



EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION

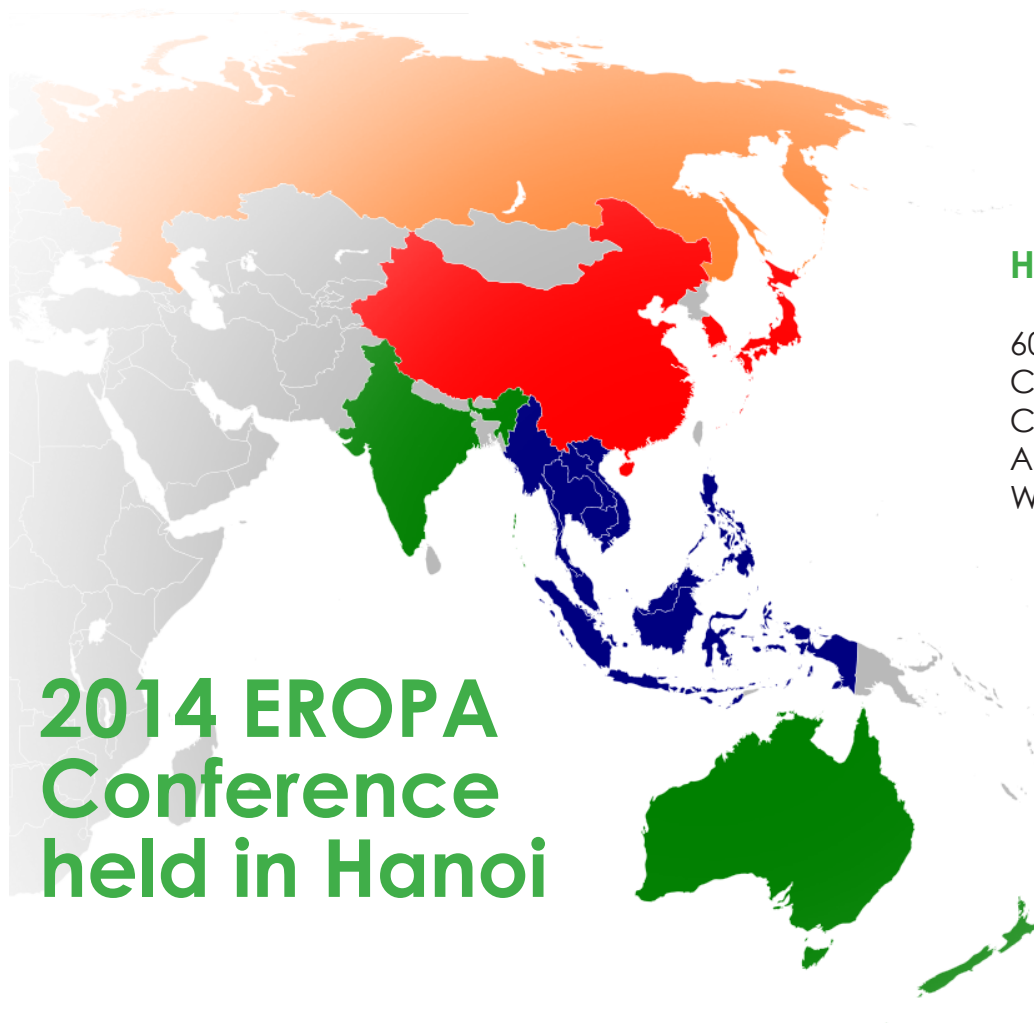
# EROPA BULLETIN

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## REGIONAL & GLOBAL INTEGRATION

What does it mean for Public  
Administration?



### Highlights:

60th EROPA Executive  
Council Meeting,  
Conference Plenary,  
Asian Leadership Forum,  
Workshop Sessions

**2014 EROPA  
Conference  
held in Hanoi**

# EROPA holds 2014 Conference in Vietnam

This year's EROPA conference was held from 19-24 October 2014 at the National Convention Center, Hanoi, Vietnam. The event focused on "Public Administration in the Context of Regional and Global Integration" as its main theme.

More than 300 individuals from different countries, some of which are government officials, diplomats and other foreign dignitaries, participated in the conference. His Excellency Nguyen Tan Dung, the Prime Minister of Vietnam, along with other Vietnamese state officials, graced the occasion. The Prime Minister set the tone of the conference by delivering his keynote address to the participants. Meanwhile, renowned public administration (PA) scholars, practitioners and top-ranking leaders shared their expertise and personal insights in different plenary sessions, such as Reflections on the Conference Theme and the 4th Asian Leadership Forum (ALF).

Following the plenary sessions, a number of conference participants presented their academic papers during the simultaneous workshop sessions. A total of 42 papers were presented in the sessions. They dealt with the following sub-themes: Disciplinary Issues and Challenges of PA, Modalities of Governance in the Context of Networked Societies, Public Sector Reform and Innovations in Integrated Societies and the Future of Public Administration and Governance in a Regional and Global Setting.

On 24 October, participants enjoyed a whole-day excursion in Ha Long Bay, a World Heritage Site. Participants also met with the local leaders of Quang Ninh province.

The conference was hosted by the Socialist Republic of Vietnam. It was organized by the National Academy of Public Administration and the Ministry of Home Affairs.



*His Excellency Nguyen Tan Dung, the Prime Minister of Vietnam, delivers his keynote speech on the implications of regional integration on public administration.*

## 60th EROPA Executive Council meets in Hanoi

State, group and individual member representatives to the EROPA Executive Council gathered at the National Convention Center, Hanoi, Vietnam on 19 October 2014 to discuss pertinent issues concerning the organization. Professor Emeritus Akira Nakamura of Meiji University presided at the said meeting.

Dr. Tran Anh Tuan, leader in-charge of the National Academy of Public Administration (NAPA) and head of the 2014 EROPA Conference Organizing Committee, briefly explained the progress of their preparations for the conference and encouraged feedback from the Executive Council on the said preparations.

Meanwhile, EROPA Secretary General Orlando S. Mercado reported the activities of the organization, among which are the formal launch of the EROPA E-Government Research Center in Beijing, China; online EROPA Members' Corner page; and the e-mail survey for EROPA members as feedback mechanism to help improve the services of the organization to its members.

