



Want exclusive online access to our member services?
We now got it covered!

EROPA has launched its online Members' Corner in June 2014. This password-protected page allows EROPA members to access our database of members and experts, as well as read/download copies of the Asian Review of Public Administration online.

It features the EROPA Experts and Practitioners Database, an existing database project of the organization, as well as the EROPA Membership Database/Directory listing all active institutional and individual members of EROPA. Meanwhile, the ARPA Open Access features a collection of recent ARPA issues. It initially has ARPA Volumes 21-24 (2009-2013).

This new page in the EROPA website is exclusive to EROPA members, and is accessed through a password, which is updated once a month for security purposes. For inquiries, comments and/or suggestions on how to access the EROPA Members' Corner, please contact the EROPA Secretariat at eropa.secretariat@gmail.com. [EB]

PUBLIC ADMINISTRATION EVENTS

2014 Annual Conference
Eastern Regional Organization for
Public Administration
Hanoi, Vietnam
19-24 October 2014

The Eastern Regional Organization for Public Administration, together with the National Academy of Public Administration, Vietnam, invites public administration scholars and practitioners to the 2014 EROPA International Conference on **"Public Administration and Governance in the Context of Regional and Global Integration"**.

The conference is expected to discuss the following themes: **A. Disciplinary Issues and Challenges for Public Administration in the Context of Regional and Global Integration; B. Modalities of Governance in the Context of Networked Societies; C. Public Sector Reform and Innovations in Integrated Societies; D. The Future of Public Administration and Governance in a Regional and Global Setting.**

For more information and updates on the Conference, please contact:

The International Cooperation Department
National Academy of Public Administration
77 Nguyen Chi Thanh, Dong Da, Ha Noi,
Vietnam

Tel: +84 4 38359291
Fax: +84 4 38358943
Email: eropa2014@napa.vn
Website: eropa2014.napa.vn/en

The EROPA Secretariat
National College of Public Administration and Governance
University of the Philippines, Diliman,
Quezon City 1101
Metro Manila, Philippines

Telefax: +63 2 929 7789
E-mail: eropa.secretariat@gmail.com
Website: www.eropa.org.ph/2014-eropa-conference.html

2014 WCPA held in Daegu, Korea

Public administration academicians and practitioners from different countries across the globe gathered in the 2014 World Conference for Public Administration (WCPA), which was held at Daegu Exhibition and Convention Center, Korea, from 25 to 27 June 2014. The conference focused on the theme, “Public Administration and Happiness: Policy Management and Politics from the Global Perspectives.”

Dr. Allan Rosenbaum, President of the American Society for Public Administration (ASPA), delivered his keynote address to the conference participants. In his speech on “Public Administration and Happiness: What is the Relationship?”, he elaborated on the importance of strengthening government institutions, which play an important role in assuring sustainable development and national happiness.

Conference participants engaged in different sessions that dealt with a variety of topics, among them are the following: social justice and individual happiness & quality of life; network society and collaboration; social security and risk management; economic creativity and democratization in the international context; political feasibility and public policy; public administrative ethics and philosophy; international corporation for unification of Korea; smart governance and information technology; local administration and local democracy and politics; and comparative and international perspectives for the study of public administration.

The conference was organized by the Korean Association for Public Administration (KAPA). KAPA is a prestigious academic organization of public administration scholars, officials and institutions that works to facilitate and promote academic activities on public administration within and outside Korea. [EB]

Follow EROPA on **Facebook!**

www.facebook.com/EROPA1960



PUBLIC ADMINISTRATION EVENTS

2014 Annual Conference
Asian Group for Public Administration
 Jakarta, Indonesia
 27-29 August 2014

The Asian Group of Public Administration (AGPA) is a regional affiliate of the International Institute of Administrative Science (IIAS), a global organization based in Brussels and established in 1930. AGPA aims to develop a platform for building a network in Asian countries and regions, and promoting the development of theoretical research and practical innovation in public administration in the area. AGPA welcomes not only researchers and academicians but also practitioners from all levels of government and the greater public sector in Asia.

