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# EROPA

## BULLETIN

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

# 2017 EROPA CONFERENCE OPENS IN SEOUL



The 2017 EROPA Conference was formally opened on 12 September 2017 at the Grand Intercontinental Parnas Seoul, Republic of Korea. Around 600 participants, including distinguished officials and guests from different state governments and other renowned institutions, attended the said event. The conference is jointly hosted by the Ministry of the Interior and Safety and the Ministry of Personnel Management, and organized by the National Human Resources Development Institute (NHI).

During the Opening Ceremony, Honorable Boo-Kyum Kim, the Minister of the Interior and Safety of Korea delivered the opening remarks to the delegates of the 2017 EROPA General Assembly and Conference with the theme

“The Role of Public Governance in Achieving the Sustainable Development Goals: Transforming, Empowering, and Network-Building.” The minister highlighted the role of public governance in achieving the sustainable development goals. He then continued his speech by citing the importance of SDGs in South Korea’s government agenda.

Honorable Pan Suk Kim, the Minister of Personnel Management of Korea, also graced the delegates. In his speech, he noted that the conference’s theme tackles the timely global subject of meeting the Sustainable Development Goals (SDGs) by 2030. As all the 17 SDGs are interconnected, Minister Kim said that the implementation to achieve these goals necessitates an integrative approach. He zeroed

in on the discussing the relevance of Goal 16 of the SDG, which refers to public administration. Minister Kim then shared the efforts of the South Korea’s new government to implement policies to meet the SDGs. For his part as Minister of Personnel Management, he shared the changes they are working in the Ministry to be able to meet the challenges of achieving the SDGs. In closing, Minister Kim highlighted the need for collaboration, cooperation and partnerships among citizens, business, civil society organizations alongside the government in all levels - from local to regional to global.

In rendering his Welcoming Speech, EROPA Secretary General Dr. Orlando S. Mercado acknowledged the efforts [*cont’d at page 4*]

# EROPA HOLDS 63RD EXECUTIVE COUNCIL MEETING IN KOREA



The members of the EROPA Executive Council (EC) convened on 11 September 2017 to revisit the accomplishment of the past year, to tackle the issues the organization is facing and to plan the future endeavors of EROPA.

Presided by EROPA Secretary-General Orlando S. Mercado, the 63rd Executive Council Meeting was attended by representatives from eight state members, three institutional members, and one individual member. Among the issues discussed are the following:

Past activities of the Secretariat and the three EROPA Centers, updating of the Asian Review of Public Administration (ARPA), status of EROPA memberships, and plans to revitalize the organization.

EROPA Deputy Secretary-General Maria Fe V. Mendoza, who is also acting as Associate Editor of the ARPA, shared with the body that the academic publisher SAGE Publication has communicated its interest to include ARPA among its roster of academic journals. Meanwhile, the EC members warmly

welcomed EC Auditor Prijono Tjiptoherijanto's proposal to undertake a performance audit of the organization, in addition to the annual financial audit. ✍

## *Elected EC officials for 2018-2019:*

Chair: Dr. Oh Dong-ho (Korea)

1st Vice Chair: Dr. Adi Suryanto (Indonesia)

2nd Vice Chair: Sec. Mohan Krishna Sapkota (Nepal)

3rd Vice Chair: Ms. Alicia Bala (Philippines)

Auditor: Dr. Prijono Tjiptoherijanto (Indonesia)

## EXPERIENCE EROPA ONLINE

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# 2017 EROPA CONFERENCE OPENS IN SEOUL

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of those who tirelessly prepared for the success of this year's general assembly and conference. Dr. Mercado looked back to the birth of EROPA in the 1960s. He stated that the EROPA is currently in the stage of consolidation; taking stock from the challenges it is facing and reaping the fruits of its past endeavors. Secretary-General Mercado stated that nostalgia is useful in keeping alive the original vision of the organization to be able to chart its future. However, he stressed that what is more important now is to be able to find ways to meet the challenges in public administration amid the fast paced changes happening globally. While it is good to be nostalgic, Dr. Mercado said that it also pays to be realistic to be able to cope with competition.

The first keynote speaker of the ceremony is the Organisation for Economic Co-operation and Development (OECD) Deputy Secretary-General Mari Kiviniemi, who discussed the challenges governments are facing in achieving the SDGs by 2030. She stated that the SDG is "one of the most challenging and complex policy agendas that the global community has ever attempted" as its implementation necessitates the coordination and complementation of every departments and branches of the government as well as the cooperation of the citizens, private sector and civil society organizations.

Trade-offs will also be encountered in the process of achieving the goals, as they are sometimes conflicting. For example, the interest of protecting the environment is affected by the programs to ensure food security.

Greater challenges vis-à-vis governance are anticipated in the achievement of the SDGs. Deputy Secretary-General Kiviniemi recommended the systems approach in dealing with these governance challenges. On the brighter side, these challenges are opportunities for governments and other actors to experiment and to innovate. She also emphasized the importance of the indicators in learning as well as benchmarking achievements. Finally, Ms. Kiviniemi underscored the role of a highly-skilled performance-oriented civil service in governments' delivery of SDGs.

The last keynote speaker is the Director of the UN Sustainable Development Solutions Network of Korea, Mr. Soogil Young. Mr. Young emphasized that the UN will celebrate the second anniversary of the declaration of the SDGs. The current implementation of the SDGs are embedded in every government's agenda. Moreover, he shared the situation of the implementation of the SDGs in South Korea. He ended his speech by expressing his sentiment that the event will surely contribute to the implementation of the SDGs especially to developing countries. ☺



*EROPA Secretary-General, Dr. Orlando Mercado, delivers his welcoming remarks*

## SEA GAAG CONDUCTS WORKSHOP

The Southeast Asian Government at a Glance (SEA GaaG) is a joint initiative of the Organisation for Economic Co-operation and Development (OECD) and the Asian Development Bank (ADB) to provide evidence on public sector reforms for policymakers in the region. It was launched in 2015.

The workshop on SEA GaaG Data Validation, which ran from 12 to 13 September as the 2017 EROPA Conference's Special Session Number 2, aims to give an overview of country responses, and to verify survey responses collected from each country's own assessment of current practices in three major areas: strategic human resources management, digital government, and open government. Some 50 delegates from six countries participated in the workshop. ☺



## EROPA CONDUCTS GENERAL ASSEMBLY BUSINESS MEETING



Part of the Opening Day of the 2017 EROPA Conference (12 September) is the General Assembly Business Meeting. Dr. Orlando Mercado, secretary-general of EROPA, opened the said session. The meeting was initiated through the election of the President and the Vice President of the assembly.

For President, Dr. Dong Ho Oh of the National Human Resources Development Institute (NHI) of Korea was nominated by the delegation from Indonesia, seconded by delegates from Thailand. For Vice President, the delegation from CLAIR Singapore nominated Dr. Adi Suryanto of the National Institute of Public Administration (NIPA) of Indonesia, duly seconded by the Nepalese delegation. Without objections both nominees were elected as President and Vice President.

Dr. Oh then gave a short message for his election as President, extending his gratitude to the NHI for organizing the general assembly and conference, as well as

to the delegates of member countries who put their confidence and trust in him. He added that it was an opportunity for EROPA to promote organizational development and that he will do his best to meet the expectations of the members. He also asked for their active participation.

Afterwards, Dr. Mercado proceeded with the Secretary-General's report. He thanked the delegates who visited Manila for the 2016 EROPA Conference held last 10-14 October 2016. Likewise, he gave his gratitude to the topnotch work by NHI on the preparations for this year's conference. Dr. Mercado then reported five general points. First, that the secretariat has significantly improved its website, and is working on increasing its social media reach to improve linkages, and put forth EROPA's mission across international borders. Second, he mentioned that there will be a prize worth \$1000 for the best conference paper for this year. Third, they will be giving the Raul P. de Guzman Award starting 2017

for practitioners who have tremendously contributed to public administration, and announced that this year's awardee is Dr. Akira Nakamura of the Meiji University, Japan. Fourth, the secretary-general mentioned that as part of continuing publications, the Asian Review of Public Administration (ARPA) is now on time, and the 2016 edition will be distributed for the year. Lastly, for the administrative concerns, the secretariat remained to have a small personnel complement, and that no additional budget or supplement need to be asked for the year.