## 60th EROPA Executive Council... *(From Page 2)*

Heads/representatives of EROPA Centers: Development Management Center, E-Government Research Center and Local Government Center, presented their respective reports to the Executive Council. Among the activities they reported are training programs, publications, research and collaborative activities, among others.

On behalf of the Editor-in-Chief of the Asian Review of Public Administration (ARPA), Dr. Pan Suk Kim, Ms. Eula Mangaoang briefly reported the progress of ARPA and the efforts of the Editorial Board to improve the quality of the journal. On behalf of the EROPA Auditor, Mr. Teguh Kurniawan of the University of Indonesia, Dr. Nakamura summarized the financial position of EROPA and noted the prudent use of resources. Membership applications were also approved by the Executive Council.

Guidelines for the implementation of the Raul P. de Guzman Award were presented to the Executive Council for their review. Professor Roger Wettenhall, one of the luminaries of the organization and former Associate Editor of ARPA, was recognized by the Executive Council as the first recipient of the said award.

Finally, Professor Hu Wei of Shanghai Jiao Tong University presented the major theme and sub-themes of the 2015 EROPA Conference. The proposed theme is "Modernizing the governance capability: government reform in the countries and regions of the emerging markets." The conference is tentatively scheduled on 17-21 October 2015.

The following representatives/officials attended the meeting: Dr. Tran Anh Tuan, leader in-charge of NAPA; Mr. Shuangping Luo, Vice President of the Chinese Academy of Personnel Science (CAPS), People's Republic of China; Mr. Kazuo Miwa, President of Local Autonomy College, Japan; Ambassador Dal Young Maeng, Director-General of the Central Officials Training Institute (COTI), Korea; Mr. Naindra Prasad Upadhyaya, Secretary of the Ministry of General Administration, Nepal; and Ms. Noemi Rabe-Torres, Director III at the



*Members of the EROPA Executive Council discuss administrative issues and other concerns of the organization during its 60th Meeting in Hanoi, Vietnam.*

Civil Service Commission, Philippines. Also present in the meeting were representatives of group members: Ms. Maria Anthonette V. Allones, Executive Director of the Career Executive Service Board, Philippines; and Mr. Masahide Adachi, Director at the Council of Local Authorities for International Relations (CLAIR), Singapore. Dr. April Dream Rico, Professor at the West Visayas State University, represented the individual members.

*Congratulations!*

*Professor Roger Wettenhall*

*Professor Emeritus,  
University of Canberra*

*for being awarded the first  
Raul P. de Guzman Award  
for distinguished contributions to  
EROPA and the field of public  
administration in general.*

*From your EROPA Family*

Experts from the academe as well as those in the frontlines of governance who shared their insights during the 2014 EROPA Conference had this to say: public administration must cope with far-reaching changes brought about by integration and globalization. The question is, how should states and institutions cope with these changes? The experts give us a glimpse of what a number of countries and regional institutions have been doing.

### ***Transparency and government accountability in Japan's numbering system***

Prof. Koichiro Agata of Waseda University, Japan presented the current level of transparency and accountability in the numbering/identification system employed by the Japanese government for its citizens. He cited Western approaches to ensuring public trust and accountability, particularly on e-governance.

He stressed that at the third stage of maturity as laid out in the Public Sector Process Rebuilding Model, it is important for institutions to enhance transparency and accountability. He went on to explain the numbering system in Japan, which involves interworking or synchronization of information of Japanese citizens for the delivery of relevant services in tax welfare, social security and disaster management. He pointed out several models of the numbering system that the Japanese government currently employs and those that will be used in the future.

Based on the Japanese experience, Prof. Agata explained that the numbering systems can influence regional governance in terms of the following factors: 1) degree of accountability of governments; 2) levelling off and attainment of expectations; and 3) ways by which states and researchers in governance can cooperate with one another.

### ***Private sector engagement in Philippine climate change mitigation and adaptation strategies***

Dr. Maria Fe V. Mendoza of the National College of Public Administration and Governance, University of the Philippines, highlighted the role of the private sector as a complement to the public sector's efforts in climate change mitigation and adaptation in the ASEAN region. Dr. Mendoza explained that climate change is a problem of sustainable development and warrants holistic, multilevel, multisectoral and multidisciplinary response. She pointed out that ASEAN is especially vulnerable to climate change impacts, owing to its geographical features as well as persistence of poverty in the region. She presented a number of policies and initiatives by the different states in ASEAN to mitigate and adapt to climate change impacts. These include the Bali Accord 2007, the ASEAN Declaration of 2009, the ASEAN 2020 Vision and implementation

of the ASEAN Agreement on Disaster Management and Emergency Response.

Dr. Mendoza also pointed out the response of the Philippines to the problem, in the form of

the Climate Change Act of 2009. This Act created the Climate Change Commission of the Philippines, the sole policymaking body of the government in addressing climate change. The commission formulated the National Climate Change Action Plan, which focuses on a number of priority areas such as food security, water sufficiency, ecological and environmental sustainability and human security, among others.

Dr. Mendoza asserted that the private sector can collaborate with the government in these key areas. The private sector possess resources and skills that complement that of the public sector. As such, the public sector must be able to effectively involve its "former adversary" by enhancing trust and communication between the two sectors, recognizing the multidimensionality of climate change, as well as putting values of good governance into practice.

*(Continued on the next page)*

## **PUBLIC ADMINISTRATION AMID INTEGRATION: SOME REFLECTIONS**

***Amid globalization and regional integration, countries all over the world are now "sailing in one boat." Public administration experts and practitioners reflect on the implications of integration on the field.***





*Renowned public administration academicians and practitioners share their insights and experiences during the plenary session of the 2014 EROPA Conference: (from L-R) Prof. Koichiro Agata of Waseda University, Japan; Dr. Maria Fe V. Mendoza, Dean of the National College of Public Administration and Governance, University of the Philippines; Dr. Nguyen Ngoc Hien of the National Academy of Public Administration, Vietnam; and Mr. Bach Ngoc Chien, Vice Chairman of the People's Committee of Nam Dinh Province.*

## Public administration amid integration: some reflections *(From Page 4)*

### *Challenges and solutions for Vietnamese public administration*

Dr. Nguyen Ngoc Hien of the National Academy of Public Administration explained that globalization has led to increased integration and economic interdependence. While this brought about benefits, integration also posed disincentives especially against state sovereignty and democracy. It also spawned economic, political and cultural inequalities, by way of concentration of power among selected transnational firms and government elites, as well as inevitable dependence from other countries.