The AGPA would like to cordially invite scholars and practitioners in the field of public administration to participate in the conference and submit papers for presentation. The main theme of AGPA 2014 Conference is **“Enhancing Public Trust and Governance through Innovative Public Administration in Globalized and Regionalized Asian Countries.”** The three sub-themes are: **(1) The Complexity of Structure and Proliferated Actors in Improving Public Trust and Governance: Building Cooperation and Competition;** **(2) The Paradox of Globalization, Regionalization and Decentralization in Search of Accountable, Responsible and Effective Governance;** and **(3) Opportunities, Challenges, Learnings and Innovations in Asian Public Service.**

Please contact the AGPA Executive Office and log in the AGPA website (http://www.iiasagpa.com/en/conferences/2014_cfp.html) for more information.

UN e-government survey results released in June 2014

The 2014 edition of the United Nations E-Government Survey, “E-Government for the Future We Want” was launched in June 2014. The report takes its roots from one of resolutions of the UN General Assembly entitled, “The Future We Want”, which highlights the complexity of problems that institutions face in a globalizing world, and the role of public sector in attaining sustainable development.

The report presents detailed results of the E-Government Survey initiated in January 2014, and discusses relevant aspects of e-government. The publication particularly deals with global trends in e-government, open government data, online systems for delivery of public goods and services, e-participation, holistic and collaborative approach to governance, and new channels for citizen involvement. The publication also highlights the so-called “digital divide”, and how governments are striving for a more inclusive use of e-government systems.

The report recognizes that e-government and innovation can help shape the public sector as agents of sustainable development through the use of information and communications technology to modernize public service delivery, processes, government data and information, and platforms for people empowerment.



The survey implies that new, more collaborative approaches to governance, as well as strong political will, are needed to build the capacities of both the public sector and citizens in managing innovative public service delivery models. It also reiterates that the ICT component of e-government should always be supported by collaboration, openness, transparency, accountability and participation, for it to support initiatives towards sustainable development. [EB]

The 2014 UN E-Government Survey is available online: http://unpan3.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/E-Gov_Complete_Survey-2014.pdf.

E-GOVERNMENT DEVELOPMENT INDEX: TOP 10 COUNTRIES

COUNTRY	INDEX
Republic of Korea	0.9462
Australia	0.9103
Singapore	0.9076
France	0.8938
Netherlands	0.8897
Japan	0.8874
United States of America	0.8748
UK and Northern Ireland	0.8695
New Zealand	0.8644
Finland	0.8449

PUBLIC ADMINISTRATION EVENTS

Mobile Government Evolution Forum 2014:
Practical insights and strategies for successfully making the transition from e-Government to m-Government

Liquid Learning Public Sector Series
Hotel Fort Canning, Singapore
19-20 August 2014 (With separately bookable, full-day workshop on the 21st)

After delivering a wide range of Government events around the Asia-Pacific and Middle-East regions, Liquid Learning is delighted to present the Mobile Government Evolution Forum 2014. This exciting new international event will provide the unique opportunity to network, share ideas and benchmark progress with peers from a wide range of Government agencies and jurisdictions. The forum format will feature a combination of case studies, expert insights and practical discussion sessions which will provide attendees with cutting edge insights and hands-on strategies for evolving their progress with m-Government. An intensive and highly practical workshop featuring one of the region's leading experts will follow to hopefully deliver the skills and tools required to systemically expedite your progress towards mobile Government excellence. Reserve your agency's seats today to be a part of this compelling experience!

Explore:

1. **Aligning your m-Government strategy to agency objectives and goals**
2. **Designing, developing and launching effective mobile applications to enhance Government services**
3. **Creating successful public awareness and adoption of m-Government initiatives**
4. **Leveraging mobile initiatives for Public Sector efficiency and transformation**

For more information about the event, please contact Liquid Learning at +60 3 2164 9920 (Phone); +60 3 2164 9921 (Fax); or visit their website at www.liquidlearning.asia. To request the full program and registration details, please e-mail info@liquidlearning.asia.



GRAB A COPY OF ARPA NOW!

ARPA Volume 24
(Numbers 1 & 2) articles:

“Public Consultation in an Administrative State: Recent Trends in the Governance of Singapore” by David Jones

“Civic Engagement: Connecting Adolescents’ Voice through Social Media and the Implications for Government Policy Making” by Bevaola Kusumasari

Special Symposium on Disaster Management (Guest edited by Professor Masahiro Horie, National Graduate Institute for Policy Studies [GRIPS])

Single copy

Foreign subscribers: USD 16.00

Filipino subscribers: PhP 350.00

Subscription (per year)

Foreign subscribers: USD 30.00

Filipino subscribers: PhP 600.00

To avail a copy or subscribe to the Asian Review of Public Administration journal, please contact the EROPA Secretariat (eropa.secretariat@gmail.com). ARPA can also be accessed online by EROPA members via the EROPA Members’ Corner. Contact the EROPA Secretariat to find out more about this feature.