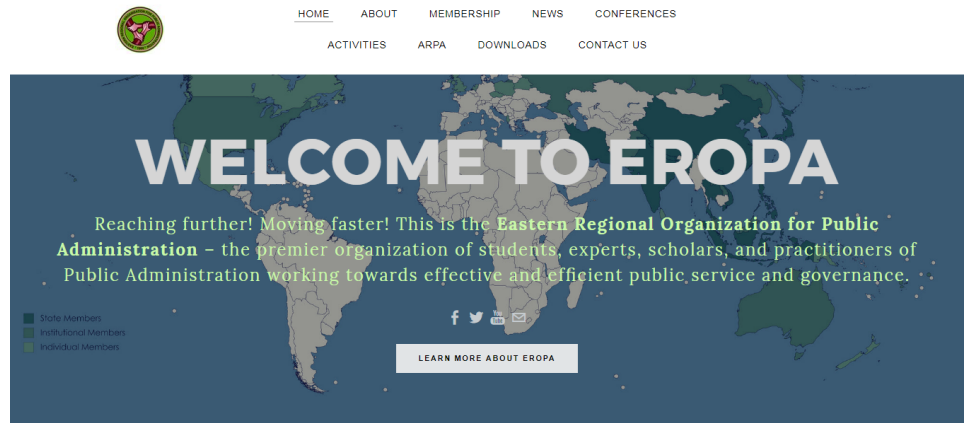
Associate Editor Dr. Maria Fe Mendoza delivered the report of the Editor-in-Chief of the Asian Review of Public Administration (ARPA). She reported that the ARPA has released Volume 26 (January-December 2015) and Volume 27 (January-December 2016). Meanwhile, Volume 28 (January-December 2017) is expected to be finished by the end of the year. She also introduced the invitation of SAGE to publish the ARPA. [cont'd at page 7]

# IMPROVED STATE OF EROPA WEBSITE HIGHLIGHTED THIS YEAR

One of the more tangible results of EROPA's recent accomplishments is the successful renovation of its official website, and this development is highlighted in all of the organization's reports this year. From an average of 1,280 weekly views in 2016, it has achieved an average of 2,900 weekly views as of the third quarter of 2017. This is greater than the previous forecast of 1,440 a week (a projected total of 75,000 views for the year 2017).

The revitalization work began on 23 January 2017. Since then, the website has been witnessed by visitors from at least 150 nations. The success of the new and improved website is helped by the utilization of existing social media outlets, particularly EROPA's Facebook, Twitter, and YouTube profiles. During the 2017 EROPA Conference alone (10-17 September), social media reach has registered at least 100,000. This is a marked increase from last year's 600 (for the whole month of October when the 2016 Conference was conducted).

While improvements in the EROPA website have produced good results so far, challenges remain to be overcome. One of these issues will be driving more audience than what the site has already been receiving. From the 2017 forecast of reaching 75,000 views, which has already been exceeded as of this quarter, the 2018 forecast is for the website to reach 150,000 views.



Screenshot of the current EROPA website

This means double than this year's projections, but if put into perspective, it is within expectations to increase the service range of the organization, and make it more accessible and available through online means. Other features are also being planned to be installed to make the website more innovative and more interactive. One of the more utilized features that currently exist is the remodeled contact form, which received more than 40 messages as of this quarter, and has achieved full response rate (100%). This is double the average usage of the contact form in the previous four years (2012-2016). Elated by the reception and the high satisfaction ratings based on user experience, the technical team of the organization has been empowered to carry out these planned changes and reforms in the near future. It is only hoped that the continually growing audience keep their increasing support of the organization and its online media. Visit the website today! ☞

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

1. Philippines (25.8%, up)\*
2. United States of America (20.9%, down)
3. Republic of Korea (6.4%, up)\*
4. Indonesia (6.2%, down)\*
5. Japan (3.0%, same)\*
6. Singapore (2.3%, same)
7. Nigeria (1.9%, up)
8. Turkey (1.9%, down)
9. India (1.7%, up)\*
10. Thailand (1.6%, down)\*
11. Malaysia (1.3%, new)
12. United Kingdom (1.3%, new)

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

# EROPA CONDUCTS GA BUSINESS MEETING

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The new GA president, Dr. Dong Ho Oh, nominated Maria Anthonette Allones from the Philippines as the new chairperson of the Resolutions Committee. Subsequently, he nominated Masao Kikuchi from Japan as the new chairperson of the Future Plans Committee. Allones went on stage to accept the nomination. As for Kikuchi, Dr. Akira Nakamura delivered the acceptance speech in his place.

The state member representatives of China, Indonesia, Japan, and Nepal delivered their welcoming remarks to the General Assembly. Mr. Zhichao Dong delivered the speech in lieu of Dr. Jiang Wu, Professor at the Chinese Academy of Personnel Science, PR China. For Indonesia, Dr. Adi Suryanto, Chair of the National Institute of Public Administration, delivered the speech. Mr. Hiroshi Arioka, President of the Local Autonomy College, delivered the speech on behalf of the Japanese government. For Nepal, delivering the welcome message is Mr. Mohan Krishna Sapkota, Secretary of the Ministry of General Administration. ☺

# EROPA HOLDS SESSION WITH OECD AND UNPOG

How do we transform public sector institutions, empower key actors in governance, and strengthen networks for the attainment of the Sustainable Development Goals (SDGs)? These were at the heart of the discussions that ensued during the first Plenary Session of the 2017 EROPA Conference. The session, sponsored by the Organisation for Economic Co-operation and Development (OECD) and the UN Project Office on Governance (UNPOG). Ms. Alicia dela Rosa-Bala, Chair of the Philippine Civil Service Commission, served as the Moderator for this session. Joining her as speakers are: Mr. Edwin Lau, Head of Public Governance Directorate, OECD; Professor Paul Collins, Visiting Professor at Fudan University; and Mr. Chae Gun Chung, Head of UNPOG.

Mr. Edwin Lau's presentation, "Public Sector Innovation for Sustainable Development and Citizen-Centric Government," first interrogated on the kind of outcome indicators through which countries attain SDGs, which governments can use to identify new approaches and focus on implementation of SDG-related programs. Despite the resounding call for innovation, however, barriers continue to constrain innovation, such as rigidities in bureaucracy, lack of incentives, and overemphasis on rules and structures. He suggested the need for reforms and networking/sharing of insights along these areas to allow the transfer and adaptation



Speakers of the plenary session seated

of best practices, particularly in terms of openness as a key ingredient in reforms. He also highlighted the role of leadership in guiding reforms, as well as building of capacities among stakeholders.

Capacity building of governance actors was also the main focus of Prof. Paul Collins's presentation, "Empowering Governance Stakeholders for SHD: Human Resources and Social Capital for Quality Public Services." Collins brought forward the dilemma between citizen participation (i.e., Power to the People), and government as the main driver for reform (i.e., "government at the forefront"). He also mentioned the challenge of balancing innovations with a review of the fundamentals. Collins argued that there needs to be cross-sectoral collaboration as well as coordination of public sector inputs, most especially human resources, to cope with challenges in HRD, particularly in view of the SDGs.

Mr. Chae Gun Chung elaborated  
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# EROPA HOLDS SES- SION WITH OECD AND UNPOG

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on the idea of cross-sectoral collaboration in his presentation, “Participatory Governance for SDG Implementation: Whole-of-Society Approach.” He linked the whole-of-society (WOS) approach with the attainment of SDGs and realization of the UN Agenda for 2030, which seeks balance between economic growth, environmental protection and social inclusion. Citing cases from Korea, Indonesia, and Malaysia, Chung emphasized that governments should lead in adopting WOS and, at the same time, forge optimal relationships with non-state actors, such as businesses, media, civil society, and the academe, in implementing SDG programs. ✍

Southeast Asian Government at a Glance  
(SEA GaaG) Data Validation Workshop



# REFORMS FOR ASIAN LEADERSHIP FORUM

The Asian Leadership Forum (ALF), second of this year’s conference plenary sessions, is the brainchild of Prof. Akira Nakamura. During the session, he announced that it was the time that he would act as moderator of the Forum, and he had proposed some reforms on how the session will be conducted in future conferences. For his last Asian Leadership Forum, Prof. Nakamura summed up the common thread that binds the four speakers into three concepts: government reform, IT development, and innovations. The ALF featured the following speakers: Deputy Minister for Government Innovation and Organization Iljae Kim (Korea), Chairman of the Steering Committee of the Regional Hub of the Civil Service Alikhan Baimenov (Kazakhstan), Ministry of Civil Service Secretary of State Youk Bunna (Cambodia), and Professor Emeritus Akihide Hirashima (Japan).

Dr. Iljae Kim of the Ministry of Interior and Safety shared Korea’s story of developing e-government over the years. According to him, innovations did not only improved the government, but also had goals to improve the quality of life of the citizens and envisioned an enhanced competitiveness for businesses. Through relevant legislation and establishment of the necessary infrastructure, e-Government in Korea underwent many rapid changes from 1967. Being a world-renowned e-government hub, Korea created a number of



Dr. Akira Nakamura moderates the ALF

systems that aim to make governments service-oriented, capable and transparent. Dr. Kim cited examples of systems providing information and helping perform transactions with the citizens, where there is no need for on-site visits – from information dissemination, financial transactions, public welfare and safety, among others. Given these developments, Korea can still improve through some means, as suggested by Dr. Kim. Among these are the establishment of the e-government roadmap, system reforms for new work processes, investment on e-gov infrastructure, reduction of more manual work processes, and mitigation of adverse effects such as cyber threats and to bridge the digital divide.

Chairman Alikhan Baimenov started his presentation by stressing that public governance is very crucial in achieving the Sustainable Development Goals. He added that technological innovation brought challenges and opportunities in

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# REFORMS FOR ASIAN LEADERSHIP FORUM

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the global order and government systems. Because of these experiences civil service reforms are now being addressed as part of government agenda. In his speech, he noted several key directions of administrative reforms. He also shared exemplary cases of civil service reforms in South Asia. These are Kazakhstan's Senior Executive Service managerial continuity; Georgia's anti-corruption reform through assets declaration and whistleblower protection for public employees; and Kyrgyzstan's key performance indicators-based performance appraisal system as a tool for monitoring civil servants' activities.