Dr. Nguyen explained that these circumstances justifies the need for global governance. However, he provided that these global institutions are often ascribed to the United Nations (UN), World Bank or the International Criminal Court (ICC). These institutions generally have limited capacities to resolve transboundary concerns. This predicament offers a challenge in the practice of public administration. Nevertheless, Dr. Nguyen explained that the Vietnamese public administration has introduced innovations to manage challenges brought about by globalization. These include strengthening Vietnamese government institutions to attract investments and encourage public participation, enhancing the legislative, executive and judiciary branches of the government and improving the quality of civil service. He explained that by clearly defining the competency criteria of civil servants, improving the work environment, remuneration and providing opportunities for personnel development, civil service can further be developed.

### *Constraints and solutions for performance-based management*

For Mr. Bach Ngoc Chien, the traditional methodology of assessment in the Vietnamese state management agencies is no longer relevant in today's human resource management system. As a public servant, he sensed that archaic operational assessment mechanisms were a problem in Vietnam Television International when he assumed the post of Editor-in-Chief seven years ago. In particular, human resource management was merely two-way, where employees and staff evaluate themselves as well as one another. Because capacity requirements were inexistent, assessment was not objective. Upon assuming the leadership post, Mr. Bach spearheaded the implementation of the four-level assessment system in which employees are also evaluated by office managers and the TV channel head. Such a system fostered a better brand of team spirit and led to an increase in budget allocation for the TV station. Mr. Bach also shared his experiences as Vice Chairman of the People's Committee of Nam Dinh Province, which allowed him to explore the use of e-governance and social media in public management.

Mr. Bach pointed out three lessons from his experience: first, that government institutions should give importance to the staff and personnel; second, that they should be honest and transparent in their dealings with their stakeholders; and finally, that they should be inclusive.

# TAKING CHARGE:

## ASIAN LEADERSHIP FORUM HIGHLIGHTS

*The Asian Leadership Forum is a platform for high-profile government officials to share their experiences and insights on leadership. The 2014 ALF showcases leadership approaches in line with regional integration.*

### LEADERSHIP HONED BY CAREER EXPERIENCE

Takao Abe, former Mayor, Kawasaki prefecture, Japan



The five (5) milestones of Mr. Takao Abe's life offer valuable insights and learnings on leadership. The five (5) milestones are as follows: (1) 1943 to 1967: Birth to the University; (2) 1967 to 1992: Career as a

Public Official; (3) 1992 to 2001: Career as University Professor; (4) 2001 to 2013: Career as Mayor of Kawasaki and; (5) 2013 to Present: Career as Member of the Government's Specific Personal Information Protection Commission.

According to Mr. Abe, his educational background and experience as a law and politics student at the University of Tokyo provided the theoretical foundation and fostered his interest on local autonomy. However, his work at the Ministry of Home Affairs at the Saitama Prefectural Government further enhanced his learnings from the university. As part of the Local Affairs Division of the Department of General Affairs, Mr. Abe learned that communication is critical to improve performance in collaborative work, and that a leader should learn how to facilitate and develop unity within his organization.

Mr. Takao Abe also emphasized the value of the budget in exercising leadership. In his experience as Director of the Financial Affairs Division of the Department of General Affairs in Ibaraki Prefectural

Government, he explained that the budget sets the direction and extent of objectives which may only be realized. Within this context, the budget creates an opportunity to exercise leadership discretion in terms of selecting the most appropriate policies and objectives to prioritize. However, Mr. Takao Abe emphasized that leadership decision-making likewise requires learned insight and foresight which can be drawn from previous experiences or history.

In his third life milestone, Mr. Takao Abe had the opportunity to teach leadership theory, political and managerial leadership, how leaders should communicate and how to motivate followers at the university. His experience as a faculty enabled him to teach the theoretical and applied aspects of leadership which have been directly drawn from his 25 years of experience as a government official.

Mr. Takao Abe's fourth milestone is his career as a Mayor of Kawasaki for three terms. In his 12 years of service, he shared the importance of leadership in effectively performing his duty as mayor. This include the need for leadership in setting the direction for the locality which would require insight, foresight, conceptual powers and planning aptitude; the need to systematically lead subordinates which calls for persuasiveness, personality and credibility; analytical capacity to be able to see the "big picture" and clarify the problem; patience to train people especially those with limited capacity to contribute to the organization and; capacity to exercise good judgment, decisiveness and consistency. *(Continued on the next page)*

# Asian Leadership Forum highlights...

(From Page 6)

In his retirement as Mayor of Kawasaki in 2013, Mr. Takao Abe was able to introduce several administrative and financial reforms. Moreover, he was able to provide citizen-oriented community developments and strengthen the assets of the city. These innovations are drawn from his leadership competence and skills honed by his rich experiences as a public official and faculty.

Presently a member of the government's Specific Personal Information Protection Commission, Mr. Takao Abe is able to continuously apply and enrich his leadership experiences and learnings to the advantage of his institution.

## THE CANADIAN EXPERIENCE

Maria David-Evans, former President, Institute of Public Administration Canada

For Ms. Maria David-Evans, integration of social, economic and environmental concerns on a regional (or global) scale is not a standalone. She stressed that the success of any economy or country in this century is primarily a function of a trusted, competent, professional and non-partisan public sector. This positively characterized public sector shall ensure that the will of the government is carried out and the services needed by the people are provided. She also highlighted that any attempt to integrate and improve the economy should have a competent and professional public sector as prerequisite.



But how do we achieve such kind of public sector? Ms. David-Evans listed five critical factors. The first is “gaining public trust as stewards of the public good” and ways to do this include competence and merit-

based appointments, fair administration of government programs, and ensuring integrity and accountability of public sector officials.

