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EROPA

BULLETIN

VOL. 38 NO. 1-2
JAN-JUN 2017

Map depicting locations of state (dark green) and group (green) members of EROPA

ONGOING PREPARATIONS FOR 2017 EROPA CONFERENCE

The Eastern Regional Organization for Public Administration (ERO-PA) Conference on *“The Role of Public Governance in Achieving Sustainable Development Goals: Transforming, Empowering, and Network-Building”* will take place on 11-15 September 2017 in Seoul, Republic of Korea.

Expected to attract hundreds of participants, preparations are being made by the 2017 EROPA Conference Organizing Committee. Last March, officials from the National Human Resources Development Institute (NHI) met with the EROPA Secretariat General, headed by Dr. Orlando S. Mercado (EROPA Secretary-General, third from right), and Dr. Maria Fe V. Mendoza (Deputy Secretary-General for Research and Publications, fourth from right), in Quezon City, the Philippines. Discussion points include details on registration, invitation and promotion, and the inclusion of special sessions, notably proposed by the Organisation of Economic Co-operation and Development (OECD). The special session proposed will feature the South East Asian Government at a Glance (SEA GaaG).



The SEA GaaG is a joint project of the OECD and the Asian Development Bank (ADB) aimed to publish vital indicators for public sector reforms in OECD member nations.

The 2017 Conference will have three sub-themes: Public Sector Transformations, Human Resources and Social Capital for Sustainable Development, and Networks and Partnerships.

The Republic of Korea was the sixth state member to join the organization, entering in 1962. The country has hosted the EROPA Conference multiple times prior to this year: in 1964, 1983, 1992, and 2009. ☞

Tentative Conference Program:

11 September
Revitalization Committee Meeting
Executive Council Meeting

12 September
Registration
General Assembly I and II
Conference Plenary I and II

13 September
Parallel Sessions

14 September
Parallel Sessions
General Assembly III

15 September
Cultural Exposure Program

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NEWS FROM THE EROPA CENTERS

Local Government Center

The Local Governance Training Program was implemented jointly by the Local Autonomy College with the Japan International Cooperation Agency (JICA) to boost standards for local public administration mainly in EROPA member states. Fiscal year (FY) 2016 marked the 52nd year of its implementation. Since 1964, the program has reached 597 people from 64 countries as of FY 2016.

In the said year, 15 trainees from 13 countries (9 from Asia, 1 from Central and South America, 4 from Africa, and 1 from Europe) underwent the program for five weeks, running from 11 May to 16 June. The first half of the curriculum is composed of lectures on local administrative systems, among others, while the second half focused on guidance on article writing and on-site training at local public agencies.

On-site training was held in Kawaguchi City, Musashino City, Sumida City, Kokubunji City, Tachikawa City, Himeji City, Ikeda City, and Kobe City, where trainees toured public facilities while learning initiatives and measures done in the areas.



Development Management Center

The 2016 Global Public HRD Conference was hosted by the National Human Resources Development Institute (NHI, renamed from Central Officials Training Institute in January 2016) and the Korean Society for Public Personnel Administration (KOSPAA) on 2 September 2016. This year's conference had the theme *"Enhancing the Roles of Civil Servants' Educational Institutions in Driving Government Innovation Forward."* More than 300 attended the conference.

In addition to this, the NHI held its 34th Public HRD Contest on 24-25 November 2016 to strengthen research and teaching capacities of professors nationwide. In the contest, 19 participants were awarded for teaching, research and development, and curriculum design.

Meanwhile, the Institute has also lined up a number of programs for 2017, which tackles leadership education, public service values, work competency, e-learning, and training for international officials. Finally, the NHI has been organizing this year's EROPA Conference in the Republic of Korea.