Moreover, he also cited innovations in public service delivery by sharing the experiences of Estonia, Georgia, Kazakhstan, and Azerbaijan. In addition he also shared his ideas on what factors should be considered for the continuous engagement in civil service reforms. Chairman Baimenov also took the opportunity to introduce their organizational work, member countries and institutional partners. He also encouraged EROPA to join them in their undertakings. Lastly, he ended his presentation by stating that the Sustainable



Speakers of this year's ALF seated

Development Goals is perceived as the hope in the world that governments should always put the interest of the people above all of its initiatives.

Secretary of State Youk Bunna focused his speech on the financial type of administrative reform they experienced in Cambodia. He shared that before the reform, Cambodia encountered a number of financial challenges in terms of salary adequacy, lack of control on payments for contractuals, lack of institutions to coordinate salary issues, and lack of implementation in terms of salary taxation. With this, they implemented a comprehensive administrative reform program, which includes compensation reform. To address the issues, they created committees and coordinated with relevant public institutions, together with regular reporting and monitoring systems. Benchmarking was also done to guide their actions. They included their strategies as well in the budget framework, together with the application of IT. As a result, hundreds of thousands of civil servants were able to reap the rewards of better salary and compensation – getting their salaries on time, reduction of gaps between

minimum and maximum salaries and provision of pension to the retired civil servants. This is also due to the transformation made through better tax collection through an IT system, and as Mr. Bunna said, the creation of the culture of tax payment. Lastly, he said that it is also important to mobilize people to go along the reform, especially those who are resistant to change.

Prof. Akihida Hirashima of Rikkyo University, a high ranking official of Yamanashi Prefecture, shared an insider perspective of how the prefecture's Ventforet Kofu Football Club remarkably recovered from a bankruptcy crisis.

At the height of the crisis in 2000, VFK incurred a total loss of about 450 million yen (\$4.09 million), with the team landing at the bottom of the J2 League. To avert bankruptcy, the Yamanashi government announced the crisis the football club was facing, which prompted supporters to launch a petition through online forums, gathering around 300,000 signatures and Y10 million-worth of donations. Because of the petition, a memorandum was reached among the stakeholders of the football club. A new manage team was also created which enacted reforms to improve the football club's financial standing within the year. As a result, the VFK met all its target, even doubling its revenue and increasing attendance during games. More than a decade after the crisis, Ventforet was able to break into the J1 League, the highest tier in Japan's football league. ☞

# SPECIAL SESSION ON SDG 16 HELD



Dr. Pan Suk Kim moderates the session

The Special Session, moderated by the Minister of Personnel Management of Korea, the Honorable Dr. Pan Suk Kim, puts together ideas on how governance plays an important role in achieving SDG No. 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Prof. Demetrios Argyriades of the City University of New York first put together the concepts of fragility and sustainability. He discussed the existence of models and stereotypes, how these affect the views of the people, and how these, particularly the market model, are eroded by current changes such as wars and the rise of social media. He focused on the concept of welfare to warfare and how it causes fragility, which in turn invites dysfunction and decay of institutions. However, Argyriades argued that to have sustainability, it needs fragility. To address the issues caused by fragility, sustainable actions must be made, such as revisiting institutions and structures for the long haul. He emphasized that to meet SDG 16, there is need for a Paradigm Shift.

As such, he urged that it is important to rediscover the value of history in order to think about bringing in the right actions to build sustainable institutions.

Meanwhile, Professor Jose Antonio Puppim de Oliveira of Brazil discussed that it was only in recent years that countries are coming together to achieve common goals as evidenced by the creation of the Millennium Development Goals and the recent Sustainable Development Goals. However, the contradiction lies with the traditional concept of public administration, which is still constrained to think about organizations. While in the past, domestic PA is concerned mostly on the respective country's self-interest, governments have gradually become more open to think about global interests. While there is a decline in poverty in Asian countries, emissions of greenhouse gas are increasing, which undermines the efficiency of the economy. Despite the need for transformations for these countries to progress, development is bounded by the limits of the planet.

Professor Daeyong Choi, in his presentation, "Governance Approach to the Implementation of the SDGs in the Korean Context," described governance approaches and how they may or may not be applicable in attaining the Sustainable Development Goals (SDGs). He pointed out that all states bear the responsibility of ensuring that no one is left behind in the improvement of

welfare outcomes. Nonetheless, he emphasized the need for collaboration and partnership across sectors and among stakeholders.

In the last presentation, the context of Dr. Ting Guan's study is the failure of China to achieve the Millennium Development Goals in the aspect of environmental protection. She noted that in 1997 China was not disclosing its data on pollution and air and water quality. Twenty years after, many local governments have enacted policies that require the disclosure of information on air and water quality. The enactment of the Environmental Information Disclosure (EID) policy is key in the improvement of access to information as regards air and water quality in China. Dr. Guan used the adoption of policy innovation as framework to analyze the development and implementation of the EID. She then compared the government and NGO/society perspective on the process and evolution undergone by the state and the society (as represented by non-government organizations) to be able to enact policy innovations. In conclusion, Dr. Guan summed up the lessons from the EID experience of China into three points: (1) effective implementation of legal principles into reality requires efforts from both state and non-state actors; (2) the mode of state-society partnership is context-specific and dynamic; and (3) information and communication technology (ICT) may favor new modes of policy implementation. ∞

# PARALLEL SESSIONS ON PUBLIC SECTOR TRANSFORMATIONS

The first theme of the conference, “Public Sector Transformations,” attempts to examine changes, reforms and innovations in all levels of governance, and analyze how these innovations improve public administration systems in pursuit of sustainable development. The discussions will draw from best practices, success stories and experiences of both scholars and practitioners in the region.

In her paper, “A Study of the Impacts and Implications of an Innovative Admission Scheme for Hong Kong Students in Universities in Mainland China,” Ms. Alice Yuen Chun Te walked the audience through the outcomes of the new admission scheme introduced by the government of Hong Kong SAR for university students aiming to study in Mainland China. The scheme offers an alternative for all students – both top scorers and low graders, as well as both lower and upper social classes. However, the scheme has attracted only few students (4%), which calls for more in-depth qualitative studies on the students’ psyche.

Meanwhile, in his presentation entitled, “E-resilience for DRM: Insights from the Philippines,” Prof. Ranjit Rye pointed out where the Philippines is in terms of building the so-called “e-resilience,” which is associated with the use of information and communications technology (ICT) as a tool in disaster risk management.



Dr. Pairote Pathranarakul from Thailand

Prof. Soonhee Kim examined the experience of local governments in South Korea in their implementation of participatory budgeting, specifically its impacts on the trust between citizens and the government. The findings of the study indicate that there is a positive association between participants’ knowledge of the budget and the enhancement of mutual trust between the citizens and government officials. She concluded that participatory budget is a valuable venue to engage the involvement of citizens in the policy making process.

Ms. Cynthia Grace Tomas-Valdez presented the findings of their study on the indigenous farming practices of the Bugkalots, an indigenous group in Northern Philippines. The Bugkalots’ farming practices play a vital role in keeping their community together and in the shaping of the traditional laws followed in their villages. The Bugkalots’ traditional laws are kept mostly pertain to the use and protection of their natural resources.

The study of Mr. Alder Delloro, a practicing lawyer, looks into the role of the judiciary in the promotion of climate change justice in the Philippines. Mr. Delloro examines how climate change litigation in the Philippines has been shaping through the judiciary’s jurisprudential pronouncements and promulgation of landmark cases involving environmental laws.

Prof. Akio Kamiko’s presentation discussed the Japan’s issue on ageing of population and the reduction of the number of municipalities in from over 3,000 to a little more than 1,700 in just a dozen of years. This means that the scale of democracy was pushed up. However, in rural areas where population reduction is especially conspicuous, this reduction in number of municipalities may not have led to the increased size of democracy in the longer term.

Meanwhile, Dr. Pairote Pathranarakul and his colleagues introduced the audience to the new nationwide development model called “Thailand 4.0.” This model aimed to ensure sustainability and global competitiveness of the country. The essential elements of this agenda are focused on a “sustainable growth and development” with long-term vision on security, prosperity, and sustainability. Pairote, et al indicated that, to become successful with this agenda of Thailand 4.0 and to comply with

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*Access their presentations online through the EROPA website.*

# PARALLEL SESSIONS ON PUBLIC SECTOR TRANSFORMATIONS

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the UN's SDGs of the new millennium, there are certain forms and patterns of governance that the Thai government needs to comply with.

Mr. Jonald Carrera's study determined the current situation of violence against women cases (VAWC) in the City of San Fernando, La Union using qualitative-quantitative research design. Findings showed that current situation of VAWC in the City of San Fernando includes cases fall both in economic and physical abuse. The researcher concluded that victims were deprived of financial support due to unwarranted circumstances; provisions of VAWC law are given full attention for stricter compliance; and the intervention program gives emphasis on the Commission's mandate in addressing the needs of the victims.

In the context of increasing number of regulatory policies that address environmental problems, particularly carbon emissions, Dr. Irene Lau focused her study on how internal decision-making processes and external forces affect the response of private companies when the policy environment changes. Using a qualitative approach, Dr. Lau cited the case of two electric companies, including the regulatory measures in place, as well as the available resources, human capital, finances, and stakeholder relationship and priorities.

