

EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION, INC.

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EROPA 58TH EXECUTIVE COUNCIL MEETS IN JAKARTA

The 58th Executive Council of the Eastern Regional Organization for Public Administration (EROPA) convened at the Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Indonesia (Department of Social and Political Science, University of Indonesia). The council meeting was presided over by National Institute of Development Administration (NIDA) and current Executive Council Chairman President Dr. Sombat Thamrongthanyawong.

Prior to the start of the meeting, Dr. Sombat thanked the council members for their presence and expressed his sincere appreciation to University of Indonesia for hosting this year's conference. The Chairman added that the EROPA Conference was in line with and formed an indispensable part of the international efforts toward making the globe a world of peace, solidarity, and prosperity. The council meeting was attended by state member representatives of the People's Republic of China (Prof. Xuezhi Liu of the Chinese Academy of Personnel Science), Indonesia (Prof. Agus Dwiyanto of the Lembaga Administrasi Negara), Japan (Mr. Sumio Takimoto of the Local Autonomy College), Korea (Dr. Eun-key Yoon of Central Officials Training Institute), Nepal (Mr. Durga Nidhi Sharma of the Ministry of General Administration), Philippines (Commissioner Robert Martinez of the Civil Service Commission), Thailand (Dr. Sombat Thamrongthanyawong and Dr. Ponlapat Buracom of NIDA) and Vietnam (Prof. Dr. Dinh Van Mau of the National Academy of Public Administration)(continued on p.3...)



**UNIVERSITAS
INDONESIA**

Veritas, Probitas, Iustitia

— EST. 1849 —

Universitas Indonesia (UI) is a modern, comprehensive, open-minded, multi-culture, and humanism campus that covers wide arrays of scientific disciplines. UI was founded in 1849.

Recently, UI produces more than 400.000 alumni and continues its important role both nationally and internationally. Furthermore, UI campus is one of the most magnificent green campuses in the world. UI has two campuses; one is in the central business in Jakarta (Salemba) and the second one is located in Depok areas (West Java). Depok campus is a green campus covering 320 hectares. UI maintains the ecology conservation by utilizing only 25 percent of area for academic, research and student activities; while up hold 75 percent for forestation. (<http://www.ui.ac.id>)

(...continued from p2) Group Member representatives namely Dr. Roy Salomo of University of Indonesia, Mr. Masahide Adachi of the Council for Local Authorities for International Relations, and Atty. Maria Anthonette Allones of the Career Executive Service Board also took part in the meeting. Dr. Akio Kamiko, Dr. Paulito Nisperos, and Dr. Mark Hayllar attended the council meeting as individual member representatives, together with Dr. Akira Nakamura of the Steering Committee and Asian Review of Public Administration (ARPA) Associate Editor Dr. Roger Wettenhall.

Among the important items discussed in the Executive Council meeting were the ongoing activities of EROPA and its Centers, administrative and financial matters, current and future issues of Asian Review of Public Administration (ARPA), membership status and approval of applications by the Council, and the future plans and programs of EROPA.

The Council mainly discussed plans to improve the implementation of EROPA programs and activities. It was agreed that participation, especially of the youth, in the activities of EROPA, as well as forging and strengthening its network of people and institutions, is essential for the organization.

After the meeting, the Executive Council was treated to a dinner wherein Sec. Gen. Mercado, Dr. Sombat and FISIP UI Dean Dr. Bambang Shergy Laksmono delivered their welcoming statements. Cultural presentations, furthermore, made the evening more colorful.

The next Executive Council meeting will be held in Tachikawa, Tokyo, Japan during the last quarter of 2013.



Lembaga Administrasi Negara was established in 1957 under the Office of the President. Its main purpose is to carry out tasks related to assessment, research, and development in the field of public administration.

It also conducts trainings and education for public servants.

(<http://www.lan.go.id>)

EROPA OPENS INTERNATIONAL CONFERENCE

The Eastern Regional Organization for Public Administration (EROPA) officially opened its international conference here Monday. The organization's leaders welcomed the participants and shared quick insights on the importance of administrative reform.

