



# EROPA BULLETIN

THE OFFICIAL NEWSLETTER OF THE EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION

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## EROPA HOLDS 27TH GENERAL ASSEMBLY AND CONFERENCE IN THE PHILIPPINES



Audience listening to Secretary-General Dr. Orlando Mercado deliver the opening remarks during the Opening Ceremony of the 2019 EROPA Conference.

The 2019 EROPA Conference was held from 23 to 27 September 2019 at the National College of Public Administration and Governance, University of the Philippines (UP NCPAG). UP NCPAG, a network member under the Philippines' state

membership to EROPA, and the EROPA Secretariat jointly organized the conference with the theme "The Future of Public Administration: Rethinking Resilience, Equity, and Sustainability in the Region and beyond".



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

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

For more information about the network, visit [www.unpan.org](http://www.unpan.org).



Front cover of the 2019 EROPA Conference Bulletin

## THE 2019 EROPA CONFERENCE BULLETIN IS OUT NOW!

The 2019 EROPA Conference Bulletin contains a brief rundown on all the activities that transpired during the 27th General Assembly, 65th Executive Council Meeting, and Conference.

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Around 200 individuals from different countries within the EROPA region participated in the conference.

Prominent practitioners and scholars, Dr. Jomo Kwame Sundaram (Senior Advisor at the Khazanah Research Institute and a member of the Malaysian Council of Eminent Persons, advising the Government of Malaysia) and Dr. Pan Suk Kim (Professor at College of Business and Governance, Yonsei University and former Minister of South Korea's Ministry of Personnel Management), set the tone of the conference by delivering keynote addresses during the opening ceremony. Joining them in welcoming the participants are President Danilo Concepcion of UP, then Officer-in-Charge and Prof. Simeon Ilago, and Secretary-General Dr. Orlando Mercado of EROPA. Meanwhile, President Cecilia Garrucho of the Philippine Educational Theater Association spoke in the 10th Asian Leadership Forum.

Aside from these, five other plenary sessions were held: Plenary Session on Social Equity and Well-Being had an all-women panel with Prof. Dr. Rosa Min Hyo Cho of Sungkyungwan University, Chief of Social Policy Ms. Anjanette Saguisag of the United Nations Chil-

dren's Fund (UNICEF) Philippines, and Secretary Leonor Briones of the Philippine Government's Department of Education; Plenary Session on Public Finance and the Good Life had an all-men panel with Dr. Michael Mah Hui Lim, a Professor, Professional Banker, and Director of Public Management, Financial Sector, and Trade Division Mr. Bruno Carrasco of the Asian Development Bank; Plenary Session the Fourth Industrial Revolution and Development had Vice President for Academic Affairs Dr. Cynthia Rose Bautista of UP, Chief of Party, Science, Technology, Research, and Innovation for Development (STRIDE) Program Dr. Richard Abendan of RTI Philippines, and Prof. Dr. Yuan He of Shanghai Jiaotong University; Plenary Session on Environmental Sustainability had Executive Director Alfredo Mahar Lagmay of the UP Resilience Institute and Prof. Dr. Agus Pramusinto of the Faculty of Social Sciences, and Political Sciences, Universitas Gadjah Mada; a Special Panel on Competition, Regulation, and Public Sector Reform was also inserted in the program, it had Prof. Dr. Heung Suk Choi of the Department of Public Administration, Korea University, Deputy Director-General Atty. Ernesto Perez of the Philippine Government's Anti-Red Tape Auth-



Top to bottom: (1) Keynote speakers Dr. Jomo Kwame Sundaram and Dr. Pan Suk Kim are joined by opening remarks speakers Secretary-General Dr. Orlando Mercado, UP NCPAG Officer-in-Charge Prof. Simeon Ilago, and UP President Danilo Concepcion; (2) Philippine CSC Chairperson Alicia dela Rosa-Bala speaking during the special session on Competition, Regulation, and Public Sector Reform; and (3) Conference Participants at the Intramuros in Manila



PHOTOS FROM THE  
2019 EROPA  
CONFERENCE ARE NOW  
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### What is an ACTIVE EROPA member?

Active EROPA members are official EROPA members who have paid their membership fees in full (from approval of application up until the present).

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The 2019 EROPA Conference Participants pose for a group picture during the Opening Ceremony.

ority, and Chairperson Alicia dela Rosa-Bala of the Philippine Government's Civil Service Commission.

On 27 September, participants enjoyed a whole day excursion around famous landmarks in Manila; Luneta or Rizal Park, National Museum of Natural History, Arroceros Forest Park. ■

**WHAT'S THE LATEST?**

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



**NAOKI FUJIWARA**  
*Otemon Gakuin University*

Dr. Naoki Fujiwara of Japan was conferred the 3rd Carlos P. Ramos Award on the 26th of September 2019 in Manila, Philippines, for having written and submitted an outstanding paper, entitled "Administrative Reform for Sustainable Public Water Services in Japan: A Case Study of Osaka Sewerage Management Reform" to the 2019 EROPA Conference with the theme, *Future of Public Administration: Rethinking Resilience, Equity, Sustainability in the Region and Beyond.*



Secretary-General Dr. Orlando Mercado and 27th GA President and Philippines CSC Chairperson Alicia dela Rosa-Bala awarded Dr. Naoki Fujiwara on stage.