She concluded that while one is more pro-sustainability compared to the other, the availability of resources and future predictions of a company determines their reaction upon imposition of new policies. She also concluded that there are trade-offs – the more a company invests in sustainable energy, the lower emissions, but at higher costs and vice-versa.

With the emerging concept of "livability," the second presentation of the session by Dr. Paulito Nisperos of the Don Mariano Marcos Memorial State University in the Philippines examined its application to four (4) cities in the Ilocos Region. The study included both subjective and objective realities in looking at livability, using both indicator-based metrics and perception. Results of the study based on eight indicators of livability were matched with recommendations for inclusion in the city policy agenda for the four local government units (LGUs). In general, the author concluded that while the selected cities were able to provide basic services and facilities, the constituents or citizens still feel that the LGUs are lacking in varying degrees in some of the indicators. Indeed, he remarked that changes cannot be done overnight and some issues continue to challenge the goal to become livable LGUs.

Mr. Koichi Kawai of the Kanazawa University in Japan looked into agency design, an operation

determining the degree of independence of an agency from political control. He also made reference to the concept of the New Economics of Organization (NEO), wherein when political parties face a high degree of uncertainty, they have a tendency to create highly independent agencies. The results of his binary logistic regression validated on of his hypothesis that ruling parties' strength influences an agency independence in Japan, thus he suggested that there is a need to make corrections on the NEO model.

In his presentation, "Are Local Governments in Asia Becoming 'Too Big' or 'Too Small' to Deliver Services?", Dr. Michael Tumanut of the UP National College of Public Administration and Governance argued that the evolving size of governments, the evolving size of local governments, particularly in East Asia, is having effects in the delivery of services. Despite the differences in the three countries studied, the agenda-setters are either regional or local. Meanwhile, the reform agents are instrumental in discussing territorial changes among local governments.

Mr. Abraham Manalo, doctorate student at the University of the Philippines Diliman, pointed out that, with agricultural resources becoming scarce, it is becoming increasingly difficult to feed more.

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*Access their presentations online through the EROPA website.*



# PARALLEL SESSIONS ON PUBLIC SECTOR TRANSFORMATIONS

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He asserted that modern biotechnology has the potential to contribute to food security and sustainability. However, despite regulations to enable biotechnology adoption, there remains management and political challenges that governments need to grapple.

State-owned enterprises (SOEs) in the Philippines are the subject of Mr. Al-Habbyel Yusoph's presentation, "Multiple Corporate Objectives and Performance Contracts." He lamented on the poor performance of SOEs, owing to the vagueness of their character and functions, as well as goals.

According to Mr. Jaewon Peter Chun, the fourth industrial revolution, which is currently underway, is different from the previous industrial periods as its main movers are the users of the technology rather than the providers. Mr. Chun provided an overview of the changing dynamics between the government and the main actors in the context of Smart City and Open Innovations. As CEO of the startup company XnTree, Mr. Chun shared his experience in the smart city labs they established in Europe and the challenges they are facing in Asian countries.

On the other hand, Mr. Jhon Dave Llanto, in his presentation, "e-Government Implementation: The Case of City Local Government



Mr. Octa Soehartono from Indonesia

Units (LGUs) in Mindanao, the Philippines," argued that e-government is a vital tool of the government to achieve the SDGs, in particular Goal 16.7 which pertains to responsive, inclusive and participatory governance. However, the maturity of e-government implementation in the Philippines remains low.

Inclusiveness is also the focus of Mr. Octa Soehartono's presentation, "Does Public Policy Innovation Promote Inclusive Economic Growth?" Despite the decline in poverty incidence and economic growth in Indonesia, inequality continued to widen as evidenced by the increased Gini coefficient, from 0.33 in 2002 to 0.393 in 2016. This issue serves as the premise of Mr. Soehartono's comparative study on the relationship between policy innovation and inclusiveness using the cases of Surabaya and Bandung. He found that innovation in public service has positive impact on the improvement of human development, which is more evident in the case of Surabaya than that of Bandung.

Professor Carl Marc Ramota of the University of the Philippines Manila contended that, despite having a minimalist-procedural democracy, the electoral system of both Indonesia and the Philippines is dominated by political dynasties. Comparing the case of the Banten province in Indonesia to Philippine experience, Prof. Ramota has drawn some observations and identified factors and characteristics of the Indonesian and Philippine politics and society that made the rise of political dynasties pervasive in their respective milieus.

Ms. Haydee Jacklyn Quintana-Malubay of the University of the Philippines reviewed how incrementalism can ensure modest gains for sustainable housing. Her paper essentially digs deep into the following conferences that sets world policies on housing and urban development: (1) United Nations Habitat III in Quito, Ecuador in October 2016, (2) at the Preparatory Committee for UN Habitat III in Surabaya, Indonesia in July of 2016, and (3) the Urban Thinkers Campus in Geneva, Switzerland in October 2015. In her paper, incrementalism might not exactly result to the ideal but she contended that as a general direction towards policy innovation, it could make real the vision to start making a dent in the field of urban housing and development.

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# PARALLEL SESSIONS ON PUBLIC SECTOR TRANSFORMATIONS

[continued from page 13]

Meanwhile, Ms. Loreta Vivian Galima probed into the strategies pursued by the government in restoring and conserving the world heritage areas in Ifugao. The results of the research revealed that the rice terraces of the Cordilleras have significantly transformed since the 1990s, when heritage and development became more intimately connected. The inclusion of these sites in the World Heritage List, and the restoration programs and projects in heritage conservation have clearly played a significant role in the changes of the sites. The study concluded that to optimize the opportunity, sharper handles on conservation and preservation may be adopted.

Mr. Vincent Silarde provided a historical account and valuation of the role of the National College of Public Administration and Governance (NCPAG), the first and premiere school of public administration in the Philippines, in shaping the academic and popular discourse on governance in the country and the internal and external factors that molded its intellectual foundations. In his presentation he concluded that PA as a field of study has been growing in scope and content as well as changing in focus and style with the times and climes under which the practice of public administration operates.



Dr. Maria Fe Mendoza, EROPA Deputy Secretary-General

In her presentation, “Towards Strong Institutions: Challenges and Responses in Local Tourism Development in Maribojoc, Philippines,” Dr. Maria Fe Villamejor-Mendoza, Dean of the UP National College of Public Administration and Governance, Philippines, argued that strong institutions are needed for sustainable development and tourism. Her study identifies the challenges in local tourism development in the town of Maribojoc, Bohol. It is seen that tourism can be a viable option for the said town, and it will require more capacity-building, multiple stakeholder engagement, participatory regulations, and networking.

Dr. Maria Victoria Raquiza, also of UP-NCPAG, shared the same sentiments as Dr. Villamejor-Mendoza. In her presentation, “Governance that Matters for Development and Structural Transformation,” she argued that the current institutional policy and governance framework of the Philippines is insufficient to reduce poverty, and promote industrialization and structural

transformation. Despite impressive growth rates, there is also high poverty incidence and high levels of inequality. She explained that, while structural transformation is imperative at this time, it will entail purposeful leadership with developmental vision.

Moving towards the capacity side of reform, the presentation by Dr. Ederson Tapia of the University of Makati, Philippines, focuses on selected Higher Education Institutions (HEIs) and Training Institutions (Tis) involved in Governance Education. Governance-capacity connection is recognized to be important in the LGU level. Capacity building is designed to increase knowledge, skills, competitiveness, and improved behavior to bring about desired changes. ∞

# PARALLEL SESSIONS ON HUMAN RESOURCES AND SOCIAL CAPITAL

The second theme of the conference, “Human Resources and Social Capital for Sustainable Development,” discusses different strategies in human resource development (HRD) and management (HRM), identifies successes and failures, and analyzes implications for public sector agencies in realizing sustainable development.

The study of Mohd Afzanizam Mohd Badrin of Razak School of Government mapped the prospects of the public leadership in Malaysian Civil Service in the context of the Malaysian government’s National Transformation Programme. The study took note of three contextual landscapes: digital, diversity and engagement. Prof. Afzanizam hopes to use the framework he developed in the study in providing directions for the future of public leadership in anticipation of future challenges.

By analyzing the the implementation of the Hong Kong Qualifications Framework (HKQF), a major policy initiative in 2008, Dr. Vincent Wong identified sustainable strategies on human resources management and human resources development. Dr. Wong detailed how HKQF is operationalized as a platform for lifelong learning to develop and maintain the competitiveness Hong Kong’s workforce. Based on his analysis of the HKQF, Dr. Wong has drawn eight strategies to promote HRM and HRD in Hong Kong.



Prof. Yi Wang from the People’s Republic of China

Prof. Yi Wang tackled the problem of transportation in Shanghai as a megacity and the e-bicycle sharing system as alternative solution. However, the e-bicycle sharing system as a solution gave birth to new problems such as lack of bike parking, bike accidents and lack of regulation. Prof. Wang shared how the Shanghai government responded to these issues by putting up regulation and engaging the participation of stakeholders.