The second critical factor is “serving political leaders with courageous advice and loyal implementation” which comes in various forms such as what Ms. David-Evans termed as “truth to power” (or providing not what the politicians want to hear but respectfully feeding to them what is and what should be) and providing good scientific evidences that rationalize options and decisions.

“Building public institutions and organizations free of corruption” came third on Ms. David-Evans list and this, according to her, starts with the provision of decent living wages for public servants for them to be satisfied and not engage in other dirty sources of “income.” Other approaches that support this factor include the adoption of fair HR systems that encourage equal chances of skills development, and the provision of “tools” and technology that enable the public sector to perform a good job.

Fourth on Ms. David-Evans’ list of critical factors is the importance of “working together, both horizontally and across borders” where effective capacity building across government departments and with other players (NGOs, businesses, provinces, states and other countries) is necessary. Thus, various forms or degrees of working together were briefly discussed to include cooperation, coordination, collaboration and integration.

Finally, it is important to “lead and develop a competent public sector teams” to realize the preceding critical factors. This is where leadership comes in together with its two pockets—leader’s characteristics and leader’s competencies. The first pocket is about the values, virtues and traits of a leader. The other pocket is about people skills, organizational skills, business knowledge and strategic thinking. The speaker especially mentioned the need to have excellent risk assessment skills and outstanding crisis management and, in the case of Canada, these were important factors that spared the country from the 2008 world financial crisis.

(Continued on the next page)



## Asian Leadership Forum highlights... *(From Page 7)*

### VIETNAM LOCAL GOVERNMENT EXPERIENCE

Trinh Van Chien, Chairman, People's Committee of Thanh Hoa Province, Vietnam

Dr. Trinh Van Chien shared the experience of Thanh Hoa Province, Viet Nam in managing the results of the Public Administration Performance Index (PAPI).

Introduced since 2011, the PAPI is a tool employed nationwide to be able to determine the leadership and public service quality among local governments in Viet Nam. It employs the following criteria namely:

1) participation of the local people, 2) transparency, 3) accountability, 4) curbing corruption in the public sector, 5) public administrative procedures and 6) public service. The initiatives of the Chairman and leaders of the Thanh Hoa People's Committee paved the way for improvements in the locality. They were favorable to the Thanh Hoa Province not only in the 2013 PAPI ranking but also in other indices such as the Provincial Economic Integration Index (PEII) and Provincial Competitiveness Index (PCI) of which Thanh Hoa Province belonged to the Top 10 lists. Indeed, ranking 9th in 2013 from 18th in 2012 is a notable testimony to the effective innovations introduced in the Thanh Hoa Province.

Dr. Trinh shared that there were six (6) management innovations introduced by the Chairman and leaders of the Thanh Hoa People's Committee. First, the People's Committee of Thanh Hoa improved public communication and local awareness especially on local policies implemented. This facilitated active involvement not only on how to address local concerns but participation in local elections especially among the minorities.



Second, various strategies have been employed to enhance transparency and to accelerate the response-time on service delivery. Moreover, clearly defined, transparent and strict adherence to the recruitment process was enforced and information on the poverty classification process as well as lists of poor households were made accessible to the public.

Third, the People's Committee of Thanh Hoa Province regularly reviews and consolidates the operational effectiveness of the people's inspection board and board community investment. Feedback and disclosure of regular meetings between the people of heads of agencies and departments are publicly disclosed. These create a mechanism for public participation especially in exercising their right to have an accountable local government.

Fourth, anti-corruption strategies were employed to promote transparency and accountability among civil servants. These include strict enforcement of anti-corruption laws and regulations, disclosure of income and assets of civil servants, investments, budgeting and public policies and development of a code of ethics and conduct for civil servants.

Fifth, reforms in the administrative procedures were initiated to improve the business and investment environment. Information on the 1,811 public administrative procedures was made available in the websites, one-stop shops and local governments. Moreover, a supervisory system was developed to regularly monitor the performance of government agencies. Finally, the resources of the Thanh Hoa Province have been invested on infrastructure development to improve service delivery on education and healthcare.

Dr. Trinh believes that the Thanh Hoa Province, with its strategies to uphold a transparent and effective public sector, will be able not only to top the PAPI rankings but likewise exceed the national average per capita income by 2020.



# PUBLIC ADMINISTRATION IN THE CONTEXT OF REGIONAL AND GLOBAL INTEGRATION

## SEMINAR HIGHLIGHTS

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



Malu Barcillano  
Ateneo de Naga University  
Philippines

Dr. Malu Barcillano's study is part of the joint effort between the Philippine Society for Public Administration (PSPA) and the United Nations Development Programme (UNDP) to conduct

a regular assessment of selected local governments in the Philippines in terms of Human Rights-based approach to good governance and citizen participation. The study employed mixed methods, consisting of key interviews with local government officials and focused group discussions (FGDs) by local/sectoral and institutional representatives. The study gauged the performance of select four municipalities and one city in Camarines Sur against an indicative checklist of governance indicators: transparency; participation; accountability; leadership; rule of law; continuity, predictability and sustainability of programs; prioritization or preference for the poor; effectiveness and responsiveness.

Results of Dr. Barcillano's study showed that municipalities and the city government of Naga performed well in implementing mechanisms and policies that uphold principles of democratic, proactive governance. However there remain issues such as the lack of concrete management information systems and communication plans for disclosure of policies and projects of the local government; interplay of politics in governance; need for more proactive, responsive and client-friendly service delivery initiatives; and consideration of specific needs of communities.