Training Center

The Indian Institute of Public Administration (IIPA) has launched a two-phase training programme on e-Governance Capacity Building, and has successfully finished the second phase scheduled in 2016-2017. Trainings are offered on related topics including e-Governance Project Life Cycle (eGLC), Government Process Reengineering (GPR), Change Management and Capacity Building (CMCB), crucial components of e-Governance Project Management such as Preparation of Detailed Project Report (DPR) and e-Governance Project Procurement (Request for Proposal - RFQ). Government agencies are having that leverage to nominate the officers in accordance to their roles and functionalities in their domain. The maximum number of participants per training is 30.

A number of events and training programs have been set by the Institute for 2017. This includes the 42nd Advanced Professional Programme in Public Administration (APPPA), a ten-month program which had 48 participants, and was concluded on 28 April 2017.



Above photos courtesy of the respective EROPA Centers

NEWS FROM THE EROPA CENTERS

E-Government Research Center

The Chinese Academy of Personnel Science (CAPS) and the School of Public Policy and Management of Tsinghua University organized an international seminar on the theme “*Big Data and Public Service*” on 29 October 2016. It was aimed to promote the development of public services in the Asia-Pacific region through the use of “big data” (accumulation of data too large and complex for processing by traditional database management tools). More than 150 experts and scholars from nations such as the Philippines, Nepal, Bangladesh, Japan, South Korea, Singapore, and New Zealand attended the said seminar.

The E-Government Research Center is the newest EROPA Center to date, being established in 2014. It is hosted by the Chinese Academy of Personnel Science, which operates under its mother institution, the Ministry of Human Resources and Social Security. ☞

NEW EROPA WEBSITE EXCEEDS EXPECTATIONS

A new look graced the EROPA website on 23 January 2017. However, the work done goes beyond appearances as new features such as a responsive theme (works in desktop, mobile, and tablet), the development of user experience feedback, improved search engine optimization, and an expanded public administration news section. Since then, visitors from at least 140 nations have witnessed the new website.

The website has broken earlier forecasts halfway through the year, and has ranked in the world’s Top 0.4% of live websites by June. This is up from Top 0.5% in May 2017, only one month earlier. The statistics were derived from Alexa Internet, which had also ranked the website nationally for the first time (that is, in the Philippines).

Social media outlets (primarily Facebook and Twitter) of the organization were revitalized as well, achieving 100% response rate for the first time. Followers in Twitter increased by 14% from December 2016 to June 2017, while followers in Facebook increased by 7% in the same time frame. ☞



Top Audience Sources of the EROPA website (by country):

1. United States of America (23.8%)
2. Philippines (23.3%)*
3. Indonesia (5.5%)*
4. Republic of Korea (4.1%)*
5. Japan (3.4%)*
6. Singapore (2.4%)
7. Turkey (2.4%)
8. Nigeria (2.2%)
9. Thailand (1.8%)*
10. India (1.7%)*

Those with * are EROPA state members. The period covered is from January to June 2017.



The UP NCPAG 65th Anniversary International Conference

PUBLIC ADMINISTRATION
NEW NORMS AND SUSTAINABLE REFORMS
IN CHANGING TIMES

22-25 August 2017

Manila, Philippines

STRENGTHENING LINKAGES



Facing New Frontiers: Leadership Without Borders

The Institute of Public Administration of Canada (IPAC) held its National Leadership Conference on 6-7 February 2017 at Chelsea Hotel in Toronto, Canada. Coinciding with the 150th founding anniversary of Canada, the themes (*The New Frontier*, *Preparing for the New Frontiers*, and *Leadership Without Borders*) focused on preparing institutions and organizations for the next 10 years. A total of 36 speakers were featured in the said conference. ∞



SIDS Symposium

The SIDS (Small Island Developing States) Symposium on the theme "*Implementing the 2030 Agenda for Sustainable Development and the SAMOA Pathway in Small Island Developing States (SIDS): Equipping Public Institutions and Mobilizing Partnerships*" was held on 21-23 February 2017 at Nassau, Bahamas. It was hosted by the Government of the Bahamas, and supported by the UN Department of Economic and Social Affairs (DESA). Some 250 participants from over 40 nations attended. ∞