In his study, “Healthy Aging and Social Capital: An Analysis of the Effect of Social Capital Using Multi-level Modeling,” Prof. Soon Eun Kim used multi-level analysis to measure the effect of local-level social capital on individual health. The study validated previous relevant literatures on understanding individual-level social capital and local-level social capital on the health of the ageing population. In conclusion, the study reiterated that it is necessary to support elderly individual to accumulate social capital for the health of the elderly.

Meanwhile, Ms. Nimfa Villaroman analyzed the performance of the employees in three (3) city local government units in Nueva Ecija in the delivery of basic services using the Strategic Performance Management System framework. Specifically, the study gauged performance in the fields of health, social welfare, infrastructure, agriculture and environment. The study also identified problems encountered by the employees in the delivery of these services. Villaroman suggested that future studies on the performance of employees from the national agencies using the SPMS are expected to identify the flaws of the system.

In the paper, “A Review of the Civil Service Reform in the Hong Kong Special Administrative Region: Lessons for Asian Public Policymakers,” Dr. Peter Fong analyzed the rationales, objectives, principles, processes, and initiatives of the civil service reform undertaken by the Hong Kong Special Administrative Government. The paper evaluated issues, changes, outcomes, goal achievements, and implications to the public service. It concluded with lessons learned from the Hong Kong experience and recommendations of critical success factors for other Asian public policy makers who wish to launch new reforms to improve civil service productivities in their own political and administrative jurisdictions. *[continued at page 16]*

# PARALLEL SESSIONS ON HUMAN RESOURCES AND SOCIAL CAPITAL

[continued from page 15]

For his presentation, Prof. Dong-wook Kim posed the question on whether big data can help governments improve policy design and service delivery. To illustrate, he shared good practices based on Big Data analysis, such as SMS alarm services for child immunization, a real-time parking lot information service, people-customized library, and experiences from Namyangju City. He highlighted that to utilize big data efficiently for policy-making, it is important to have good leadership, vision and policy plan. Another is having collaborative governance – between central and local government, public and private sectors and share data. Furthermore, the public sector should employ people with big data skills and expertise, which can be utilized for data collection and sharing and be able to handle information, knowing the implications of data privacy and security. Dr. Kim's presentation was supplemented by his co-author, Dr. Hyun Deok Choi, who is also the Deputy Mayor of the City of Namyangju. He elaborated on the adjustment of public transport routes, job matching and health care services and indexing in the local government unit.

Ms. Nisa Agistiani Rachman of Indonesia's National Institute for Public Administration highlighted the richness of diversity of her country in terms of ethnicity, religious affiliation and culture. In particular, she cited discrimination



Mr. Giang Vinh Hoang from Vietnam

in the provision of public services, particularly in healthcare, education and administrative services. To address this, she raised that there should be a standard of social-cultural competency, apart from the technical and managerial aspects. She also proposed that public sector agencies should assess, observe and develop approaches for social-cultural competency, which encompasses the skills, knowledge and attitude of service providers. However, she cited some challenges – from human resources, budget, willingness of the organization leader, commitment, and monitoring and evaluation – which need to be overcome to be able to really develop effective social-cultural competency.

Perception and experience of civil servants on their job performance culture was centerpiece of the study of Mr. Giang Vinh Hoang of the National Academy of Public Administration of Vietnam. Through Grounded Theory (GT) approach, and use of open, axial and selective coding techniques, Mr. Hoang

found out that civil servants' job performance culture revolve around inertness, centralization of authority, responsiveness, and manipulation. He emphasized that understanding these factors can help managers to understand the situation and develop solutions and reforms – particularly by encouraging good factors and discouraging bad ones.

Ms. Hyo Joo Lee's study, "Korean Public Employees' Perceptions of Public Organizations," assessed quantitatively how Korean public organizations maintain an organizational climate that allows for creative behavior and organizational citizenship. Drawing from the tenets of public service motivation (PSM) and stewardship theories, Lee and her colleagues explored the relationship between organizational justice (OJ) and organizational citizenship behavior (OCB). Theoretical framework used in the study was first validated using reliability tests and component factor analysis (CFA); from hereon, a survey was designed and administered to Korea public sector employees. Results of the survey revealed that, indeed, organizational justice influences creative behavior and OCB. Public sector motivation mediates this relationship. The study is able to prove the assumptions provided by stewardship and social exchange theories, particularly the positive effects of PSM and OJ. [continued at page 17]



# PARALLEL SESSIONS ON HUMAN RESOURCES AND SOCIAL CAPITAL

[continued from page 16]

Dr. Jocelyn Cuaresma walked the audience through the academic programs offered by selected Philippine higher education institutions (HEIs) that could potentially augment public service workforce in the field of climate change mitigation and adaptation. In her presentation, "Climate Change Programs of Six Higher Education Institutions: An Assessment of Accomplishments and Sustainability," Cuaresma highlighted that HEIs have now begun to mainstream climate change in their respective school curricula. She argued that, despite limited resources, HEIs have been able to implement substantial projects and activities. So far, around 21 state colleges and universities (SUCs) and three private HEIs have established climate change centers, which are the main hub for innovations and collaboration with other stakeholders, including the government. Graduates of these SUCs can also potentially add to the human resources and social capital for climate change programs. However, despite this potential, SUCs are largely untapped at the local level. Based on the assessment, Cuaresma pushed for stronger legislation and financial support on HEIs, as well as linkages with communities.

Professor Hun Hueon Cho of the National Human Resources Development Institute, Korea, presented a service model in designing course modules for human resource



Ms. Fatemeh Nadjar Shams from Iran

development. Prof. Cho argues that to be able to design an effective course module is to shift the perspective of the one designing from instructional designer's point of view to the receiver's. He proposed the following step-by-step process: Listen, Analyze, Develop, Deliver, Execute, and Revise.

Moving from skills and competencies, discussions then centered around values. Ms. Fatemeh Nadjar Shams of the University of Tehran, Iran, began her presentation with the concept of resilience and how resilient ethics plays a critical role, not only in conflict or crisis situations, but also in managing organizations. Ms. Shams tackled how to build the resilience of individuals, organizations and the society at large by developing a resilient administration plan. She underscored the need for resilient administration in conjunction with developing a crisis management system.

Ms. Gina Salazar situated her study in the context of the lack of discussion on cultural governance in the

field of Public Administration in the Philippines. This is despite crucial role of culture in promoting economic sustainability. Ms. Salazar proposed a conceptual framework to configure the relationship of cultural governance with economic and social stability.

Mr. Muhammad Syafiq of the National Institute of Public Administration in Indonesia looked into the role of a public perception survey in reducing the negative impact of bureaucratization in their country. In particular, the survey involved the perceived problems during the process of business licensing. The study employed policy research, qualitative methods and case studies of six local governments' business licensing services. Syafiq also looked into procedures, time and cost variables in order to measure the complexity of the services. Results of the perception survey showed problems such as lack of certainty of time and cost, as well as lack of standard procedures – these were further identified as partial delegation of authority, lack of professional HR, overlapping rules and less optimal use of IT. To address the problems, he recommended four simplification strategies: capacity building of human resource apparatus, optimizing the utilization of IT, delegating authority, and synchronizing policies or regulations.

Ms. Agit Kristiana contextualized  
[continued at page 18]

*Access their presentations online through the EROPA website.*

# PARALLEL SESSIONS ON HUMAN RESOURCES AND SOCIAL CAPITAL

[continued from page 17]

her presentation to her home country, she shared the situation and complexity of policy development – thus justifying the need for policy analysts in government institutions. The expected functions and roles of a policy analyst is to conduct policy research and analysis (knowledge to knowledge), bridging knowledge to policy, and bringing this knowledge to communities. However, in her findings, she emphasized the lack of maximization in utilizing policy analysts in the country. Thus, she recommended that her institution, NIPA has to work with the Government Apparatus Empowerment and Bureaucratic Reform in order to take advantage of the policy analysts' existence in order to further develop policy-making in Indonesia.

Ms. Rosalina Yokomori of the University of the Philippines Diliman discusses regulatory governance done by the Laguna Lake Development Authority (LLDA). Laguna Lake, the largest inland body of water in Luzon, is plagued by environmental concerns (pollution and health concerns), resource use (fishery productivity and illegal settlements around the lake) and jurisdictional overlaps, among others. Managing the lake, according to Yokomori, ought to involve stakeholders from government, private sector and the civil society.

Dr. Paulito Nisperos and Ms. Anna Rose Lloren looked into the



Prof. Kenichi Nishimura from Japan

situation of estate tax transfer in the Philippines, particularly in the Ilocos Region. The study explored the level of awareness on the documentary requirements of estate tax administration by the Philippine Statistics Authority (PSA), assessors at the provincial, municipal and city levels and the Land Registration Authority (LRA). It also delved on how much support is received from the Bureau of Internal Revenue (BIR) National office and the problems encountered in the process of transacting estate tax. While the authors emphasize the importance of tax transfer, results show that there was partial awareness by families and beneficiaries.

Professor Kenichi Nishimura of the Osaka University in Japan discussed People's Participation and the Local Development Council (LDC), as illustrated by the Philippine Case with the primary aim of finding out how LDCs are operated, and how they contribute to the improvement in the performance of the LGUs. Conducting a survey in around 300 LGUs in the Philippines in 2010-2011 for mayors and

and city/municipal planning and development coordinators, Nishimura's findings about LDCs have quite a number of implications contrary to the perception of inactiveness of the said council. Results revealed that LDCs are able to help formulate LGU development plans and programs, and are able to meet at least twice a year, as mandated by law.