**EROPA EXECUTIVE COUNCIL CONVENED IN ITS 65TH MEETING IN MANILA**

On the afternoon of 22 September 2019, officials and members of the 65th Executive Council of EROPA gathered at the Seda Hotel Vertis North in Manila, Philippines to meet and discuss pertinent issues and matters related to the governance and operations of EROPA. Secretary Bhupal Baral of the Ministry of Federal Affairs and General Administration of Nepal se-

rved as the Presiding Officer for the meeting in place of the vacancy of the Presidency of the National Human Resources Development Institute (NHI) which is the seat of Chair of the 65th Executive Council.

The Council discussed the progress and developments on ongoing activities of EROPA and its technical centers, finances of the or-



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

ganization, the Asian Review of Public Administration (ARPA), membership status and applications, future plans of EROPA, and the proposal of Thailand to host the 2020 EROPA Conference.

To add, a new set of Executive Council Officers were elected in the meeting (and confirmed by the 27th General Assembly, during the 2nd session held on 26 September 2019). Their terms of office will be valid on 1 January 2020 to 31 December 2021.

It was also agreed upon in the meeting that the Future Plans and Programs Committee will also be constituted as the Search Committee for the Next Secretary-General of EROPA. Dr. Mercado, will be in his 10th year in office as the Secretary-General of EROPA on 2020. As per Resolution 2019/11, he will be serving Interim Secretary-General with holdover capacity until a new Secretary-General is appointed.

The following officials were present in the meeting: Dr. Muhammad Ta-

ufiq, Vice Chair, Deputy Chairman for Competency Development Policy, National Institute of Public Administration, Indonesia (1st Vice Chair); Mr. Rudra Singh Tamang, Secretary, Ministry of Federal Affairs and General Administration (2nd Vice Chair); Ms. Alicia dela Rosa-Bala, Chairperson, Civil Service Commission, Philippine (3rd Vice Chair).

The following Heads of the State Member Delegation also participated: Ms. Ying Xiong, Director of International Exchange and Cooperation Division, Chinese Academy of Personnel Science, Ministry of Human Resources and Social Security (People's Republic of China); Mr. Hiroshi Sasaki, President, Local Autonomy College, Ministry of Internal Affairs and Communications (Japan); Mr. Lee Hee-Sup, Director-General of Global Education and Cooperation Bureau, NHI, South Korea (South Korea); Dr. Boon-Anan Phinaitrup, Dean of the Graduate School of Public Administration, National Institute of Development Administration (Thailand); Ms. Nguyen Thi Thu Va-

n, Dean of the Faculty of Documents and Administrative Technology, National Academy of Public Administration (Vietnam).

Meanwhile, Group Member Representatives present in the meeting included Atty. Maria Anthonette Velasco-Allones, Executive Director of the Career Executive Service Board; Dr. Vincent Wong Wai Lun, Vice President of the Hong Kong Public Administration Association (HKPAA); and Mr. Kazunori Amari, Executive Director of the Japan Council of Local Authorities for International Relations (Singapore Office). Individual Member Representatives present were Dr. Akio Kamiko of Japan and Mr. Melanio Roma Santella Jr. of the Philippines. Lastly, EROPA Secretary-General Dr. Orlando S. Mercado and EROPA Acting Deputy Secretary-General for Research and Publications Prof. Simeon A. Ilago represented the EROPA Secretariat in the meeting as ex officio members of the Council. ▣

**66TH - 67TH EROPA EXECUTIVE COUNCIL COUNCIL OFFICERS**

01 January 2020 to 31 December 2021

**Chair:** Ms. Alicia dela Rosa-Bala  
Chairperson, Civil Service Commission, Philippines

**1st Vice Chair:** Dr. Kamphol Panyagometh  
President, National Institute of Development Administration, Thailand

**2nd Vice Chair:** Mr. Yadav Prasad Koirala  
Secretary, Ministry of Federal Affairs and General Administration, Nepal

**State Member Representatives:**

- Mr. Hao Bin  
Director-General, Chinese Academy of Personnel Science, People's Republic of China
- Dr. Adi Suryanto  
Chairman, National Institute of Public Administration, Indonesia
- Mr. Hiroshi Sasaki  
President, Local Autonomy College, Japan
- Ms. Park Chun-Ran  
President, National Human Resources Development Institute, South Korea
- Dr. Dang Xuan Hoan  
President, National Academy of Public Administration, Vietnam