Taking into account that "the success of nation-building lies in revitalizing state administration," the conference adopted the theme "Challenges to Administrative Reform: Learning from the Past and in Search of Excellence in the Future." The theme is divided into more specific subthemes including the importance of leadership in administrative reform, enhancing public trust and preventing corruption, and the role of information and communication technology (ICT) in administrative reform.



Dr. Roy Salomo

Dr. Roy Salomo, Chairman of the Administrative Sciences Department of the University of Indonesia and Head of the EROPA 2012 Indonesian Organizing Committee, said that the conference is designed to discuss issues on development, particularly on administrative reforms. “This conference is a discussion platform for academics and practitioners to share lessons learned in reform implementation,” Salomo added.



*Dr. Sombat
Thamrongthanya-
wong*

Currently the chairman of EROPA's Executive Council and the President of the National Institute of Development Administration (NIDA) in Bangkok, Dr. Sombat Thamrongthanyawong, extended the same warm welcome to the participants. Dr. Sombat acknowledged the importance of developing “new ways of doing things” as he thanked the different actors who were instrumental to the realization of the conference.



*Dr Orlando S.
Mercado*

Meanwhile, Dr. Orlando Mercado, Secretary General of EROPA, took the opportunity to both welcome the participants and pose a challenge to them particularly to those who are working in the government. Dr. Mercado noted that this is not the first time to discuss the issue of administrative reform, but the same remains relevant and important due to the changing world. As the region continuously grows, many things are happening, and the world is becoming more interdependent and interconnected, he believes that governments should be able to adapt to changes. With the EROPA conference as a chance to listen and share experiences, Secretary General Mercado encouraged the participants to present comments, talk with each other, bring home at least one idea that they can implement, and become activists and take opportunities to change things.

Quoting Albert Einstein for the definition of insanity, which comes as “doing the same things over and over again, but expecting different results,” Dr. Mercado headed to say that the participants are not insane, but rather intelligent and good administrators who should be open to changes, new ideas and reforms.

Following the welcome remarks from the EROPA leaders, His Excellency Azwar Abubakar, Minister of Administrative Reform of the Republic of Indonesia, delivered his keynote address. As a tradition in Indonesia, the sound of a gong signalled the official opening of the event.





EROPA 2012 Conference

Keynote Speech:

Minister Azwar Abubakar

His Excellency Azwar Abubakar, Minister of Administrative Reform in Indonesia, in his keynote speech, showcased the implementation of administrative reform in Indonesia. He stressed that there is a need to constantly innovate government systems to achieve sustainable socioeconomic development. He also remarked that administrative reform could help institutions gain public support.

Minister Abubakar explained that government institutions need to enhance their reform capabilities in the following areas: 1) leadership and organization; 2) people and skill; 3) processes and tools; and 4) culture and values. According to him, reform can only be implemented in the government if it is with proper content and agenda, enabling mechanisms, and strong political will.

Minister Abubakar also gave a brief overview of the challenges faced by the Indonesian administration in terms of organization, law and regulation, human resources, processes in public service, and existing culture and beliefs. He also remarked that in response to these challenges, the Government of Indonesia moved to put administrative reform first in its national development plans.

In a move to reinvent itself into a world-class one in 2025, the government formulated the National Bureaucratic Reform (BR) Program and the 9 Acceleration Programs for Bureaucratic Reform. Minister Abubakar cited the specific targets of the government under these programs and the different indicators that would help measure their performance in achieving a/an : 1) efficient and effective government; 2) competitive and competent civil service; 3) participative governance; and 4) open and IT-based government. Furthermore, he presented the implementation strategies to achieve reform from the national policies to agency levels.

Minister Abubakar noted achievements of the Ministry of Administrative Reform in forging international linkages, strengthening bureaucracy and civil service laws, media campaigns, and collaborating with civic groups and academic institutions in furtherance of the reform programs of the government. He also laid out the Ministry's future activities and expected outputs.