CEPA 16th Session

The Committee of Experts on Public Administration (CEPA) met from 24-28 April 2017 for their 16th session with the theme on "*Ensuring effective implementation of the Sustainable Development Goals: leadership, action and means*". It was held at the United Nations in New York. A total of 125 participants attended the session, which focused on the following: 1) local authorities and communities, 2) institutional leadership, 3) institutional arrangements, 4) development of principles of effective governance, and 5) strategies for integrated action to achieve poverty eradication. ∞



2017 UN Public Service Forum

The 2017 UN Public Service Forum was conducted from 22-23 June in The Hague, Kingdom of the Netherlands. The theme of the said forum was "*The Future is Now: Accelerating Public Service Innovation for Agenda 2030*." Held in honor of the UN Public Service Day, it was organized by the Ministry of Interior and Kingdom Relations of

2017 UN Public Service Forum (cont'd)

the Netherlands, and the UN Department of Economic and Social Affairs (DESA). The emphasis is on the role of government to work on the potential of public administration, and mobilize all actors toward a more effective, inclusive, and accountable governance.

Coinciding with the forum is the UN Public Service Award, reputedly the most prestigious international recognition for excellence in public service. First launched in 2003, more than 250 initiatives from 82 countries have received the award. This year, two initiatives from the Asia-Pacific received the 1st Place: the Government of West Bengal (India) for Kanyashree Prakalpa (an initiative focused on the well-being of women), and the National Center for Maternal and Child Health (Mongolia) for maternal and child health. ∞



OECD Forum 2017

The OECD Forum 2017 was held in Paris, France on 6-7 June. Some 245 speakers were featured in the forum which focused on "bridging divides" that disrupt societies, and developing more integrated, and inclusive economies. ∞

E-GOVERNMENT IN SUPPORT OF SUSTAINABLE DEVELOPMENT

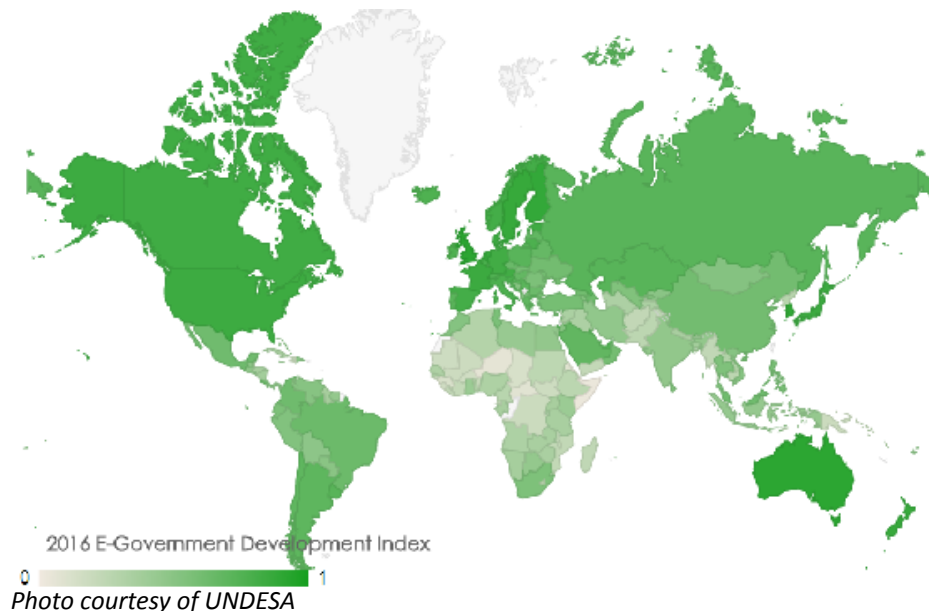
The UN E-Government Survey 2016 was released at a time when the Sustainable Development Goals (SDGs) are beginning to be implemented in countries worldwide. The survey shows new evidence on the potential of e-government to help achieve the SDGs.