**WHAT’S THE LATEST? FOLLOW US
ON TWITTER!**

www.twitter.com/EROPA1960

INSTITUTIONAL FEATURE

Towards a stronger e-government in Asia: the EROPA E-Government Research Center



When the EROPA E-Government Research Center was launched in Beijing, China in its first international e-government seminar, leading experts and practitioners in e-government and public administration witnessed how the Center is poised to become not only one of EROPA's partner institutions, but also one of the leading e-government research institutions in Asia and the Pacific.

The 2014 UN E-Government Survey results held much promise for governments in the Asia-Pacific region as they strive to enhance e-government policies and practices for improving the welfare of their citizens. However, many countries in the region are still lagging behind in e-government readiness and participation. Not only do they lack the needed resources and facilities for enhancing e-government facilities, but they also lack the cultural impetus for realizing the potentials of e-government. How will the EROPA E-Government Research Center address this issue?

The Center's main objective is to serve as a think-tank and working platform for the development of the theory and practice of e-government in the Asia-Pacific, particularly in the EROPA region. It also aims to establish a network for research and development in the said field.

The EROPA E-Government Research Center strives to achieve its objectives by conducting comparative research studies on e-government policy and practices in the region. The Center is also set to conduct collaborative projects among EROPA member countries, thereby giving e-government academicians and practitioners an opportunity to learn from one another. Moreover, the Center is expected to carry out technical support initiatives for e-government institutions in the region. The Center focuses on the following research areas:

1. ***E-Governance***
2. ***Civic Participation through Social Networks***
3. ***Online Public Service***
4. ***Development and Application of Big Data***

The EROPA E-Government Research Center is supervised by the Ministry of Human Resources and Social Security of the People's Republic of China, through the Chinese Academy of Personnel Science, and EROPA itself. The Center also formed its Experts Advisory Committee, led by the Center Director, Prof. Jiang Wu. The committee is composed of academicians and practitioners working at the forefront of e-government in Asia.

The Center's main objective is to serve as a think-tank and working platform for the development of the theory and practice of e-government in the Asia-Pacific, particularly in the EROPA region. It also aims to establish a network for research and development in the said field.

With the proliferation of information and communication technology (ICT) and new media approaches, institutions are now looking into e-government as a catalyst to transform public administration into a tool for sustainable development. The newly established Center is a timely answer to one of the most pressing issues on sustainable development: the need for institutions that are effective, transparent, accountable, democratic, and ready to innovate. [EB]

CENTER REPORTS

EROPA Development Management Center Gyeonggi Province, Republic of Korea

The Central Officials Training Institute (COTI) of the Republic of Korea, an inter-agency training institute for public officials, plays a key role in developing the competency and capacity of public officials. COTI seeks to design and implement training programs aimed at fostering highly capable officials who are proactive, creative, and well responsive to the public.

International Cooperation

As in the past, COTI continues to strengthen its cooperative partnerships with other government training institutes around the world. In the first half of 2014, many officials from different countries visited COTI to study COTI's role in Korean national development. COTI also aims to promote development of programs aimed at upgrading the professional skills of civil servants, as well as to share experience and knowledge. At the end of June, 2014, COTI invited a professor from the Chinese Academy of Governance and a senior research fellow from Singapore's Civil Service College for special sessions available to Korean officials who were participants of several programs.

International Programs

The primary purpose of COTI's international programs is to seek reciprocal development strategies with other

countries by sharing Korean experiences in national development and administrative reform. This year marks the 30th anniversary of COTI's international programs.

At present, these programs are provided to an increasing number of countries as more non-Asian countries also call for opening international programs to their government officials.

As of the end of June 2014, about 4,348 foreign government officials from 123 countries have completed the international programs at COTI. In the first half of this year, COTI held four programs: two Executive Development Programs for Malaysian officials, a Public-Sector Training Development Program, and the Human Resources Development Program for Officials of ASEAN Countries. COTI plans to conduct 13 programs in the latter half of 2014.