The Minister concluded his speech by saying that administrative reform in Indonesia is still underway, and that much support from different stakeholders would be needed to achieve the country's targets in this initiative.

EROPA 2013 CONFERENCE

TACHIKAWA CITY, TOKYO, JAPAN



The EROPA 2013 Conference is set to be held at Tachikawa City, Tokyo, Japan. The tentative date is from October 14-18, 2013. It will be organized by the Local Autonomy College, Ministry of Internal Affairs and Communications (MIC).

The proposed theme for the upcoming 2013 Conference is “Enhancing the Quality of Government: Government, Governability and Governance”. For further details, please visit <http://www.eropa.org.ph/eropa-2013-conference.html>.

WELCOME TO THE EROPA FAMILY!



The Razak School of Government (<http://www.rsog.com.my/>) was formed for the realities of tomorrow. It came to being to serve the fundamental needs of a developed Malaysia in 2020. The terms of School has been formed to serving a developed Malaysia society.

Launched on 8 October 2010 by The Honourable Dato' Sri Mohd. Najib bin Tun Abdul Razak, the School has been mandated to groom the future public sector leaders of Malaysia across all service sectors. The formation of RSOG is therefore very much at the heart of the transformation of the public service sector – engine of the Government Transformation Programme, GTP. Its membership to EROPA was approved on October 28, 2012 by the 58th Executive Council.

Mission

- To train public sector leaders to be innovative, entrepreneurial and leaders in solving current and future challenges in public leadership and policy of our time.

Objectives

- Provide advanced training in public sector leadership and public policy development and implementation for senior management professionals and young talents in the public service;
- Undertake and support research and publications on public service and public policy that will generate value-added knowledge and tool to making a globally competitive Malaysian public sector;
- Be a platform for dialogue, knowledge-sharing and synergistic collaboration within the government machinery as well as across the public and private sectors locally and globally.

CONGRATULATIONS!

2012 EROPA OUTSTANDING YOUNG PRACTITIONER (PHILIPPINES)



**MR. ARNEL G.
PALABAY**

Senior Economic Development Specialist
National Economic and
Development Authority
Regional Office I
San Fernando City, La Union,
Philippines
2010 CSC Pagasa Awardee



Arnel G. Palabay, this year's EROPA Outstanding Young Practitioner, is an exemplary public servant and a proof of integrity and excellence in the government.

Mr. Palabay initiated computer programs that helped improve service delivery functions of the National Economic and Development Authority (NEDA) Regional Office I.

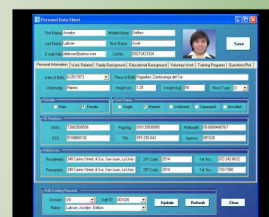
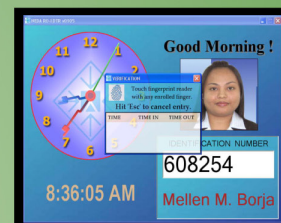
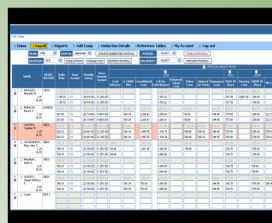
He developed, installed and deployed the following systems for NEDA:

- **E-library**
- **Supply inventory**
- **Online report generation for the NEDA Management Team**
- **Online query system on major development indicators**
- **National Economic Research and Business Assistance Center (NERBAC)**
- **Ilocos Region Information Sharing Network**

He also developed electronic information systems that allow for automated updating of personnel records and information in NEDA, thereby saving the agency almost half a million pesos.

- **Electronic Daily Time Record System**
- **Electronic Payroll System**

Mr. Palabay is known for being modest and patient in carrying out his duties as a public servant. He recognizes the difficulties of being in the government sector, but he encourages fellow public servants to use these hardships as opportunities to better serve the people.



COST OF DOING BUSINESS IN RI	
ITEM	AMOUNT (PESOS)
1. Labor and Material	100.00
2. Construction	100.00
3. Professional Services	100.00
4. Other	100.00
TOTAL	400.00

The E-DTR, E-Payroll Systems, and the NERBAC are just some of the automated information and service delivery systems developed by Mr. Palabay.