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

Robert Mark Gilbert Dalhousie  
University  
Canada



Despite stark differences in geographical location, socio-demographics and governance systems, Canada and Indonesia share common and complementary

problems in governance in the four different sectors: infrastructure, education, water and licenses and permits issuance. In a joint research by Dalhousie University, Canada and the Institut Pemerintahan Dalam Negeri (IPDN), Indonesia, a comparative framework for analyzing the problems of and opportunities for public service was developed to improve service delivery in the aforementioned areas for both countries. This was done with the use of a qualitative, ordinal scale, measuring public service delivery competencies for both countries. What makes this framework useful is that strengths identified in certain areas for one country can be used to recommend improvements for another country. Dr. Robert Mark Gilbert, a professor of Dalhousie University, demonstrated the potential of this comparative assessment framework by presenting key research findings on public service delivery in terms of infrastructure and water resources in Canada and Indonesia. In Indonesia, where problems emerging from demands of economic growth warrant improvements in infrastructure, accessibility and delivery, among the identified recommendations were: heightened involvement of communities; use of alternative funding sources as well as innovative approaches to service delivery; and sustainable planning and harmonization of priorities. Meanwhile, in Canada, where local governments receive the highest share of public sector spending on infrastructure, similar recommendations

were made to improve public service delivery. Apart from that, the Canadian government must continue to implement cost-recovery initiatives, e.g. by charging user fees. In terms of water resource management, Indonesia greatly lacks particularly in ensuring equitable access to water resources. Among the recommendations were: improvement of technical standards, water service profile, implementation of regulations, water distribution and tapping alternative sources of funding. In Canada, water distribution is provided by local governments, which are faced with the problem of scarcity of water resources; as such, they should be given utmost financial support to sustain their public service delivery functions. Apart from that, they should promote water conservation in light of the said scarcity.

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

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

Le Chi Mai  
National Academy of Public  
Administration  
Vietnam



Assoc.Prof.Dr. Le Chi Mai's study focused on the intricacies of public finance in Vietnam, and how inefficiencies in public expenditure allocation and management by the state weaken the potentials for economic growth. She pointed out that despite the successes of Vietnam in augmenting investments on basic services such as electrification, education and poverty alleviation in general, these investments were highly inefficient, as noted by the increase in incremental capital-output ratios (ICORs) of Vietnam over the recent years. As a result, the state accumulated public debt and budget deficits amounting to about 5.3 percent of the country's GDP. Public spending in

Vietnam contributed to the productivity of the economic infrastructure from 2001-2007. However, problems such as overcrowding of private sector investments, inefficient allocation of resources, overdependence on capital and labor as sources of growth, and the poor performance of state-owned enterprises (SOEs) relative to other firms and lack of regulatory mechanisms, among others, resulted to a slower GDP growth rate in the period 2008-2010.

Assoc. Prof. Dr. Le stressed the need for transparency in management and use of public expenditures; this could be achieved by setting in place monitoring and regulatory bodies that would ensure efficiency in public expenditure allocation and equity of SOEs with the private sector. Furthermore, she suggested that public expenditure management in Vietnam be reformed in line with international or modern standards of practice. This, according to Assoc. Prof. Dr. Le, remains a great challenge for the government of Vietnam.

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

Chatpong Watanajiraj National  
Institute of Development  
Administration  
Thailand



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

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

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

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

The study showed that the tax structure in place was designed to favor high income groups in tax benefit distribution. Moreover, businesses driven by lower tax liabilities are tapped as policy implementers of a policy objective which aspires for expansion of benefits. Mr. Watanajiraj concluded that tax policies must be cautiously crafted in order to secure the attainability of its policy goals and objectives.

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

Doan Van Dzung  
National Academy of Public Administration  
Vietnam

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

competitive to Vietnam's Southeast Asian counterparts.

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

**“...governance capacity requires institutional development and labor productivity-requisites by which the praxis of public administration stands to resolve.”**

According to Mr. Doan, governance capacity requires institutional development and labor productivity-requisites by which the praxis of public administration stands to resolve. In Vietnam, Mr. Doan revealed that the leading causes of Viet Nam's poor performance in world rankings are the deficient quality of legal documents issued regardless of its quantity, difficulties in service delivery especially on human resources and administrative procedures. To resolve this, Mr. Doan explained the importance of recognizing the interrelationship value of the state, society and market.

He further recommended the need to shift the role of the government to a more proactive initiator of economic development, enabler of citizens' rights and provider of social security. The government should likewise learn to change the mechanisms for preparing legal documents, strengthen public participation and implement mechanisms for checks and balances.

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

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

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



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

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

As discussed by Dr. Nguyen, the objectives and goals of the PAR were designed in accordance to what is defined as good governance. This included institutional reforms especially in Vietnamese civil service management. Reforms in civil service management included the institutionalization of a decentralized career-based system and implementation of the Law on Cadres and Civil Servants which strengthened the position-based system. Dr. Nguyen maintained that reforms introduced in civil service management are not without its challenges. These include Vietnam's poor standing in governance indicators, the need to attract competitive and competent civil servants, maximizing the competence of civil service and institutionalizing accountability mechanisms for the civil servants.

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

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

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



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

Correspondingly, they embarked on a study to assess competitive examinations for the recruitment, selection and placement of managerial public officials in Danang City. Using a structural equation modelling, a 5 point Likert scale questionnaire was used in field surveys to determine a difference in perceptions towards the fairness of the competitive exams among them. They compared SEM coefficients and they drew recommendations for policymakers and managers in order for them to improve the recruitment vis-à-vis selection and placement of managers on pre-identified vacancies in Danang City.

Specifically, they confirmed that the upgrade or improvement of the human resource and personnel development is a top priority of the Vietnamese government. The Master Plan for the 2011-2020 general public administration reform initiative highlights that the

selection, recruitment and placement of managers in public positions (including those situated in cities, ministries or provincial departments) have to be fundamentally comparable to other public sector reform programs elsewhere that emphasize the primacy of meritocracy.

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

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



The onset of decentralization in 2001 was a major event for Indonesian public administration since many government functions including the operations and financing of state activities have been significantly devolved to the lower levels. It has also contributed to the surge of localism and primordialism. Correspondingly and with the onset of globalization (including the influx of both goods and ideas from abroad), Indonesia's current public sector reform agenda is very wanting in managing pressure points of localism and globalization.

The menace of corruption, poor outputs and results from government, initiatives and the wide gap between local and national government in terms of civil service administration points to the haphazard Indonesian bureaucratic reform agenda. Before Indonesia realizes its goals of becoming a world-class government, it needs to first mitigate the disconnect or conflict between central and local governments.

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

Danilo Reyes  
National College of Public  
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Philippines



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

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

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

Ilham Nurhidayat  
Universitas Gadjah Mada  
Indonesia



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

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

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

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



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

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

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

by the community and the people themselves. Such approach shall give opportunities for people to participate in governmental processes and interact with government authorities and officials.