**Individual Member Representatives:**

- Dr. Akio Kamiko (Japan)
- Mr. Melanio R. Santella Jr. (Philippines)

**Group Member Representatives:**

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

**EROPA Auditor:** Dr. Prijono Tjiptoherijanto (Indonesia)

**Chair of Future Plans and Programs Committee:** Dr. Masao Kikuchi (Japan)

**Chair of Resolutions Committee:** Dr. Vincent Wong Wai Lun (Hong Kong SAR)

**BALA NAMED 66TH-67TH EROPA EXECUTIVE COUNCIL CHAIR**



A photo of Chairperson Alicia dela Rosa-Bala of the Philippines' Civil Service Commission

In the 65th EROPA Executive Council meeting on 22 September 2019, the Council members elected Ms. Alicia dela Rosa-Bala, Chairperson of the Civil Service Commission of the Republic of the Philippines, as the new Council Chair. Consequently, Dr. Kamphol Panyagometh, President of the National Institute of Development Administration, Kingdom of Thailand, and His Excellency Yadav Prasad Koirala, Secretary of the Ministry of the Federal Affairs and General Administration, Federal Republic of Nepal, was chosen as 1st and 2nd Vice Chairs, respectively. As the Council members wanted to observe the tradition of electing future conference hosts as its vice chairs, no 3rd Vice Chair was elected during this year's elections.

Chairperson Bala graduated Cum Laude from Centro Escolar University with a degree in Bachelor of Science in Social Work. She obtained her Master's Degree in the same field from the University of the Philippines' Institute of Social Work and Community Development. Prior to her appointment in the CSC, she was Undersecretary for Policy and Plans of the Department of Social Welfare and De-

velopment and served as Deputy Secretary-General for the ASEAN Socio-Cultural Community Department in the ASEAN Secretariat based in Jakarta, Indonesia – a division which tackled sectors of civil service, environment, science and technology, health, women, youth, social welfare and development, disaster management, among others.

She will be serving as the Executive Council Chair from 1 January 2020 to 31 December 2021. ▣

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## SAGUIL IS NEW EROPA DEPUTY SECRETARY-GENERAL



A photo of the new DSG, Dean Dan A. Saguil.

Dan A. Saguil, Associate Professor and new Dean of National College of Public Administration and Governance, University of the Philippines (UP NCPAG), is the new EROPA Deputy Secretary-General for Research and Publications. He succeeded the former NCPAG dean, Dr. Maria Fe V. Mendoza who ended her term last 31 July 2019.

Prior to serving as UP NCPAG D-

ean, he was the director of the Supply and Property Management Office of the University of the Philippines Diliman. He also served as the former College Secretary of UP NCPAG and Director of Center of Policy & Executive Development (CPED) of the same college. He obtained his Bachelor of Arts in Social Science in UP and finished Masters in Public Administration in the same university. To add to his list of background and experiences, he has been previously engaged in EROPA activities – actively assisting former EROPA Secretary-General Raul P. De Guzman during his time in office (1982-1995).

Saguil teaches undergraduate and graduate courses. He has taught the following subjects throughout his tenure: Management of Organizations, Program & Project Development & Management, Economic Systems, Ethics & Accountability in the Public Service, and Research Methods. ▣

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## PARK TAKES CHARGE OF NHI



A photo of NHI's New President, Ms. Park Chun-Ran

On October 2019, Ms. Park Chun-Ran – former Education Vice Min-



Photos from President Park Chun-Ran's inauguration ceremony (Source: NHI Website)

ister of the Republic of Korea (ROK)– was appointed as the President of the National Human Resources Development Institute (NHI), by the Office of the President of ROK. NHI is the representative of ROK's state membership to EROPA. The said position is concurrently the seat of the 65th EROPA Executive Council Chairmanship until 31 December 2019. Ms. Park succeeded former NHI President Ms. Yang Hyang Ja - who ended her term in the institute on August 2019.

Prior to being appointed as the President of NHI, she served as Vice Minister at the Ministry of Education until November 2018. She also served as Vice Superintendent of the Seoul Metropolitan Office of Education and Director-General at the Ministry of Education. Ms. Park graduated from Seoul National University and earned her Master's Degree in Law at the University of California.

NHI was the host of the 2017 EROPA International Conference in Seoul, South Korea. ▣

**EROPA MEMBERS' CORNER**

**RELEASE OF AUTHORSHIP AND PUBLICATION/S**

**Title of the Article:** New development: A New Principle — The Higher the Position, the Broader the View

**Journal Name:** Public Money and Management (2019)



**Author:** Dr. Pan Suk Kim, Professor, College of Business and Governance, Yonsei University, Republic of Korea

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**OPEN ACCESS TO DR. KIM'S ARTICLE**

**Article Abstract:**

"The Peter Principle, introduced over 50 years ago, refers to an organizational phenomenon where employees in a hierarchy are promoted to positions for which they are not well qualified (Peter & Hull, 1969). It has been a topic of debate and empirical research in organizational theory and management literature ever since. This article does not seek to prove or disprove the Peter Principle. Rather, it provides an alternative explanation of promotion within an organization based on employee experience. The research presented here demonstrates that the role inhabited by an employee greatly influences their perspective, which may change based on their location within an organizational hierarchy. In other words, people's horizons depend on their place within that hierarchy.