COTI's English Magazine

Volume No. 24 of COTI Highlights, COTI's annual English magazine, was published in March 2014. In addition, a special brochure highlighting COTI's vision and major programs was published in March 2014. COTI distributed these publications to HRD related organizations and COTI alumni all over the world.

More information on COTI's achievements is available by viewing a PDF file of COTI Highlights at <http://eng.coti.go.kr>.



Liquid Learning Public Sector Series Presents the
Mobile Government Evolution

Forum 2014

19, 20 and 21 August 2014

Hotel Fort Canning, Singapore



CENTER REPORTS

EROPA E- Government Research Center Beijing, People's Republic of China

In the first half of 2014, the EROPA E-government Research Center finished several tasks listed in its Annual Work Plan with the strong support and assistance of the EROPA Secretariat.

1. A survey on E-participation was launched with the help of EROPA Secretariat. The questionnaire prepared by EEGRC was submitted to EROPA Secretariat to be disseminated among EROPA member countries.
2. EEGRC improved its institutional framework and working mechanism. First, EROPA Vice Chairman Prof. Jiang Wu was appointed Director of EEGRC and two division heads of Chinese Academy of Personnel Science were appointed Secretary General and Deputy Secretary General of the Center, respectively. Second, the main research areas which EEGRC is to focus on were set forth, namely e-governance of the government, social network participation, on-line public service, and big data development and application. Third, EEGRC appointed the Steering Committee which provides guidance to the program implementation and academic research conducted by the Center. By now, it has appointed 13 members who are senior experts on e-government from EROPA member countries.
3. The first EEGRC Steering Committee meeting was convened. It mainly discussed the working focuses and pattern of the Center and reached a consensus on the development pattern of the Center.
4. The International Seminar on E-governance in Asia upon the Establishment of EROPA E-government Research Center was held on May 29, 2014 in Beijing. Over 70 experts and scholars from the government bodies, research and consultancy

“EEGRC appointed the Steering Committee which provides guidance to the program implementation and academic research conducted by the Center. By now, it has appointed 13 members who are senior experts on e-government from EROPA member countries.”

institutes, and colleges and universities from eight countries participated in the conference. The one-day conference witnessed the launching of EEGRC,

and had in-depth discussions on “E-governance and Modern Governance in Asia”. Its two sub-themes were “E-governance: A New Approach to Governance” and “Social Media: A New Path for Public Participation”. Vice Minister Mr. Xian He of Human Resources and Social Security of China, EROPA Secretary General Mr. Orlando Mercado and Executive Vice Chairman Mr. Xiaoping Gao of China Public Administration Society presented

at the conference and delivered speeches.

5. Discussions have started for the EEGRC Special Panel during the 2015 EROPA Annual Conference, which will be held in Shanghai next year. It is initially agreed that EEGRC will hold a special panel on “Public Service” during the Annual Conference.

EROPA Local Government Center Tachikawa City, Tokyo, Japan

The EROPA Local Government Center continues to conduct its international training programs under the theme “Local Governance.” This program is designed for overseas local and central government officials mainly from Asia who are engaged in local governance. The program includes lectures given at Local Autonomy College and technical visits to different levels of local governments. The center has been conducting this program for the past 50 years since its establishment and has received 567 participants from 63 countries, of which 271 are from EROPA member states.

This year, the program took place from 3 June until 3 July 2014, with 12 participants from 12 countries.



CENTER REPORTS

Participants took part in a number of informative lectures on the various subjects such as Local Government System, Local Tax and Finance System and Local Public Employee System, which are given by university professors and high-ranking central government officials. Furthermore, participants joined technical visits to different local governments. They

"The center has been conducting [the **Local Governance**] program for the past **50 years** since its establishment and has received **567** participants from **63** countries, of which **271** are from EROPA member states. This year, the program took place from 3 June until 3 July 2014, with **12 participants** from **12 countries**."

also made a courtesy visit to an executive official of Ministry of Internal Affairs and Communications. Participants are expected to submit a perspective report at the end of the program to analyze problems of their local government system and propose policies to address such problems using the knowledge and methods they have learned from the program.