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

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

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

Reiko Arami  
Graduate School of Law,  
Nagoya University  
Japan



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

Ms. Arami conducted a web-based survey of 10,466 respondents (with 75.9% response) rate to be able to gather data from the survivors. Utilizing some statistical tools to analyze the data and check the relationship between the survivors' disaster experiences and their trust to their local government, Ms. Reiko found out that trust is affected in one level, but not in another. According to the research, the crisis has negatively impacted on people's trust on the municipal level of government (smaller



unit), but not at the prefecture level (bigger unit). The presentation also pointed out that municipal governments are more vulnerable to survivors' judgment than the prefectures. She also noted that in the case of prefectures, changes in the trust vary from one to another.

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

Eduardo Bagtang  
Kalinga-Apayao State College  
Philippines

How forest management is undertaken by the Indigenous Peoples of the Cordillera region was the focus of a research conducted by Dr. Eduardo Bagtang and his colleagues. As presented in the panel, the research looked at four ways of forest management approaches.

First is that forest management as a system that takes different names in the six provinces of the Cordillera. The system is a mix of regulation, prohibition, conservation, and protection as strategies in forest conservation as this is a source of their food and livelihood, it houses watersheds, and serves as a home to their livestock and other forms of biodiversity. Secondly, forest conservation through community participation is guided by the principles of unity and cooperation, responsibility, and inter-village or inter-community approach. The approach is primarily communal in nature which is based on values formation (of children), selective utilization of resources, permission from elders, prohibition and restriction, and adoption of penalties against violators.

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



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

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

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

Heungsuk Choi  
Korea University  
Korea



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

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

What happened between the latter part of 2003 when siting was conflict-driven and in 2005 when the same process became competitive? This was what Prof. Choi's paper sought to answer. His findings indicate that there is increase in the decentralization and polycentricity in the

siting decision-making process that took place between the aforementioned years. Such increase in decentralization and polycentricity meant that there were more actors and decision makers in the process. It also meant the waning of the popularity of monocentric structure (popular from 1990 to 2000) and the DAD approach (decide, announce and defend) in which decision making is made by a single authority (national) and decision is imposed on the selected local territory. The 2005 experience showed the highest degree of decentralization and polycentricity because the local council and the citizens have been involved in the decision making process, and local knowledge and information have been considered.

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

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



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

One of the most pressing problems in the ASEAN Region is the prevalence of transboundary haze pollution, which once reached its peak during the period 1997-1998. Recognizing the gravity of the problem, the ASEAN formulated and implemented notable policies such as the Regional Haze Action Plan (RHAP) in 1997 and the ASEAN Agreement on Transboundary Haze Pollution (ATHP) in 2003. But was the RHAP really effective in addressing the problem? Dr. Ebinezer Florano's presentation analyzed the effectiveness of the said plan in helping reduce forest fires and transboundary

haze pollution in ASEAN. He mentioned a number of factors that impinge on regional efforts in solving the problem. In terms of regional governance, some of these are the lack of political commitment and workforce, aggravated by geographical constraints. In addition, the ASEAN Way of non-intervention and consensus building, partly contributes to the lack of compliance to RHAP.

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

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



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

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

of investments in the natural gas sector from 2000-2010. This was done through qualitative case comparison in terms of institutional conditions, regulatory governance, as well as policies on regulations, energy and energy tax.

Findings of Dr. Ibarzabal's research showed that the natural gas sector investment models in these two countries reflect solid regulatory governance in both countries as well as deregulation of investment policies in practice. That Australia and Sweden possess plenty of resources for developing the natural gas infrastructure is one of the plausible reasons why these countries have become magnets for large investments on natural gas. This was also induced by the adoption of joint ownership arrangements for gas transmission networks in the two countries, as well as private investments in the said infrastructure. However, changes in the natural gas infrastructures were facilitated or hindered by political and governance conditions in these two countries in different ways: in Australia, elections and changes in leadership greatly affected the way by which energy and energy tax policies and regulations were implemented. In contrast, there was relatively less investment on the natural gas sector in Sweden in that no political struggle transformed the energy regime in the region. Moreover, Dr. Ibarzabal pointed out that strengthening judicial independence better influences investment flows in the sector than the establishment of independent regulatory agencies. Dr. Ibarzabal's comparative analysis highlights the interplay of public and private investments in energy; his model for comparison can be used to analyze similar investment models in other countries and sectors.

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

Hyun Joon Kim, Korea University  
Korea

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

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

**“...apart from perception and experience, competition among welfare services likewise plays a crucial role in determining a citizen's willingness to pay for particular welfare services.”**

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

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



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

Jonel Lañada, West Visayas State University  
Philippines

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

Mr. Lañada stated that majority of the tourists who visited Nueva Valencia in the Island of Guimaras

**“...the local government should learn to balance the economic incentives and environmental sustainability...”**

were local tourists from the Visayas region. He further revealed that while most of the tourists recognized the health and physical risks entailed in travelling to the island, threats related to terrorism was not a concern. Moreover, the results

of the study showed the correlation between the place of origin of tourists and perceived risks. For example, tourists who hail from the Visayas region tend to overlook climate risks compared to tourists who are not from the Visayas area. On the other hand, Mr. Lañada explained that there was no significant relationship found between perceived travel risks and recreational preferences as well as travel risks and travel style of tourists.

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

***“Glocal” Response to the Climate Change and Its Economic Impacts***

Kazuyuki Sasaki, Meiji University  
Japan

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

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

***Typhoon Ondoy Victims’ Perception of Disaster Risk Reduction Management (DRRM) Program Implementation in the Third District of Pangasinan***

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

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

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

After a scrupulous review and study of their findings, the authors came up with the following

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

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

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

Pratiwi and Shafiera Amalia  
National Institute of Public  
Administration  
Indonesia



The authors define e-government as using ICT as a tool to better serve the public. Pratiwi and Amalia identify challenges, key successful factors and phases in e-government practice as indicated by Siau and Long (2005) which include, namely: web presence, interaction, transaction, transformation and e-democracy. They underscore that in order to build successful e-government(s), resource mobilization, ICT infrastructure, training and sensitization, and socio political factors must be present. Nonetheless, they are clearly aware of the challenges confronting Indonesian bureaucracy today, from the lack of human resource training facilities to the inefficiency of the number and duration of in-service training(s) and even the lack of cooperation between and among the training and personnel sections of government institutions.