I offer a new principle, 'the higher the position, the broader the view', as a positive, productive perspective on promotion in contrast to the Peter Principle—'every employee tends to rise to his/her level of incompetence in a hierarchy'. I arrived at this new principle through my recent experiences as the Republic of Korea's Minister of Personnel Management. People often associate 'incompetence' with job-related tasks or skill competence, but near the top of hierarchies it is more about vision. In my view, 'incompetence' has many sources. I assume one source is a person's failure to see the big or bigger picture as they move up the ladder. Even if my principle is not entirely novel, it does not deter me from calling attention to the myopia of people as they move up the organizational hierarchy. Thus, to reduce the Peter Principle effect, leadership development and merit-based promotion will yield better results." ■

**JOURNAL - CALL FOR PAPERS**

**ASIAN REVIEW OF PUBLIC ADMINISTRATION (ARPA)**

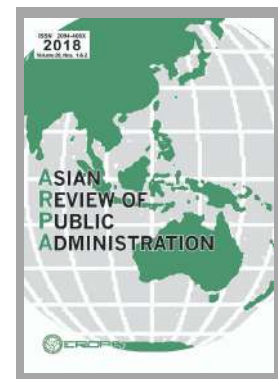
ARPA is open to manuscript submissions for publication in the 30th Volume of ARPA for the 2019 Issue. ARPA welcomes submissions from scholars and academicians, practitioners, students and researchers writing about matters and issues in the field of Public Administration and Governance (PA & G).

**About ARPA**

ARPA is the flagship journal of EROPA. It is an internationally-refereed journal in the field of PA & G. It has been in publication since June 1989 – succeeding the EROPA Review (1960 - 1975) and the EROPA Journal (1983 - 1984). ARPA intends to serve as a consistent avenue wherein views of scholars and practitioners can be shared. The mission of ARPA reinforces EROPA's commitment to help advance good administration and governance not only among the region but beyond as well.

Since ARPA is essentially a regional journal, priority will be given to manuscripts focusing on issues and developments relevant to Asia and the Pacific region. Articles submitted for publication should be between 6,000 and 8,000 words inclusive of notes and references. They should be submitted double-spaced, preferably online, to [publications@eropa.co](mailto:publications@eropa.co) or <http://journals.sfu.ca/arpa/index.php/arpa/announcement>. ■

**ARPA VOL. 29 IS NOW OFF THE PRESS!**



The front cover of ARPA Vol. 29, 2018 Issue - Nos. 1-2

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## REPORTS OF EROPA CENTERS



### EROPA Development Management Center

Republic of Korea — The EROPA Development Management Center, managed by the National Human Resources Development Institute (NHI), continues to strengthen its international linkages and training programs for public officials and academic institutions across the globe. From 11 to 27 April 2019, NHI held the 2019 EROPA Human Resources Development (HRD) Program, with the theme “Government Organization Management and Innovation”. The goal of the EROPA HRD Program is in line with the vision and mission of EROPA – of promoting national development, government innovation, and strategies for future challenges.

11 government officials (of mid-managerial level) from six active EROPA member countries participated in its second year of implementation; they specifically came from China, India, Iran, Nepal, Philippines, and Vietnam. The event managed to garner a 92.8% satisfaction from its participants in the evaluation survey done.

Other activities of NHI include the Global Public HR Conference on “Working through Networks in the Age of Complexity”, which happened on 31 October to 1 November 2019, which it co-organized with the OECD and NHI Alumni Homecoming, which took place on 31 October to 2 November 2019. ▣



### EROPA E-Government Research Center

(now *EROPA Human Resource Research Center*)

People’s Republic of China – With support from the Chinese Academy of Personnel Sciences and Government Reform and the Rule of Law Institute of South China Normal University, the EROPA E-Government Research Center was able to successfully hold the 2018 International Seminar on “E-Governance: Management Innovation and Legal Guarantee” on 22 to 24 November 2018 in Guangzhou, China. The three sub-themes were “Legal Guarantee of Open Government Information”, “Citizen Rights in Big Data Governance”, and “Security Management of Social Human Resources Flow”. More than 100 scholars and practitioners attended the seminar.