E-government for policy integration

The Whole-of-Government (WoG) approach shows a trend towards “one-stop-shops” for public services. E-government technology enables the WoG approach. However, development of online government services still lags behind in the global scale. Up to 90 countries provide such a one-stop-shop platform, 52 of which are high-income countries. Integrated services are also expected to result to integrated institutions and policies. For instance, the potential of Big Data to help in the decision-making process is becoming widely recognized by various governments.

Transparency through open government data

Transparency and accountability are important parameters in good and effective governance. E-government, mainly through Open Government Data, has the potential to increase transparency and accountability. In addition, technologies such as Big Data, and the Internet of Things (interconnection of various devices via the Internet),



can be used in anticipatory governance. The so-called “data-driven movement” pushing anticipatory governance has the potential to help shape future policies. Nevertheless, anticipatory governance is not an all-around solution to possible

Engaging people through e-participation

Rethinking of public participation has been done in the past two decades, as e-participation and the use of digital media rose around the world. However, it proved difficult to measure how much e-participation tools are really used. While cooperation and dedication are seen as pillars of e-participation, it is not enough in itself. It has to go hand in hand with accountability and transparency in various institutions.

Advancing online services and bridging divides

Online services have increased significantly in the past years. In line with this, increased efforts to bridge the digital divide is also continuing. This will be vital for cooperation in the global village.

The primary indicator of the E-Government Survey is the E-Government Development Index (EGDI). EGDI values go from 0 to 1, with 1 as the highest. The EGDI is the weighted average of the following contributing factors: the Telecommunication Infrastructure Index (TII), the Human Capital Index (HCI), and the Online Service Index (OSI). First launched in 2001, the survey has been adjusted accordingly in the following years to appropriately reflect the worldwide progress in e-government. ☞

The survey can be accessed online.

COOPERATION OVER COERCION? SOFT POWER RANKINGS IN 2017



Photo courtesy of Portland

The model for the conversion of soft power to influence was introduced by Joseph Nye. The factors are the following:

1. Resources
2. Strategy
3. Action
4. Communications
5. Evaluation
6. Adjustment

In 1990, the American professor Joseph Samuel Nye, Jr. coined the term “soft power” to describe power that is “more effective than power over others.” It is power where one cooperates rather than coerces. It is the ability to attract others rather than force them. What adds to the complexity of soft power is that non-state actors, such as non-governmental organizations (NGOs) can exercise it. In contrast, there is “hard power” which Nye equates with either economic or military methods used to coerce others to follow one’s bidding. However, this type of power is mainly confined to state actors.

Soft power is increasing in importance to this day, and this phenomenon is being measured by Portland, a strategic communications consultancy, in cooperation with the University of Southern California (USC) Center on Public Diplomacy. Launched in 2015, the Soft Power 30 aims to measure in a global scale the soft power possessed by various states. Nye even described the measure as “the clearest picture of global soft power to date.” The methodology primarily involves international polling, which increased from 7,200 respondents in 20 countries in 2015 to 11,000 in 25 countries this year. While the coverage of the survey has expanded, efforts to improve it are still being done. The Soft Power 30 is available online. ☞

“Soft power outcomes have to be coaxed into fruition, not forced like hard power approaches. The results of leveraging soft power can take a long time when the imperative is for a prompt return on investment.”
Joseph Nye, Jr. (2015)

2017 SOFT POWER 30

TOP COUNTRIES IN ASIA

Country (Global Rank)	Score
Japan (6)	71.66
Singapore (20)	58.55
South Korea (21)	58.40
China (25)	50.50
Thailand (36)	42.89

“Asia on the rise” is the 2016 theme of the Soft Power 30, and the trend continues as four Asian nations maintained strong positions in the rankings, with the fifth (Thailand) almost making it to the top thirty. It is seen that Japan and China will continue to rise in the rankings, the former breaking through the Top 5, and the latter breaking through the Top 20. Thailand is also a country to watch as it rises among the ranks. South Korea and Singapore are seen to maintain their current positions in the near-20s. The six sub-indexes weighed for the overall scores are culture, digital, education, engagement, enterprise, and government. ☞