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

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

Yamato Ogawa  
Local Autonomy College  
Japan

Most administrative functions, duties and responsibilities have already been transferred from national to local governments, as part and parcel of decentralization efforts in Japan—while at the same time the total staff complement of the local governments has consistently contracted ever since. Measures to update skills and capacities of local government employees have always been a contentious issue in Japan, despite the fact that much are expected of them in the way of public service delivery.



Accordingly, Ogawa first examines the administrative environmental changes taking place in the local public service. Afterwards, he conducted a research on existing management and operations of existing in-service training facilities at specific local governments, while at the same time, identify common challenges from the study.

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

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



Jeffrey R. Ballaret  
West Visayas State University  
Philippines

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

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

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

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

their participation is also shaped by their perception on the relevance of civic and political activities.

Given these findings, the presenter encouraged more participation of youth leaders and recommended government intervention in terms of more avenues for participation and capacity building of the youth.

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

Dr. Andy Al Fatih  
Sriwijaya University, Indonesia



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

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

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Check out the United Nations Public Administration Network (UNPAN) at **www.unpan.org** for public administration updates and developments in the Asia-Pacific region.



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



Etin Indrayani  
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Negeri  
Indonesia

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

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

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

Dyah Hapsari and Andy Al Fatih  
Sriwijaya University  
Indonesia

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

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

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

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

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

Mocamad Macasayon  
Cotabato City State Polytechnic  
College  
Philippines



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

The results of the study indicated the satisfaction of citizens in the services offered by the Provincial Mobile Hospital. According to Dr. Macasayon, the careful application of the management processes in the Provincial Mobile Hospital was critical in the success of its service delivery. This included establishing proper linkages and networking as well as involvement of the local government, civil society and Non-Government Organizations (NGOs).

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

**THE ASIAN REVIEW OF  
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***E-Course for Local Government Units: A Glimpse of the  
Future of Capacity Building in the Public Sector***



Juvy Lizette Gervacio  
University of the Philippines  
Open University  
Philippines

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

In her presentation, Prof. Juvy Lizette Gervacio of UPOU showcased the learning and teaching methods involved in the E-Course on Solid Waste Management. Since its inception, the e-course was able to train six batches consisting of 56 participants, and featured 21

solid waste management plans as student outputs. Prof. Gervacio noted that based on participant feedback, trainees were able to gain knowledge and better mentoring ability from the course, as well as better competencies for accessing online learning materials. They also reported to have gained better report writing and presentation skills from the said course. While Prof. Gervacio recognized the problem of dropouts and existence of a digital divide especially in rural communities and village councils, efforts to address this gap are underway; included in this are plans to develop open-source learning materials that are freely available and customizable, depending on the context of a particular level of government. She asserted that open education program for local governments is an ongoing, incremental effort to streamline capacity building for public administration practitioners at the regional level.

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

Chanathip Wangworang  
National Institute of  
Development Administration  
Thailand



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

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

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



Slamet Widodo  
Sriwijaya University, Indonesia

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

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

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Taking into consideration these opportunities, Mr. Widodo made some recommendations to enhance or restore public sector integrity and trust. On the management side, business- and citizen-friendly approaches to licensing should be adopted. In terms of human resource management, employee recruitment should be as objective as possible, and compensation or incentives should be performance- and merit-based. Meanwhile, Mr. Widodo also stressed the importance of applying principles of good governance in coping with emerging demands for regional integration.

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



Cesar Luna, University of the Philippines Open University Philippines

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

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

regional integration process.

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

Paulito C. Nisperos

Don Mariano Marcos Memorial State University  
Philippines

Spearheaded by the Don Mariano Marcos Memorial State University (DMMSU) and funded by



the Philippine Center for Health Research and Development (PCHRD), the study examines the status of the devolution framework in the health service delivery in the Ilocos Region, Philippines. According to Dr. Paulito C. Nisperos, devolution in the Philippines was driven by the impetus to improve service delivery. The passage

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

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

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



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

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

Tomi Setiawan  
Padjajaran University  
Indonesia

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

Social capital is a set of informal norms and values shared within a social group to facilitate cooperation. According to Mr. Tomi Setiawan, the concept has been used to examine the development of rural communities and its potential. Within the context of Lakbon Sub-District, social capital is drawn from the management and protection of the irrigation system in the area. With farming as the primary source of livelihood in Lakbon Sub-District, irrigation remains a critical resource for survival.

The findings of the study showed that each village in Lakbon Sub-District have varying social capitals which is utilized for purposes of protecting and managing their irrigation system. However, Mr. Tomi Setiawan qualified that these social capitals have not been maximized to

serve its purpose. Moreover, the reliance over the 8-man group whose main responsibility is to clean irrigation canals (P3 Mitra Cai) restricted the involvement and active participation of residents in the management and protection of the irrigation system.

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

Nguyen Viet Hung  
National Academy of Public  
Administration  
Vietnam



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

The study of Dr. Nguyen showed that while Viet Nam continues to pursue economic advancement, the vulnerability of the country against climatic hazards such as tropical cyclones, storms and floods increases. He further explained that the impact of Vietnam's quest for industrial development entail higher energy and natural resources consumption. This, in effect, led to greater greenhouse gases (GHG) emissions and industrial wastes which prove detrimental to the environment.

Recognizing the threats spawned by Vietnam's industrial development, Dr. Nguyen stated that environmental industrial zones have been introduced to alleviate these industrial risks. However, he proposed a need to implement an industrial policy package which will not only compel industries to take part in the environmental risk management initiatives of the government but likewise forge a link between the government and industries at the national, regional and local level.

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

Agustin Guinid  
University of Northern  
Philippines  
Philippines



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

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

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

Based from the findings of the study, complementary programs between the DSWD and local governments prove necessary to supplant the economic incentives expected from the 4Ps program. Moreover, city and municipal links and relevant social workers of the program should identify the terms and conditions frequently violated by household beneficiaries as well as engage them in self-sufficient income generating projects. Mr. Guinid concluded that positive reinforcement should be devised to encourage higher propensity of compliance.