“We have to keep in mind though that the true mark of a public servant is that of placing the country’s interest above one’s own.”

NEW EROPA INDIVIDUAL MEMBERS

INDONESIA

Mr. Syahrul Aminullah

Head of Sub-division of Property Right
Ministry for Research and Technology
Republic of Indonesia

Dr. Septiana Dwiputrianti

Senior Lecturer and Deputy Head of Academic Affairs
School of Public Administration, the National Institute of
Public Administration, Republic of Indonesia

Mr. Defny Holidin

Researcher
Universitas Indonesia
Gedung Prajudi Atmosudirdja 2nd floor Kampus FISIP

Dr. Ruta Ireng Wicaksono

Engineer
City Development Planning Agency, The Local
Government of Tangerang City, Indonesia

Ms. Lina S. Litanon

Bookkeeper
02-07 Don Carlos Street, City Of Malaybalay

Ms. Maria Lucrecia Rosal Mir

Director III, Senate of the Philippines
GSIS Building, Financial Center, Pasay

Ma. Theresa E. Nabatar

Consultant for Educational and Social Projects
Tahilan Residence and Study Center
2396 Leon Guinto St., Malate, Manila

Dr. Remedios C. Neroza

Dean
College of Graduate Studies, Don Mariano Marcos
Memorial State University

Dr. Alicia F. Oliva

Head of Research
Don Mariano Marcos Memorial State University
Mid La Union Campus, Philippines

PHILIPPINES

Dr. Maria Teresa Yaranon Acantilado

Head, Instruction Unit
Don Mariano Marcos Memorial State University
MLUC, San Fernando City, La Union, Philippines

Dr. Mario Joyo Aguja

Professor
Mindanao State University
General Santos City, Philippines

Dr. Amelia Girly L. Aranas

Faculty
Cebu Technological University - Cebu City
R. Palma Street MJ Cuenco, Cebu City

Dr. Florenda S. Frivaldo

Faculty
Polytechnic University of the Philippines
4580 Lilac St., SSS Village, Concepcion II, Marikina City

Dr. Gloria Jumamil-Mercado

Senior Vice President and Dean
Development Academy of the Philippines
Pasig City 1600, Philippines

Dr. Divino Amor P. Rivera

Statistical Coordination Officer I
National Statistics Office – La Union
La Union, Philippines

Ms. Visminda J. Salo

Accountant
Malaybalay City Water District
1017 Impalambong Street, City of Malaybalay

Ms. Zarrena Vasquez

Public Administration Practitioner
USAID-DFID funded projects
Batangas, Philippines

Mr. John John C. Venus, Jr.

Instructor
Kalinga-Apayao State College
0262 Arellano St., Tabuk
Kalinga 3800, Philippines

Mr. Lester Zaleta

Local Government Unit – Santiago City
Centro East, Santiago City

THE SECRETARY GENERAL IN ACTION

EROPA Secretary General Dr. Orlando S. Mercado, in the past few months, has been working hard to ensure the organization's sustainable future. Aside from having dialogue with officials from potential state members, the Secretary General has also consistently represented EROPA in various foras. Some of his endeavors are as follows:



- Dialogues have been conducted with relevant government agencies in the countries Cambodia, Lao PDR, and Myanmar. The government of Cambodia, through the Royal School of Administration, has shown interest in joining EROPA. Other countries have indicated positive initial positive response.
- The Secretary General hosted an armchair discussion (plenary session) titled Leading Public Sector Development in a Newly Independent Nation, with Mr. Abdon Agaw Jok Nhial of South Sudan as guest during the 64th IPAC Annual Conference on Navigating Uncharted Waters: Embracing the Tides of Change.
- The Secretary General presented a paper: Challenges and Opportunities in Governance in Southeast Asia during the Session: Building Public Administration in Our Region during the 2012 IPAA International Congress on Valuing Public Administration, Melbourne, Australia.
- The Secretary General attended the 2012 United Nations Public Administration Network (UNPAN) Capacity Building Workshop entitled “Next Stage in Open Government Data: Using Data for Transparency, Accountability and Collaboration”, Cape Town, South Africa.
- The Secretary General also served as speaker at the Forum on Climate Change and Southeast Asia, Manila Philippines. The event was organized by civil service organizations Greenpeace and Oxfam in cooperation with the EROPA Secretariat.
- EROPA also co-organized with Oxfam the policy forum “Safeguarding ASEAN Communities’ Rights: Pushing for Regional Regulatory Policies on Private Sector Agricultural Investments.”