Ms. Fatemeh Nadjar Shams of the University of Tehran, Iran shared the study made by Seyed Kamal Vaezi and In Pyo Hwang of NHI with regards to the experience of training of officials in Korea. Focusing on the efforts of NHI, she shared programs being promoted by the institution, especially making them internationally competitive and emphasized its current directions of expanding capacity-building in the international arena. The realization of the role of human resource development, as she mentioned, contributes greatly to the success of the (government) administration.

Ms. Han Nu Ngoc Ton of Vietnam, who is currently studying at the National Institute of Development Administration (NIDA) of Thailand, brought gender equality into the spotlight in achieving SDGs. The study sought to introduce covering development policies in Vietnam, review the concept of gender equality in Vietnam, and analyze the achievements and challenges in gender equality. ✍

*Access their presentations online through the EROPA website.*

# PARALLEL SESSIONS ON NETWORKS AND PARTNERSHIPS

The third theme of the conference, “Networks and Partnerships,” provides a platform for different state and other governance institutions to share experiences and strategies for building networks and partnerships for sustainable development. It will attempt to deepen understanding of the role and relevance of collaboration and cooperation in global governance, and how current strategies may be further improved to better advance sustainable development.

The faculty of the Social and Political Sciences, University of Sumatera Utara, Indonesia, led by Dr. Marlon Sihombing, discussed their research on the development Regional Innovation System (SIDA) in supporting strategic partnership among government, private sector and the public in North Sumatra’s Palm Oil industry. The faculty shared the prospects of enhancement of the innovation and capacity of the small and medium enterprise’s downstream palm-based sector through community-based empowerment strategy. The research team concluded that the approach of civil society organizations in terms of community empowerment is a good model for the government of Indonesia.

The study of Naomi Aoki of the Lee Kuan Yew School of Public Policy, National University of Singapore investigated the Japanese public’s attitudes towards inter-municipal collaboration in handling disaster



Dr. Seong Ju Kang from the Republic of Korea

debris. The results of her study suggests that the national and municipal governments should work together to seek more public support in hosting disaster debris in inter-municipal arrangements. Lastly, based on her research she suggested that the national and municipal governments of Japan should communicate more with the public about the risks, benefit, and costs associated with hosting disaster debris, and make efforts to improve public trust.

One of the targets for the sustainable development goals is to end the epidemics of neglected tropical diseases (NTDs). In Marag, Bukidnon, there are around 2,000 cases of animal bites every year. The study of Mr. Obedencio highlighted that majority of the residents have low to poor level of knowledge and practices on rabies prevention and control. The study was vital in drafting local government policies and planning measures to improve the strategies aimed at controlling and preventing rabies in Marag, Bukidnon.

The study of Mr. Bombita focuses on the potential income generation arm of the University of Rizal System through a professional consultancy services and capacity building programs. The study found out that the firm will aid in the resource generation of the University and support the micro, small and medium enterprises that will significantly contribute to the economic activities in the province of Rizal.

Dr. Seong Ju Kang of the Ministry of Science and ICT of Korea cited the adoption of technological tools to enhance public service. The context of Korea provided for participation and collaboration between developed and developing countries through the enabling environment established by its IT policy, industrial policy, and telecom policy. Applying these in implementing SDGs, he highlighted factors to be considered – securing support from both citizens and leadership, human resources, technological capacity by institution building, securing financial resources, and use of experiences and knowledge. Lastly, he shared the National Informatization Assessment Tool (NIAT), a policy design tool which can be utilized in helping to systematically shape action to achieve the SDGs.

Ms. Krismiyati Tasrin shared the case of Bandung City in Indonesia in terms of how the Multi-Stakeholders [continued at page 20]

*Access their presentations online through the EROPA website.*

# PARALLEL SESSIONS ON NETWORKS AND PARTNERSHIPS

[continued from page 19]

Partnership (MSP) Model applied in the local government unit. She pointed out the roles of local governments, academia, private sectors and civil society in promoting innovation. The result of her study points out to the prerequisites for the successful implementation of the MSP model based on the strengths and weaknesses of the existing model in Bandung City, Indonesia. With the case, she recommends that involved stakeholders should have an existing agreement – indicating the roles and responsibilities of each, and also to have a good leadership who can initiate innovative practices and collaborate with other stakeholders.

Dr. Masao Kikuchi explored the concept of Inter Municipal Collaboration (IMC) and the basic conditions by which it can exist among municipalities in Japan. He examined four areas through Binary Logistic Regression based on official statistics. Results of the study showed that administrative capacity and institutional setting have positive impact to promote IMC compared to fiscal condition and demographic patterns, particularly the elderly. He mentioned that IMC may have something to do with municipal amalgamation as a strategic choice.

In her presentation, “Ensuring multi-stakeholder partnership for the SDGs: Institutional arrangements from the perspective of



Dr. Masao Kikuchi from Japan

multi-level governance,” Ms. Eunju Kim noted the vagueness of international commitment targets such as the SDGs. According to her, ambiguities of SDGs can be both constructive and destructive: constructive because they allow more consensus-based and consultative decision making in defining targets and indicators; and destructive because the resulting overlaps and conflicting views on the importance of SDGs may delay policy formulation and implementation. Kim referred to the study being conducted by the Korean Institute of Public Administration (KIPA) on the national implementation of the SDGs. Data used to assess national implementation of SDGs in Korea was obtained through in-depth interviews with Korean officials in government agencies and was analyzed qualitatively. Results attributed the difficulty of implementing SDGs to goal ambiguity, which is largely because of the vastness of the goals. Finally, some institutional arrangements between national government agencies were fragmented. A strategic sub-set of SDGs is highly recommended.

A particular case of collaborative governance for SDGs is featured in Dr. Asima Siahaan’s study titled, “The Role of Faith-based Organizations Disaster Risk Governance: A Case Study of Mount Sinabung Eruption in Kabupaten Karo.” Here, Siahaan showcases the role of religious and faith-based organizations in post-disaster rehabilitation, which has rarely been discussed in disaster management studies. She specifically cited the case of Protestant Karo Batak Church (GBKP), one of the faith-based organizations involved in disaster response and rehabilitation post-Mount Sinabung eruption. It initially provided disaster training activities, but the goals of the organization were initially unclear. Eventually, however, the organization evolved into one of the prominent disaster-relief agencies in Kabupaten Karo, a village in Indonesia. GBKP focuses on collaboration and networking with both government and non-government institutions, and adopts an inclusive framework of disaster management and service delivery. Its programs and projects address areas such as women’s needs, provides technical support to communities, disaster awareness. Factors that made GBKP approaches effective are transparency, accountability, trust, and recognition and legitimacy.

Moving from the perspective of non-profits, Dr. Paulito Nisperos and Mr. Divino Amor Rivera’s paper [continued at page 20]

*Access their presentations online through the EROPA website.*



# PARALLEL SESSIONS ON NETWORKS AND PARTNERSHIPS

[continued from page 20]

on “Household Energy Consumption in Region I: Basis for Policy Agenda on Energy Conservation” provides baseline data and policy recommendations for possible partnerships from the government perspective. It focused on energy consumption in the Ilocos Region, Philippines, as basis for policy recommendations and articulation of energy needs in the region. This is through a Household Energy Consumption Survey (HECS), participated in by 1,133 respondents. Results showed that sociodemographic profile of the respondents was not significantly correlated with the efficiency in energy consumption among households. A bulk of the energy consumption in households was largely for basic lighting (90 percent) and entertainment (80 percent). Policy recommendations include greater focus on renewable energy, efficient energy consumption, and engineering innovations.

Dr. Milagos Rimando of the National Economic and Development Authority – Cordillera Autonomous Region (CAR) presented the prospects of the Cordilleras in a federal Philippines. To contextualize the region’s demand for autonomy, Dr. Rimando narrated the long history and development of the Cordillera people’s struggle for self-governance and autonomy. She shared the issues and challenges they experienced while engaging in alliance-building for autonomy.



Mr. Syafiq receives the CPR Award

The study by Dr. Severo Madrona, Jr. proposes a framework for evaluating public-private partnerships (PPP) in the context of good governance. Dr. Madrona also traced the history of PPP programs in the Philippines from 1992 to 2016, and analyzed the institutional and legal frameworks adopted by the Philippine government in its implementation of the PPP programs in the given period. Using the yardsticks of governance and development, Dr. Madrona enumerated a number of issues in implementing PPP programs in the country.

Mr. John Paul D. Antes of the Sugar Regulatory Administration, Philippines, explained some of the factors that drive biofuel production among the top 17 biofuel producing nations in the 2007 and 2008 Biofuels Country Attractiveness Indices commissioned by Ernst & Young. Empirical evidence suggests that environmental concerns appear to be the primary motivation behind the exploration and development of biofuels. Gross national income (GNI) is also a significant determinant of biofuel

production in developing economies. In particular, strong institutions, in the form of markets, infrastructure and legal framework for the development and use of renewable biomass energy, helped develop the industry.