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

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



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

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

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

Towards the effective transfer of administrative reform, Mr. Krishna reminded that there are three important dimensions to look at: stakeholder interactions, the requisite reorientations of administrative reform, and issues of implementation. The first involves different actors to include bureaucrats and politicians and their vision for reform, as well as the civil society. The second dimension focuses on four realms which are market-based globalization, decentralization, public entrepreneurship and socio-economic development. Finally, the presentation noted that implementation of administrative reform is a challenge.

Despite this, it is necessary to enhance administrative capacity through reforms for governments to keep up with the requirements of globalization and the challenges and opportunities it brings.

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



Kyoko Ohta  
University of Tokyo  
Japan

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

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

The presenter explored the possibility of niche innovation in which the primary role of the central government is to provide funding by way of grants or subsidies. In this regard, the presenter looked at how a project proposal grant may be approved for projects under the area of social care policy. This may include the construction of a facility similar to the “Wellfare Mall” that caters to the needs of the elderly, and at the same time a venue for renewable energy generation system, food source (local restaurant) and employment avenue for the differently-abled.

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

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

Nguyen Ngoc Hieu  
National Academy of Public  
Administration  
Vietnam



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

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

Dr. Nguyen acknowledged that there are currently available governance assessment tools or methods such as the PAPI and PCI which are undertaken by people outside of the government. Nonetheless, his research as presented aims to provide an alternative assessment methodology that is particularly practical and suitable to medium-sized cities in Vietnam.

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



and National Development Index.

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

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

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



Crescencio Velasco  
Open University, University of  
Northern Philippines  
Philippines

How partnership and collaboration between and among different governance actors to conserve biodiversity was the focus of Mr. Crescencio Velasco's presentation. He discussed how the USAID-assisted program (2006-2014) provided intervention to ensure the protection and conservation of Philippine biodiversity.

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

Apart from training, institutional structures such as multi-sectoral task forces have been set up to monitor environmental compliance, cause the apprehension and adjudication of violators, and regulate activities such

as fishing. Green courts have also been established as mechanism to hear environmental cases more efficiently. The participation of the organized members of the community also helped in the achievement of the task forces' objectives by way of vigilance and active monitoring.

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

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

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

Byeong-soo Yoon  
Central Officials Training  
Institute  
Korea



The author describes the Korean Civil Service as a centralized but merit-based system that has a closed career in conjunction with a centralized but rank-in-person system. However, he acknowledges that it is incapable of success in a rapidly changing environment.

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



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

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

Dang Khac Anh  
National Academy of Public Administration  
Vietnam

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

He narrates that in the renovation process (doi moi) in Vietnam, the private sector (participation) has been encouraged and expanded. Since the decline of state budgets for public investment vis-à-vis increasing developmental requirements brought in part by the global economic crisis, the Official Development Assistance (ODA) for Vietnam becomes more limited. Thus, the participation of the private sector in building infrastructure together with the delivery of basic goods and services guarantees investment for development.

**“...the participation of the private sector in building infrastructure together with the delivery of basic goods and services guarantees investment for development.”**

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

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

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



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

GIS technology is a highly potent tool in ensuring LGUs for regional integration. Its adoption in local revenue administration enables local finance executives to improve systems and processes that could significantly raise the quality of public service delivery in the Philippines.

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

Andries Lionardo  
Sriwijaya University  
Indonesia

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

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

April Dream Rico  
West Visayas State University  
Philippines



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

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

Social service delivery is one area where Laua-an do things well. The local government has addressed the problem of inaccessible health care through the construction of a building now known as the Laua-an Municipal Hospital which also hosts a lying-in and birthing

facility equipped with full time personnel. Education has also been a priority of the local government to address the issue of literacy. The local government's running of 47 day care centers (schools) and 12 elementary schools is a proof of this effort. The local government also constructed housing units that benefitted 36 households in partnership with the Department of Social Welfare and Development (DSWD) and the beneficiaries themselves who offered labor as their contribution to the project.

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

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

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

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

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



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

According to Prof. Cabo, conventional forms of political participation such as voting and running for public office are less apparent in youth civic engagements. She maintained that the youth's expressions of political participation correspond to personal needs, youthful lifestyle and individuality.

The involvement of the Filipino youth in the democracy project showed an interest to participate in political affairs. While participation is on a voluntary basis, the need to accommodate and balance school and project responsibilities signify the youth's keen interest for civic engagement. Prof. Cabo further observed the initiative of the youth volunteers to be directly involved in the monitoring of electoral campaign expenditures of senatorial candidates. According to the youth volunteers, such activities allow them to learn, be informed and contribute in the advocacy for a clean and honest election.

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

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## ARPA 25 No. 1 now off the press!

The first issue of the Asian Review of Public Administration (ARPA) journal Volume 25 is now available. The issue generally contains selected conference papers from the 2013 EROPA Conference held in Tachikawa City, Tokyo, Japan:

- 1) **Editorial Introduction** by Pan Suk Kim and Mark Turner
- 2) **Optimizing ICT Budgets through e-Government Projects Harmonization** by Erwin Gaspar A. Alampay
- 3) **Decentralization of Lower Secondary School Education in the Lao PDR: Structural Transformation and Policy Impediments** by Thomas Jones and Sisonexay Chansamone
- 4) **Assessing China's Energy-Saving Practices in its 11th Five-Year Plan: From a Transition Management Perspective** by Dawei Liu
- 5) **Improving Local Service Delivery through the Community-Driven Development Approach** by Joel V. Mangahas and Dennis Arroyo
- 6) **Nonlinear Effects on Citizen Satisfaction and Different Levels of Governments in Japan** by Yu Noda

Copies of the journal are being distributed to EROPA members for free. Those who wish to avail of a copy for a fee may contact the EROPA Secretariat at [eropa.secretariat@gmail.com](mailto:eropa.secretariat@gmail.com).

# 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.

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, 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 Registration Centers (ORCs). As such, EROPA serves as one of UNPAN contributors in the Asia-Pacific region in keeping an updated database of public administration developments.

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