This program has been well received as an informative and fruitful training opportunity which contributes to the further development of local governance in the Asia-Pacific region and promotes valuable international exchanges among lecturers and participants.

In addition, the EROPA Local Government Center continues to offer a half-day program comprised of a lecture and a facility tour for international visitors. This aims to deepen understanding of Japan's local government system and local government personnel training system among the visitors. Last year, the Center received 56 officials from 13 countries, which included EROPA member states, namely Indonesia, Philippines, Thailand and Vietnam.

Through this program, the Center hopes to contribute to the further enhancement of local government system and human resources development of the participating countries.

The EROPA Local Government Center has also been publishing Comparative Studies of Public Administration, a collection of papers written by experts mainly from EROPA member states under the themes pertaining to the problems surrounding local governance. Since 1984, the series is published every two to three years with a focus on public personnel training, regional promotion, civil society, administrative reforms, governance, finance, among others.

The first editorial board meeting for twelfth volume was held in May, and the theme and prospective authors were determined. The volume will be published and distributed to the EROPA member states next year.

The EROPA Local Government Center would like to continue working on this publication project at the same pace and contributing to the further development of local governance in the Asia and Pacific region. [EB]

EROPA MEMBERS' CORNER

Get **FREE** access to:
EROPA Experts & Practitioners
database
Directory of EROPA members
Recent issues of the ARPA journal

Join EROPA now!*

*Applications for membership are subject to the approval of the EROPA Executive Council in its annual meetings. Individual membership costs US\$ 21 per year; group membership costs US\$ 165 per year.

OPINION

The culture of bureaucracy and the need for reforms*



**Prijono
Tjiptoherijanto**

**Professor, Faculty
of Economics,
University of
Indonesia**

The bureaucracy has a structure that breeds its own administrative culture. It institutes personnel purges or reorganization or both, either to cleanse the old system and reorient it to the needs of the new dispensation or to reshape the administrative culture and values in facilitating targeted policy and program objectives.

Consequently, a new political order brings its own political culture to the regime-bureaucracy relationship. As the bureaucracy accommodates and eventually trusts the new regime, an administrative culture supportive of the political leadership ensues.

The biggest hurdle to administrative reforms, however, appears to be the role of politicians in controlling the bureaucracy. Political leaders in a party-run polity are unlikely to appreciate the importance of a politically neutral civil service.

They also may not be adequately restrained from pursuing extraneous goals in and through the bureaucracy. Indulgence by dominant-party politicians has also resulted in widespread political interference in administrative decisions and the politicization of bureaucratic decision-making.

Another factor that contributes to the success of administrative reform is the role of leaders. The implementation of change in public services requires highly persistent and visionary leaders.

Therefore, there has to be quality leadership that will provide guidance and inspiration for the whole community, especially in the bureaucracy as the machine of government.

Leadership is thus a necessary but insufficient condition for institutionalizing public-sector reforms. Leadership is the key element in reforming the office and, in a larger sense, in achieving and engaging a performance-driven civil service within a challenging and globalizing world.

Good governance occurs not only when politicians are honest and accountable, but also when civil servants are efficient and productive. The quality of governance is largely dependent on the quality of people who run it.

A government maintained by responsible and highly competent individuals who are motivated by a strong desire to improve the lives of others, can ensure a government that truly works for the people.

Most problems in government are said to be substantiated by the lack of this basic quality of service. Sadly, the reputation of public officials speaks for itself in almost all of the developing countries in ASEAN.

As for administrative reform, or so-called “governance reform”, administrative reform is directed toward the “trust deficit”. The “trust deficit” can be reduced only by creating a government that is efficient and also just.

In the United States, this paradigm stimulated rethinking about what government was and how it should function. Among the products were two theories of government administration which surfaced under two great presidents. One is the “minimal state” role, a form of administrative strategy used by the Reagan administration, whereas the other involved “reinventing government” during the Clinton Administration. The minimal state theory is similar to the school of thought that has its roots in the work of Friedrich A. Hayek and Milton ▶▶

The culture of bureaucracy...

Friedman and draws intellectual sustenance from the work of William A. Niskanen, Gordon Tullock, Nobel laureate James M. Buchanan and other members of the school of public choice.

During the Reagan administration, minimalism was implemented through various means that sought diminished expectations of government; budgetary restraints and centralized decision making; a leaner and more responsive political establishment; and a focus on a few objectives of overriding natural importance.