Meanwhile, the EROPA E-Government Center is realigning its focus to HRD. It will now officially be recognized as the EROPA Human Resource Research Center after getting confirmation from the 65th Executive Council and 27th General Assembly. As its first activity, it held its 1st International Seminar on “Transformation of Economic Drivers and New Trends in Human Resource Management” in at Qingdao International Convention Center, Qingdao, Shandong Province, China, on 4 to 5 November 2019. The sub-themes tackled in the seminar were “The Role of the Government in HRM”, “The Economic Transformation and Harmonious Labor Relations Building”, “New Circumstances for HR Development Under a New Period”, and “The Innovations of Personnel Management in the Public Sector”. The event was co-organized with the Qingdao Municipal Government. ▣

## EROPA MEMBERS CORNER



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## REPORTS OF EROPA CENTERS



The EROPA E-Government Research Center is now the

### EROPA E-Government Human Resource Research Center

The Chinese Academy of Personnel Science established the E-Government Research Center in 2015 and changed its focus to Human Resources just this year.

For more information about the network, visit [www.eropa.co/eropa-centers.html](http://www.eropa.co/eropa-centers.html)



Photos from the 1st International Seminar on "Transformation of Economic Drivers and New Trends in Human Resource Management" (Source: Chinese Academy of Personnel Science).



### EROPA Local Government Center

Japan — The EROPA Local Government Center, managed by the Local Autonomy College, continues to conduct numerous activities to advance the mission and vision of EROPA. Among them are the following:

1. *International Training Program on Local Governance* (22 May to 28 June): It is designed for overseas local and central government officials engaged in local governance. Lectures were given by academics and high-ranking central government officials on subjects like local government systems, local tax and finance systems, and local public employee systems. There were 13 participants from 11 countries during this year's program. They were asked to submit perspective reports containing an analysis of their own local government systems and policy proposals to address issues within it at the end of the program.
2. *Half-Day Program for International Visitors* (October to November 2018): This comprised of a lecture and facility tour. Its purpose is to deepen the understanding of individuals on Japan's local government systems and their personnel training systems. There were 42 participan-

s from seven countries (Bangladesh, Kyrgyzstan, Malaysia, Myanmar, Nepal, Philippines, and Vietnam) in financial year 2018.

3. *Publications Project*: The LGC has been publishing Comparative Studies of Public Administration since 1984. This specific publication contains a collection of papers on local government and governance written by experts mainly from the EROPA member states. Currently, there have already been 12 successfully published issues. The 13th issue is underway. ☒



### EROPA Policy Studies Center

Indonesia – After the National Institute of Public Administration proposed the establishment of the EROPA Policy Studies Center in 2018 to the 64th Executive Council, the Center has been carrying out the following activities:

1. Creation of the National Policy Studies Network, with the help of the Center for Policy Analyst Development. It was established to strengthen the cooperation among local and international universities, research centers in ministries, non-governmental organization in the area of Public Administration and Policy Studies;
2. Publication of Journal of Policy Analysis, which has already been

published in Bahasa, Indonesian – and the possibility of publishing it in English for disseminating among NIPA and EROPA’s network;

3. Execution of the 1st International Policy Cycle Workshop with the theme “Understanding Policy-Making Process: Dynamics and Prospects of Policy Formulation and Roles of Think Tank Institutions in EROPA’s Members” on 10 December 2019. The Center invited scholars and practitioners from all over the EROPA region to share best practices and experiences in the subject. 📺

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Secretariat 🔍





**Thinking About  
Governance** 🔍




## EROPA LINKAGES

To pursue its objectives of fostering affiliation with universally recognized international bodies for public administration, EROPA maintained its linkages with other organizations during 2019 through the following:

### **PARTICIPATION BY THE SECRETARY-GENERAL IN ACTIVITIES OF VARIOUS INTERNATIONAL/REGIONAL ORGANIZATIONS**

The Secretary-General represented EROPA and served as a speaker/presenter in the following local and international events:

- Resource person in the 34th Session of the Integrated Gabay ng Paglilingkod (GABAY) Training Course: Module on “Appreciating the Public Policy Process”. It was organized by the Career Executive Service Board (CESB) - an active EROPA Group Member and Representative to the Executive Council - was held on 1-12 April 2019 at Greenleaf Hotel, General Santos City, Philippines.
- Participant in the United Nation’s (UN) 18th Session of the Committee of Experts on Public Administration with the theme “Building Strong Institutions for Equal and Inclusive Societies”. The event was held on 8-12 April in the UN’s Headquarters in New York City, United States of America.
- Participant in UN Public Service Forum (UN PSF) and Awards Ceremony 2019 with the theme "A-

chieving the Sustainable Development Goals through Effective Delivery of Services, Innovative Transformation and Accountable Institutions”, held on 24-26 June 2019, organized by United Nations Department of Economic and Social Affairs (UN DESA) and the Government of the Republic of Azerbaijan, Baku, Azerbaijan. He also served as the session moderator for the Workshop on “Mobilizing and Equipping Public Servants to Realize the 2030 Agenda for Sustainable Development” on 24 June 2019.