The author concluded that identifying the determinants of biofuels production and using the data of selected countries that are considered to be pioneers in the production of biofuels may help in developing more effective and efficient biofuel policies.

Overall, 63 presentations were listed for this year’s conference. The Carlos P. Ramos (CPR) Award for Best Conference Paper began this year to recognize excellent papers presented in annual EROPA Conferences. It also hopes to draw more quality paper submissions for the conference and for possible publication in academic journals such as ARPA. The Award consists of a certificate and a \$1,000 prize.

Mr. Muhammad Syafiq and his co-author Mr. Naufal Sabda Auliya, researchers from the National Institute of Public Administration, Indonesia, bagged the first Carlos P. Ramos Award for Best Conference Paper. Their study, “Public Perception Survey as an Early Warning Method in Reducing Negative Impact of Bureaucratization,” examined procedure, cost, and time variables that affect business-licensing processes in Indonesia. ✍

*Access their presentations online through the EROPA website.*

# DR. NAKAMURA RECEIVES RPG AWARD

Dr. Akira Nakamura, Professor Emeritus at Meiji University, Japan, received the Raul P. De Guzman (RPG) Award for Distinguished Contributions to Public Administration during the Closing Ceremonies of the 2017 EROPA General Assembly and Conference in Seoul, Republic of Korea. He is the second to receive the said award.

Considered as one of the “leading lights” of EROPA, Dr. Nakamura is also the Chair of the EROPA Revitalization Committee and a member of the Editorial Board of the Asian Review of Public Administration. He is also an adviser of the EROPA Local Government Center. In 2010, Dr. Nakamura, with Dr. Pan Suk Kim of Yonsei University, Korea, launched the Asian Leadership Forum (ALF), which serves as a platform for high-ranking officials and policymakers to discuss developments, issues, and insights in public administration. He has chaired eight ALF sessions since then, including this year’s session.

A renowned expert in crisis management, political science, and public administration, Dr. Nakamura has been awarded many times for his academic and practical contributions to these fields. He was awarded the Sakurada Kai Sho by the Sakurada Association in 1984 for his renowned publication and research work in political science. In 2006, he was awarded the Medal of Contributions by the Kingdom of Malaysia, earning him the title, Johan Mangkok Nagara (The Most Outstanding Defender of



Dr. Akira Nakamura receives the award

the Realm). He was also awarded an Honor of Contributions to International Cooperation in 2008 for his work with the Japan International Cooperation Agency (JICA).

Dr. Nakamura remains active in his career as an academician and administrator in various academic institutions and government ministries. He was Chair of the Department of Political Science, and Vice President of Meiji University from 2006-2008, and Dean of the Graduate School in the same university from 2002-2008. He has been a Visiting Professor at the Graduate Research Institute of Policy Studies (GRIPS) since 2009. He is also serving as Adjunct Professor at Local Autonomy College, Ministry of Internal Affairs and Communications, Japan, since 1998.

Aside from this, Dr. Nakamura is affiliated with a number of professional organizations in public administration, such as the International Institute of Administrative Sciences (IIAS), the Asian Association for Public Administration (AAPA), Japan Association of the

Study of Civil Society (JACSC), and the Japanese Society of Crisis Management (JSCM). He is member of the International Advisory Board of the Public Administration Review.

The Raul P. De Guzman Award was initiated by EROPA in 2014 to honor members of the organization who have significantly contributed to the study and practice of public administration. Dr. Roger Wettenhall of the University of Canberra in Australia, who was formerly an Associate Editor of ARPA and member of the EROPA Revitalization Committee, was the first to receive the RPG Award.

The namesake of the award, Dr. Raul P. De Guzman (1930-2010), served as Dean of the University of the Philippines National College of Public Administration and Governance (NCPAG), which was then known as the College of Public Administration (CPA), as the second Secretary-General of EROPA, after Carlos P. Ramos, and as a key adviser of former Philippine President Joseph Ejercito Estrada. He was known as the “Father of Philippine Public Administration.” ☞

# 2017 CONFERENCE FORMALLY CLOSES



After three days of information sharing, debates, and discussions, the 26th EROPA General Assembly and Conference has formally ended on 14 September 2017 with the Second Business Meeting and Closing Ceremonies held at the Grand Intercontinental Seoul Parnas, Seoul, Korea. Dr. Dong-ho Oh (pictured), President of the National Human Resources Development Institute (NHI) and the President of the 26th EROPA General Assembly, presided over the session.

Director-General Hong-Jo Chun of NHI, the General Rapporteur of the General Assembly and Conference, delivered a summary report of what has been discussed in the plenary and parallel sessions of the conference. He explained that the Sustainable Development Goals (SDGs), a move forward from the MDGs, are transformative, universal, and inclusive international commitments, which require innovations in the public sector, empowerment of human resources, and stronger partnerships between different stakeholders in

governance. He added that, while achieving SDGs is a tall order, given the different views and experiences of each of the countries committed to these goals, the said diversity allows institutions and partners to learn from one another in pursuit of SDGs.

Following is the Report on Future Plans and Programs, by the Chair of the Future Plans Committee, Dr. Masao Kikuchi. He laid down future projects for EROPA, such as extending the communication reach of EROPA to its members, continuation of the membership campaign, and development of ARPA as an online open-access journal. He invited EROPA members to be part of the Future Plans Committee, and proposed that a detailed timeline of activities be plotted in pursuit of the proposed programs and activities.

Meanwhile, Ms. Maria Antonette Velasco-Allones, Chair of the Resolutions Committee, presented for adoption of the 26th General Assembly the agreements that

have been earlier agreed upon in the Executive Council Meeting. This included the approval of election of the new EROPA Executive Council officials.

Recognizing the efforts of NHI in organizing the conference, EROPA, through Secretary-General Mercado, awarded NHI President, officials and staff with plaques of appreciation. The heads of state delegation of the Philippines, Thailand, Vietnam, and Iran then gave their respective statements of gratitude to the conference participants. Ms. Alicia dela Rosa-Bala, Chair of the Civil Service Commission, delivered the speech for the Philippines. Dr. Luu Kiem Thanh, Vice President of the National Academy of Public Administration, delivered the speech for Vietnam. Dr. Muhammad Taufiq, Deputy Chairman of the National Institute of Public Administration, delivered the speech for Indonesia. For Iran, the closing statement was delivered by Mr. Emran Ramezani, Director of the Administrative and Recruitment Organization. ✍



# 2017 EROPA CONFERENCE IN PHOTOS

Attended by some 600 participants from various countries, the 2017 Conference is one of the largest EROPA had in recent years. Witness how the conference has went through this supplementary collection. It is hoped that the best possible coverage of the conference be met through this endeavor. ✂



*Secretary Youk Bunna of Cambodia (left), and Prof. Akihide Hirashima (right)*



*Dr. Agus Pramusinto from the Universitas Gadjah Mada, Indonesia*



*Emran Ramezani, Director of the Administrative and Recruitment Organization, Iran*



*Alikhan Baimenov, Chair of the Regional Hub of Civil Service in Astana, Kazakhstan*



*Dr. Hyun Deok Choi, Deputy Mayor of Namyangju City, Korea*



*Prof. Naomi Aoki from the National University of Singapore*



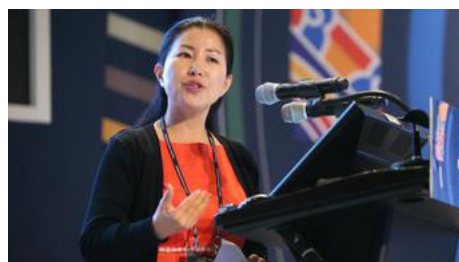
*Prof. Ranjit Rye, AVP of Public Affairs at the University of the Philippines*



*Dr. Jocelyn Cuaresma, College Secretary of the University of the Philippines NCPAG*



*Dr. Akio Kamiko, Vice President of Ritsumeikan University, Japan*



*Prof. Soonhee Kim from the KDI School of Public Policy and Management, Korea*



*Dr. Michael Tumanut from the University of the Philippines NCPAG*



*Takashi Nabeoka, Deputy Executive Director of CLAIR Singapore*



*Dr. Peter K. W. Fong, President of the Hong Kong Public Administration Association*



*Dr. Ederson Tapia, Dean of the University of Makati, the Philippines*



# STRENGTHENING LINKAGES



## IPAC Annual Conference 2017: Strong Foundations, Sustainable Futures

The 69th Annual Conference of the Institute of Public Administration of Canada (IPAC) was held on 20-23 August 2017 at PEI Convention Centre in Charlottetown. In commemoration of Canada's 150th anniversary of Confederation, the conference themes tackled sustainability, leadership, and policy innovation. A total of 46 speakers were featured in this conference. ✍

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



## 38th AAPAM Roundtable Conference

With the theme "A Transformed Leadership: Managing National Resources to achieve the objectives of Africa Agenda 2063 and Sustainable Development Goals," the AAPAM Conference was held at Mazagan Beach and Golf Resort in El Jadida, Morocco on 6-10 November 2017. The UNDESA Division for Public Administration and Development Management organized five plenary and parallel sessions. ✍