E-GOVERNMENT DEVELOPMENT INDEX

TOP COUNTRIES IN ASIA

Country (Global Rank)	Index
Republic of Korea (3)	0.8915
Singapore (4)	0.8828
Japan (11)	0.8440
Israel (20)	0.7806
Bahrain (24)	0.7734

TOP COUNTRIES IN OCEANIA

Country (Global Rank)	Index
Australia (2)	0.9413
New Zealand (8)	0.8653
Fiji (96)	0.4989
Tonga (105)	0.4700
Palau (111)	0.4546



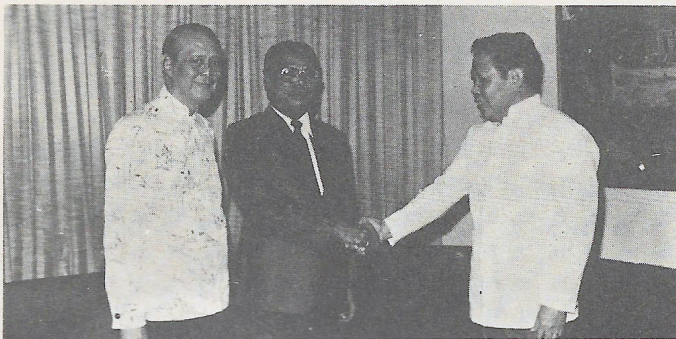
EROPA
EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION

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Dr. Raul P. de Guzman (extreme right) assumes EROPA Secretary-General position in a ceremony held in Manila last December 28, 1981. Dr. Sondang Siagian, chairman of the EROPA Executive Council (middle), witnesses the turnover of the position from Dean Carlos P. Ramos, outgoing EROPA Secretary-General (left).

EROPA Ninth General Assembly

The Eastern Regional Organization for Public Administration (EROPA) held its Ninth General Assembly at the Sahid Jaya Hotel in Jakarta, Indonesia from June 12-19, 1981. The convening of the Ninth General Assembly and the conference as well was officially opened by His Excellency Soeharto, President of the Republic of Indonesia at the State Palace on June 13, 1981. In his address to the participants, President Soeharto expressed his deep appreciation to EROPA, of which he said, "ever since its establishment — has demonstrated its consideration and response towards development problems." According to President Soeharto the selection of the theme of the conference was indeed another concrete manifestation of EROPA's commitment and sensitiveness to development problems.

From the state palace, the delegates moved back to Sahid Jaya Hotel where they heard the welcome statement of Secretary General Carlos P. Ramos of EROPA and the messages of Mr. P. Siriwardene, the Deputy Executive Secretary of ESCAP and His Excellency Tokichi

(Continued on page 7)

De Guzman Assumes Top EROPA Post

EROPA has appointed Dr. Raul P. de Guzman as its new Secretary-General for a two year term beginning January 1, 1982. This appointment was decided during the 9th General Assembly meeting of the organization last June 1981 in Jakarta.

Dr. de Guzman, the dean of the College of Public Administration, University of the Philippines, assumes the position from former Secretary-General Carlos P. Ramos who expressed his desire not to be re-appointed. (In an interview on page 4 Dean Ramos reminisces on his administration and highlights the contributions of EROPA to improve public service and research in the Asian and Pacific region.) Dr. Sondang Siagian, chairman of the EROPA Executive Council witnessed the assumption of office by Dr. de Guzman in a simple ceremony held in Manila last December 28, 1981.

The new secretary general has served as consultant to a number of Philippine national and local government agencies, and to institutions/governments in the Asian region. He has also participated in various regional and international conferences and seminars/workshops in public administration, local government, management education, political development, and other fields. As a prominent figure in Philippine and international academe, Dr. de Guzman regularly lectures in universities and institutions in Asia, the United States, Canada, and Europe.

When asked of his feelings on being appointed as EROPA Secretary-General, Dr. de Guzman said that he welcomes the opportunity and considers it a big challenge. He also believes that his greater involvement in EROPA will continue and expand his professional interests (e.g. promotion, study, teaching of public administration) which he has been advancing for the last 20 years.