- Resource person in the 35th Session of the Integrated GABAY Training Course: Module on “Appreciating the Public Policy Process”, organized by CESB. It was held in the KEW Hotel, Tagbilaran City, Province of Bohol, Philippines from 22 July to 2 August 2019.
- Lecturer for the Professional Certificate Course on Global Migration - Module 1: Migration in the 21st Century: Origins, Concepts, and Role in Sustainable Development, Topic 1.1b Migration in the Global Setting, Syllabus on “Migration in the ASEAN and Philippine Context”. This was organized by UP Centre International de Formation des Autorités et Leaders (CIFAL) Philippines. The subject that the Secretary-General taught was held on 6 August 2019 (13:00 to 16:00) at UP School of Statistics New Building.
- Interviewee for the Global Bureau-

cracy Indicators and Data Processing of the EROPA Secretariat. The World Bank conducted the interview via phone call on 12 August 2019 and the conversation mainly revolved around data management of the organization's membership.


- Speaker of #TAG On the Move: Dialogue on Migration, which was held in Case Room, UP NCPAG on 15 August 2019 (14:00 - 17:00). The event was organized by EROPA in partnership with UP CIFAL Philippines. The subject that the Secretary-General discussed is the misconceptions of Migration.
- Speaker for Opening Ceremony in the EROPA Human Resource Research Center's 1st International Seminar on "Transformation of Economic Drivers and New Trends in Human Resource Management" on November 5 during the Opening Ceremony at the Qingdao International Convention Center in Qingdao, Shandong Province, People's Republic of China. The event was co-organized by the Chinese Academy of Personnel Sciences and Qingdao Municipal Government.
- Speaker for Opening Ceremony of the International Seminar on "City Governance: Global Leading Current and Future Development" on 8 November 2019, organized by the Shanghai Academy of Social Sciences.
- Resource person for Plenary Session on "World-Class Higher Educational Institutions (HEIs) in

in the 2019 Association of Schools in Public Administration in the Philippines (ASPAP) Conference on 14 November 2019 at the International Center for Public Administration, UP NCPAG. The theme of the conference is "The Role of HEI in Public Administration: Engaging Stakeholders beyond the Conventional".

- Participant at the High Level Forum on Global Migration on 2 December 2019, organized by the UP CIFAL Philippines and Office of the Undersecretary for Migrant Workers Affairs (OUMWA) of the Department of Foreign Affairs, at Seda Hotel Vertis North, Republic of the Philippines.
- Speaker for Opening Ceremony and Workshop Session on the 1st International Policy Circle Workshop with the theme "Understanding Policy-Making Process: Dynamics and Prospects of Policy Formulation and Roles of Think Tank Institutions in EROPA Members". The Seminar is organized by the EROPA Policy Studies Center, under Indonesia's National Institute of Public Administration. It will be held in 10 December 2019, 9:00 am to 12:00 pm. ▣

**Errata for January to August 2019 Issue of EROPA Bulletin**


- Members' Corner > ASPA Awards Dr. Pan Suk Kim: Dr. Pan Suk Kim served his ministerial term from July 2017 to December 2018 – not July 2018 to December 2018.
  - Members' Corner > Release of Authorship and Publication/s: Prof. M Syamala Devi is a Professor from the Department of Computer Science and Application, Panjab University, Chandigarh, India – Assistant Professor, I.K. Gujral, Punjab Technical University, Directorate of Distance Education, Jalandhar, India.
- The corrections are in view of the errors published in the EROPA Bulletin Vol. 40, No. 1-3 Issue of EROPA Bulletin which was sent as an attachment in the email blast among EROPA's members and network. The issue uploaded in the EROPA Website has already been corrected.*




For more information, visit [www.eroa.co/hashtagdialogue](http://www.eroa.co/hashtagdialogue)

or subscribe to #TAG Dialogue's YouTube Channel by looking up *Thinking About Governance on YouTube*.

SCAN ME





**WATCH "DEBUNKING THE MYTHS OF MIGRATION"!**



## 2020 EROPA CONFERENCE PREPARATION ONGOING

### "Public Governance for Inclusive Growth: Accountability, Engagement, and Digital Transformation"

25 to 28 October 2020

The Sukosol Hotel, Bangkok, Thailand

Organized by the National Institute of Development Administration

#### RATIONALE OF THE CONFERENCE THEME

Across the globe, growth and productivity have fluctuated while people of both developed and emerging countries face rising levels of inequality as well as erosion of social cohesion. This has led to a global consensus on the need for a more inclusive and sustainable model of growth and development that promotes higher living standards for all. Central to the policy debate on the issue of inclusive growth is the ability of governments to put in place policies that deliver economic growth together with better sharing of the benefits among social groups. These benefits go beyond income to include inclusive outcomes across the different dimensions that matter for societal well-being, such as jobs, education, health, and other public services.