## XXII International Congress of CLAD

The Centro Latinoamericano de Administración para el Desarrollo (CLAD) organized an international congress on state and public administration reform in cooperation with the Spanish government. The congress was conducted on 14-17 November 2017 in Madrid, Spain. Established in 1972, CLAD is based in Caracas, Venezuela. Meanwhile, the first congress was held at Rio de Janeiro, Brazil in 1996. ✍



## 4th WeGO General Assembly

The 4th WeGO General Assembly was held on 27-30 June 2017 at Ulyanovsk, Russia. Attended by more than 400 city leaders from 48 countries, the assembly focused on the theme "Smart Sustainable Cities for All." A total of 35 cities from Asia participated in this event. WeGO means "World Smart Sustainable Cities Organization," which was established in 2010, and is currently based in Seoul. ✍



## Symposium on Governance for Implementing the Sustainable Development Commitments in Africa

Jointly organized by UNDESA, UNDP, UNITAR, and OIF, the symposium took lessons and approaches to implement the SDGs and the Africa Agenda 2063. In particular, the whole-of-government, and the whole-of-society approaches in implementation gained emphasis. It was held at Addis Ababa, Ethiopia on 11-13 December 2017. ✍



## OECD Conference on Innovation in Government

The OECD Observatory of Public Sector Innovation, in cooperation with the European Commission, assembled innovators around the world for a conference on "Innovation in Government: The New Normal." It was held at the OECD Conference Centre in Paris, France on 20-21 November 2017. A total of 122 speakers discussed topics on transforming government, innovation tools and methods, reimagining boundaries, and innovation for development. ✍

# ONGOING PREPARATIONS FOR THE 2018 EROPA CONFERENCE

The Eastern Regional Organization for Public Administration (EROPA) Conference on “Public Administration in Managing Global Megatrends: People, Public Services, Institutions, and Ethics” will take place on 16-20 September 2018 in the Republic of Indonesia.

Expected to attract some 500 participants, preparations are being made by the 2018 EROPA Conference Organizing Committee. On 7-9 December 2017, officials from the National Institute of Public Administration (NIPA) or Lembaga Administrasi Negara (LAN) met with the EROPA Secretariat, headed by Dr. Orlando S. Mercado (EROPA Secretary-General), and Dr. Maria Fe V. Mendoza (Deputy Secretary-General for Research and Publications), in Quezon City, the Philippines. Discussion points include concerns on the conference location, coordination on receiving and approving paper presentations, details on the management of registration, invitation and promotion, the possible cooperation with other journals to publish the papers, the reforms to be implemented for the Asian Leadership Forum (ALF), and the prospect of having a new center in Indonesia.



*From L-R: Mr. Muhammad Imam Alfie Syarien, Dr. Muhammad Taufiq, Dr. Mercado, Dr. Mendoza, Sec. Sri Hadiati, Ms. Elly Fatimah, Mr. Arius Lauren Raposas*

The 2018 Conference will have four sub-themes: New Approaches in Human Resource Management in the Public Sector, Challenges and Strategies for Delivering Better Public Services, Refining Governance Institutions for the Future, and Redefining Public Service Ethics. The conference will be organized in cooperation with the Universitas Gadjah Mada and the Kementerian Pariwisata.

The Republic of Indonesia was the 11th state member to join the organization, formally entering in 1971. Since then, Indonesia has hosted the EROPA Conference multiple times prior to next year: 1977, 1981, and 2012. ☞

## *Landmark dates to remember:*

15 January 2018  
Call for Papers

13 April 2018  
Deadline of Abstract Submission

18 May 2018  
Acceptance of Abstracts

16 July 2018  
Deadline of Full Paper Submission

16 August 2018  
Deadline of Online Registration

## ARE YOU AN ACTIVE EROPA MEMBER?

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# EROPA

EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION

# BULLETIN

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Visit the EROPA Website at  
[www.eropa.org.ph](http://www.eropa.org.ph)! Check links on:

- ~ Best Practices in Public Administration
- ~ Jobs in Public Administration
- ~ News on Public Administration
- ~ Organized EROPA publications (by theme)
- ~ Abstracts of papers presented in Tehran (November 2007)

#### EROPA Executive Council

1 January 2008 - 31 December 2009

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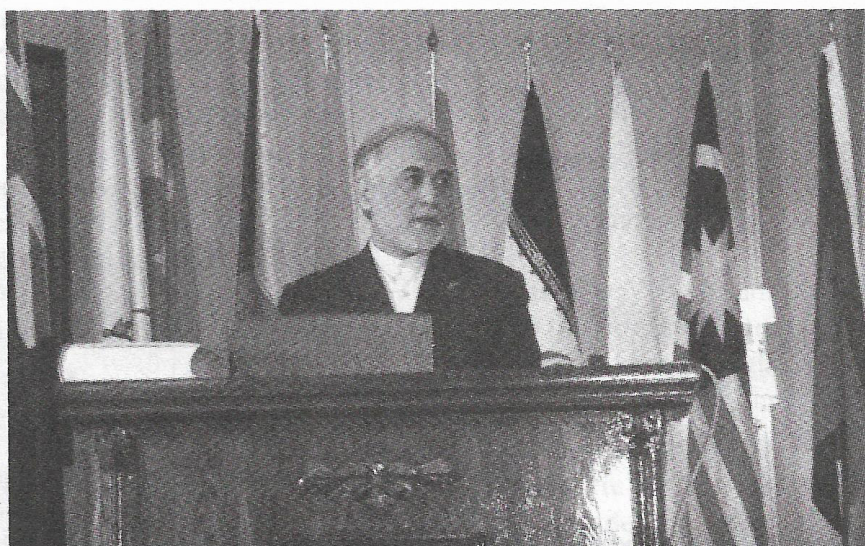
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## Tehran Welcomes 21st EROPA General Assembly and Conference



*His Excellency Dr. Parviz Davoodi, First Vice-President of the Islamic Republic of Iran, in his inaugural address.*

**HIS EXCELLENCY DR. PARVIZ DAVOODI**, First Vice-President of the Islamic Republic of Iran, welcomed the guests and participants to the 21<sup>st</sup> EROPA General Assembly and Conference during the opening ceremony held at the Iranian Center for International Conferences last 19 November 2007.

In his inaugural address, Davoodi highlighted the different Islamic principles in government administration in order to realize more productivity. Among those noted are value for human resource, confidence in decision making, accountability, sense of commitment, scientific decision making, performance of duty, discipline in work, equity and fairness, good political leadership, and simplicity in the bureaucracy.

Ms. Patricia A. Sto. Tomas, Secretary General of EROPA, also warmly welcomed the participants and thanked the

government of the Islamic Republic of Iran for its invaluable efforts in making the event successful. She recognized the role of the Islamic Republic of Iran in public administration as one of the earliest seats of ancient civilization. She also thanked the participants for their continuous support to the activity despite unfortunate incidents encountered during their travel.

H. E. Dr. Mohammad Hassan Pasvar, Deputy Vice-President for Management Development and Human Capital of the Islamic Republic of Iran, in his welcome remarks expressed his appreciation to the EROPA Secretariat for its support and cooperation in organizing the event. He then reiterated the fact that the theme of the conference was jointly chosen in cooperation with the Secretariat because quality services in the public sector is now one of the most relevant issues across the

*(see Tehran welcomes... on page 2)*





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 currently distributed to a membership network covering more than 40 countries.

Share your ideas and impressions of the EROPA Bulletin in our website ([eropa.org.ph](http://eropa.org.ph)) or via e-mail ([eropa.secretariat@gmail.com](mailto:eropa.secretariat@gmail.com)).

## EROPA Officials and Secretariat

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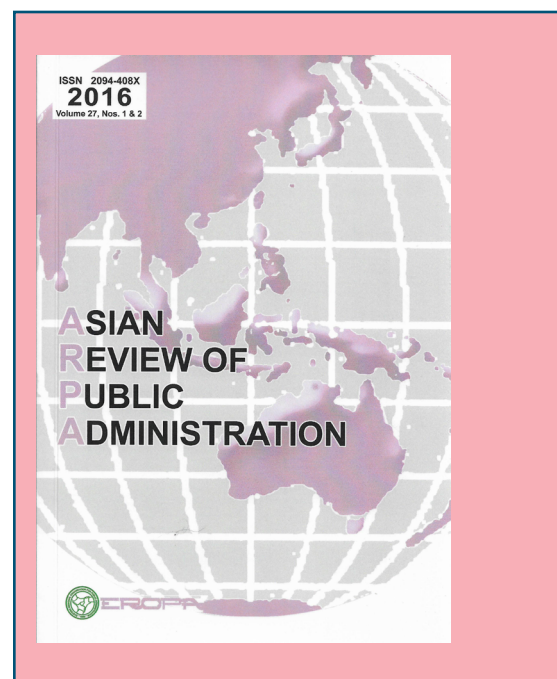
Dr. Maria Fe V. Mendoza  
*Deputy Secretary-General*

Mr. Arius Lauren C. Raposas  
*Researcher/Editorial Assistant*



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 administration 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 (UNPAN). 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 grew. 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](http://eropa.org.ph/join-eropa.html))



## ARPA 2016 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" from various academicians, practitioners, and scholars. 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 2016 edition. For a single issue, 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](mailto:eropa.secretariat@gmail.com)) or phone (+63 2 929 7789).