The new Secretary-General disclosed that during his tenure EROPA will try to:

(1) Strengthen the organization in terms of planning and implementation of activities to benefit not only in-

(Continued on page 11)



ISSN 0012-7930

*"Press on today, tomorrow,
and the next day."*

The **EROPA Bulletin** is the quarterly publication of the Eastern Regional Organization for Public Administration (EROPA) featuring news, events, and trends in public administration in the global village. It is usually issued in the months of January, April, July, and October. The Bulletin was first published in 1976, and it is distributed to a membership network covering more than 40 countries.

Share with us about your thoughts of the EROPA Bulletin in our website (eropa.org.ph) or via e-mail (eropa.secretariat@gmail.com).

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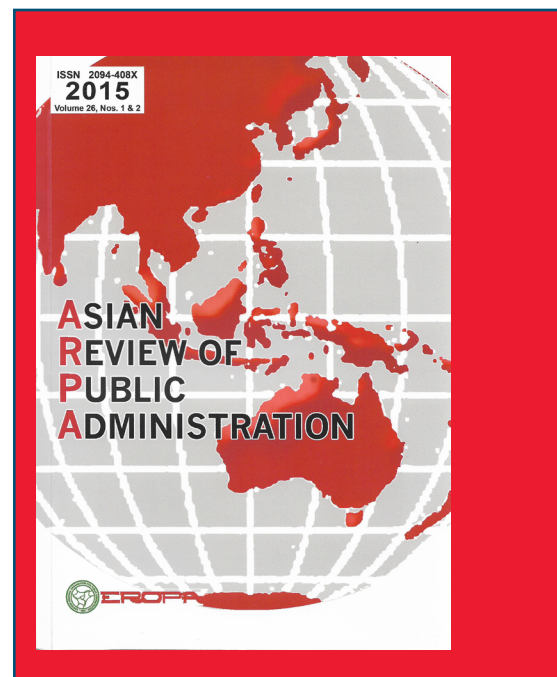
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The **Eastern Regional Organization for Public Administration (EROPA)** is the premier organization where students, experts, scholars, and practitioners of public administration in Asia are connected as one community. Besides its annual conference, EROPA has undertaken a number of seminars, educational and training programs, and various other activities to forward effective and efficient public service and governance.

EROPA was accorded special consultative status (formerly Consultative Status Category II) by the United Nations in 1966, received accreditation from the Economic and Social Commission for Asia and the Pacific (ESCAP), and is an active partner of the United Nations Public Administration Network (UN-PAN). This serves as a testament to the efforts of EROPA to reach the global village, and the strong relationship it has with the United Nations. EROPA was formally established by five founding state members (Australia, Republic of China, Japan, the Philippines, and the Republic of Vietnam) in its first regional conference on 4-10 December 1960. It is the first organization in the region committed for the purpose. Since then, the organization has grown. Thailand (1961), the Republic of Korea (1962), Iran (1963), Pakistan (1965), Malaysia (1966), Indonesia (1971), Nepal (1983), and India (1985) joined the organization as state members. It also provides membership benefits and opportunities for individuals and institutions. Join EROPA today! (eropa.org.ph/join-eropa.html)



ARPA 2015 is now available!

The **Asian Review of Public Administration (ARPA)** is the biannual journal of the EROPA. It aims to "disseminate ideas, issues, trends, and problems impinging on public administration and related fields." It has been published since 1989, and has become EROPA's flagship publication. The ARPA was preceded by the EROPA Journal, which was published in 1983-1984 with the cooperation of Pakistan, and the EROPA Review, which ceased to be published in 1975 after the discontinuation of the EROPA Center at Saigon (now Ho Chi Minh City).

The latest issue to be published is the 2015 edition. For a single copy, the fee is USD 16 (PHP 350), while the annual subscription costs USD 30 (PHP 600). Do not delay! To avail a copy or subscribe, contact the EROPA Secretariat through e-mail (eropa.secretariat@gmail.com) or phone (+63 2 929 7789).