The nature of inclusive growth itself demands strong government capacity to deal with complex problems as well as strong levels of policy coherence. Public governance, through the principles and mechanisms driving decision-making with accountability and engagement of stakeholders with the more advanced digital tools, can be a key reinforcement of sound and sus-

tainable policy making for inclusive growth. This may require new approaches to policy making that cut across policy sectors and levels of governments with the aim of pursuing inclusive growth and development outcomes. In particular, a whole-of-government approach that aligns vision, incentives and delivery mechanisms across the policy-making cycle should be required.

Despite relatively brighter economic growth prospect for Asia-Pacific countries, at least in the near future, concerns over the issue of inequality and the sustainability of long-term growth that benefits all social groups remain strong and there are high demands for governments in the region to deal with this issue. The theme for 2020, therefore, focuses on the role of public governance that is central to the promotion of inclusive growth and development across the region. There are four main related issues to be presented in the following sub-themes.

## ABOUT THE CONFERENCE SUB-THEMES

### Promoting Government Accountability for Inclusive Growth

Greater accountability is needed to achieve more inclusive growth in developing Asia-Pacific countries. Despite being able to achieve economic growth, a high degree of inequality constrains the impact growth can have on reducing poverty and achieving desirable development outcomes. High levels of gross inequalities can also undermine social cohesion and stability. Making growth more inclusive requires greater accountability of public institutions as poor public sector management undermines economic growth as well as puts inclusion out of reach. A range of initiatives involving increased accountability in all level of governments' activities should be supported. Policy implications on the improvement of accountability across the region are needed for governments to use as a tool to achieve inclusive growth. This sub-theme will focus on the following areas:

- Open and inclusive governance
- Decentralization and local governance
- Polycentric governance
- Upward and downward accountability of public organization
- Governance networks in the public sector
- Social capital and institutional trust
- Public-private-society partnerships

### Stakeholder Engagement for Inclusive Policy Making

Better stakeholder engagement both within and outside the public sector can help ensure that policies to promote inclusive growth are the right ones and are implemented efficiently and successfully. There can be many economic and social benefits to be gained from effectively engaging stakeholders as policies are more cohere-

nt and more synergy among projects can be expected. Greater acceptance as well as public trust can also be gained from more engagement of stakeholders. Public administration solutions are crucial to promote engagement of all stakeholders at all level of public policy making in order to ensure that policies to promote economic growth are inclusive. Several issues concerning the role of the public sector to support stakeholder engagement for inclusive policy making should be addressed critically and receive targeted attention from policy makers across the region. The sub-theme will focus on the following areas:

- Redistribution policies
- Policy implementation and evaluation
- Project management
- Citizen engagement in public service delivery
- Citizen engagement and poverty eradication
- Participatory budgeting and auditing
- Social innovation
- Co-production and co-creation
- Sustainability performance in public organizations

### Making Service Deliver Inclusive through Digital Transformation

Digital transformation is rapidly changing service delivery practices. New and more demand for public services are expected from citizens. The shift from reactive to proactive service delivery mechanisms, enabled by a transition from e-government to digital government, offers the chance to better respond to user demand. Governments across the region need to mobilize a more effective response to widening inequality and stagnating median income as technological change and globalization have gathered force. Public data are powerf-

ul asset to move from citizen-centered to citizen-driven approaches, allowing governments to better design and tailor public service delivery processes. This sub-theme will focus on how public administration utilizes digital technology to achieve inclusive public services in the following areas:

- Digital government for inclusive development
- Public service Innovation
- Digital transformation in the public sector
- Social Media and Inclusive growth
- Digital welfare
- Cloud computing services for government
- Digital technology as a tool for inclusive development
- Smart city management
- Artificial intelligence in public service delivery
- Transparent government through information disclosure
- Inter-organizational information sharing
- Making service delivery inclusive with the use of Big Data

### Improving Public Sector Performance through Employee Engagement

Across the globe, the public sector has seen a sharp expansion in the amount of activity devoted to improving government performance. It is important to ensure that any government activities can produce the highest possible outputs in order to meet citizens' expectation and hence lead to desirable development outcomes. One important tool to achieve higher performance in the public sector is through employee engagement. Civil service operations are at present considered to be in the very challenging times especially as they are faced with higher citizen expect-

ations, yet, they have fewer resources. It is crucial for public sector administrators to find mechanisms that lead to stronger and more efficient employee engagement to achieve higher productivity and better performance at all levels. This sub-theme addresses the question of how to improve public sector performance through employee engagement in the following areas:

- Integrated human resource management strategies
- Performance management reform
- Policies in human resource development
- Maintaining employee engagement and motivation
- Building social and ethical capital in public sector organizations
- Participatory monitoring and evaluation
- Employee performance and public service improvement

**ACCESS THE OFFICIAL 2020 EROPA CONFERENCE WEBSITE HERE!**



**SCAN ME**

## CONFERENCE - CALL FOR PAPERS

As basis for the presentations and discussions, papers are requested on the topics listed above. Papers will be accepted for presentation as they are judged to form a substantial basis for a discussion of the issue and make an important contribution to the knowledge of the subject.