Reinventing government, on the other hand, took its inspiration from the experience of practitioners such as David Osborne, a journalist, and a former city manager, Ted Gaebler. Ideas posted by Osborne and Gaebler had the enthusiastic endorsement of president Clinton when in 1993 he requested vice president Al Gore to review the performance of the federal government of the United States of America. The purpose of the review, as the title of the report that was submitted in the same year indicated, was to create a government that was result oriented, worked better and cost less.

The report noted that only 20 percent of the American people trusted the federal government to act correctly most of the time. To reduce this "trust deficit", these reform objectives were adopted by the administration at that time.

In spite of the strategic differences between the two reform movements, there was a common theme, which was the urge to de-bureaucratize government administration. Several innovative public programs that broke free of the constraint of bureaucratic procedures were introduced.

In order to understand the de-bureaucratizing agenda in these two reform movements, comparison between them with regard to four dimensions of public administration namely: purpose, personnel, organization and management procedures, was required.

These dimensions addressed the questions of why, who, what and how public administration ought to be conducted.

At the risk of over-simplification these questions provide a sense of the potential for and content of the de-bureaucratization agenda. The de-bureaucratization movement as an administrative reform is more than a political act.

It is an act of cultural change, reflecting and challenging basic social values.

As James Q. Wilson has commented, "The way in which a bureaucracy operates cannot be explained simply by knowing its tasks and the economic and political incentives that it confronts. Culture makes a difference."

Building trust in government as a way to strengthening the administrative culture is an ongoing process, where complacency is unwelcome.

However, since this process should be taken, the following recommendations should be implemented: A clear definition of the power of different levels of government to enable better coordination and policy cohesiveness between actors in bureaucracy; additional attention to incentive and pay structures within the civil service; and continuing support to the fight against corruption.

In each of these objectives, the role of leadership will be key in building the credibility of new reforms, providing the populace with an overall vision of a future in which government earns and fully merits citizens' confidence, and helping to commit different socioeconomic actors and resources to this long-term goal. [EB]

-

** The article has been previously published in The Jakarta Post (17 January 2014). It is republished here with consent from the author.*

ABOUT EROPA

EROPA Executive Council Officers ***01 January 2014 - 31 December 2015***

Chair: Mr. Morio Sakamoto
President, Local Autonomy College (Japan)

1st Vice-Chair: Dr. Nguyen Dang Thanh
President, National Academy of Public Administration (Vietnam)

2nd Vice-Chair: Dr. Jiang Wu
President, Chinese Academy of Personnel Science (PR China)

3rd Vice-Chair: Mr. Durga Nidhi Sharma
Secretary, Ministry of General Administration (Nepal)

Individual Member Representatives:

Dr. Mark Hayllar (Hong Kong SAR)
Prof. Akio Kamiko (Japan)
Dr. April Dream Teodosio (Philippines)

Group Member Representatives:

Administrative Sciences Department, University of Indonesia (Indonesia)
Council of Local Authorities for International Relations (Japan)
Career Executive Service Board (Philippines)

EROPA Auditor:

Mr. Teguh Kurniawan (Indonesia)

EROPA Secretary-General:

Dr. Orlando S. Mercado



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.

EROPA endeavors to achieve its objectives through regional conferences, seminars, training programs, and publications. Its activities are carried out through the EROPA headquarters in Manila, as well as through its three regional centers, namely the EROPA Development Management Center in Gyeonggi Province, Korea; the EROPA Local Government Center in Tokyo, Japan; the EROPA Training Center in New Delhi, India; and the EROPA E-Government Research Center in Beijing, China.

Activities of EROPA have been held in different parts of the region. Meetings, conferences and seminars have been conducted in Manila, Hong Kong, Tokyo, Bangkok, New Delhi, Seoul, Taipei, Tehran, Jakarta, Kathmandu, Kuala Lumpur, Beijing, Macau, Hanoi, Canberra, Samoa, and Bandar Seri Begawan.

As one of the leading organizations in the Asia-Pacific region, EROPA has been accredited by the United Nations Public Administration Network (UNPAN) as one of the latter's Online Regional Centers (ORCs). As such, the EROPA serves as one of UNPAN's contributors in the Asia-Pacific region in keeping an updated database of public administration developments.