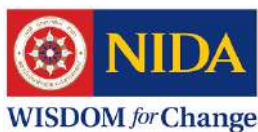
*The “Asian Review of Public Administration” (ARPA) will consider quality papers on important and internationally relevant developments on public administration in the Asia-Pacific region. Paper presenters who wish to have their papers considered for publication in the journal must adhere to the journal style guidelines set forth by the ARPA Editorial Board. Please visit <https://www.eropa.co/arpa.html> to know more about ARPA, and refer to <https://www.eropa.co/notes-for-contributors.html> for the guidelines.*

### LANDMARK DATES

<b>30 APRIL 2020</b>	Deadline of Abstract Submissions
<b>30 MAY 2020</b>	Sending of Online Notification of Acceptance
	Start of Online Conference Registration
<b>16 AUGUST 2020</b>	Deadline of Submission of Full Papers
<b>30 SEPTEMBER 2020</b>	Deadline of Submission of PowerPoint Presentations
	End of Online Conference Registration
<b>25 - 28 OCTOBER 2020</b>	Conference Dates

**Note:** Applicants who submits the full papers after 16 August 2020 (18:00 Bangkok local time) will not be eligible for consideration of the Carlos P. Ramos Award “Best Conference Paper”.

Any other matters regarding the conference should be raised with either:



**Graduate School of Public Administration  
National Institute of Development Administration**  
Navamindrachiraj Buliding, 10-11th Floor, 118 Moo3,  
Serithai Road, Klong-Chan, Bangkok, Bangkok Thailand 10240  
**Telephone No.:** (+66)-2727-3871  
**Facsimile No.:** (+66)-2375 8778  
**Email:** th2020@eropa.co

or

**EROPA Secretariat-General**  
National College of Public Administration & Governance,  
University of the Philippines, Diliman, Quezon City 1101,  
Philippines  
**Telephone and Facsimile No.:** (+63-2) 8 929 7789  
**Email:** secretariat@eropa.co

**CALL FOR INPUT FOR THE JANUARY 2020 ISSUE ,  
VOL. 41, NO. 1 OF EROPA BULLETIN**

**ABOUT**

In an effort to improve the quality of the EROPA Bulletin, we are pleased to announce a CALL FOR INPUT for the January 2020 Issue (Vol. 41, No. 1). Please refer to the following provisional subjects for your consideration:

- Recently held events (e.g. conference, symposium, forum, workshop, training, etc.);
- Upcoming events (e.g. training sessions, workshops, and expert group meetings, etc.);
- Release and authorship of publications\*;
- Public Service Developments\* (e.g. awards or certification given to individuals or institution, etc.);
- Newsletter of your institution\*;
- Commentary on a Public Administration Issue or Matter\*\*
- \* The following are exclusive to EROPA members.
- \*\* The commentaries that will be submitted are subject to review and approval of the EROPA Secretariat.

**GUIDELINES FOR SUBMISSION:**

Kindly write a paragraph of the news or announcement that you would like to include in the EROPA Bulletin.

- For News Articles - Maximum word count is 300 words; Include properly identified photographs (if applicable);
- For Commentaries - Maximum word count is 800 words; Include a short biographic sketch of the author to be included in the commentary (Maximum word count is 80 words);
- Events – Recently held events must include the fundamental message of said event; Include properly identified photographs (if applicable).

Please send your contribution(s) to [publications@eropa.co](mailto:publications@eropa.co), no later than **30 DECEMBER 2019, MONDAY** – for it to be considered for the next EROPA Bulletin. Contributors will be informed accordingly upon receipt and approval of contribution.



Cover Pages of the Last 2 Published Issues of the EROPA Bulletin



**LET US CONTINUE TO WORK TOGETHER TO  
CONTRIBUTE TO THE EXPANSION OF THE  
KNOWLEDGE AND EXPERTISE IN THE FIELD OF  
PUBLIC ADMINISTRATION.**

EROPA is a member of the United Nations Public Administration Network (UNPAN). All applicable submissions will also be considered for separate publishing to the UNPAN. In addition, the EROPA Bulletin will be uploaded to the UNPAN. Your contribution will be of great value – not only to EROPA's members and their networks, but also to the wider audience of the UNPAN.



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## 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 five 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; the EROPA Human Resource Research Center in Beijing, China; and the EROPA Policy Studies Center in Jakarta, Indonesia. Activities of EROPA have been held in different parts of the region. Meetings, conferences and seminars have been conducted in Manila, Hong Kong, Tokyo, Bangkok, New Delhi, Seoul, Taipei, Tehran, Jakarta, Kathmandu, Kuala Lumpur, Beijing, Macau, Hanoi, Canberra, Samoa, Bandar Seri Begawan and many more.

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