EROPA.ORG.PH is home to information such as:

- latest developments within the Organization
- annual conferences and other projects
- membership application and status
- subscription to and getting publish in the Asian Review of Public Administration
- current affairs in the Asia Pacific region
- more



JOIN EROPA'S ONLINE YOUTH NETWORK

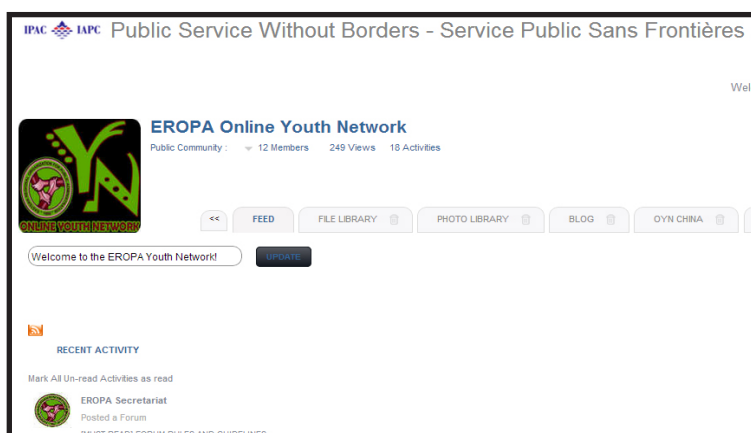
The EROPA Online Youth Network has already been set up using the infrastructure of The Institute of Public Administration of Canada (IPAC). This is in accordance to EROPA and IPAC's Memorandum of Agreement which states that the two organizations are "to share their research, information, experience and skills, and to undertake joint programming, research and publications where applicable to foster and support excellence in public administration."

According to IPAC, Public Service Without Borders (PSWB) is a secure environment and its infrastructure is similar to the one used during the last two G-20 summits. The establishment of the youth network within the PSWB site was at no additional expense to the Organization.

The Online Youth Network can be accessed at www.PSWB.net. PSWB is a dynamic IPAC online community for new and experienced public sector professionals, academics and students of public administration and policy around the world.

Through the Online Youth Network, students from the EROPA region may network, share documents, and engage with their peers. EROPA, as moderator, will also share knowledge and technical know-how where applicable to students through the network. As EROPA believes in harnessing and transferring its values to the next generation, membership to the network is free of charge.

The EROPA Secretariat encourages members of the council to help promote the Online Youth Network in their respective countries.



The Institute of Public Administration of Canada (IPAC), founded in 1947, is a dynamic association of public servants, academics, and others interested in public administration. Anchored by our regional groups, we're a membership-based organization that creates knowledge networks and leads public administration research in Canada. Since the early 1990s, IPAC has been a major player in exporting successful Canadian public sector expertise around the world.

ARPA CURRENT ISSUE PREVIEW

PAN SUK KIM, Editor-in-Chief
and
ROGER WETTENHALL, Associate Editor

As explained in the Editorial Introduction to ARPA Issue 22(2) – the second of the planned 2011 issues – the timing of that Issue was affected by the disastrous Bangkok floods of late 2011, which delayed the holding of EROPA's 2011

Conference and General Assembly until February 2012. This also had consequences for the present Issue.

We have decided to produce this Issue as a 2012 double issue, thus clearing the way for a return in 2013 to our more regular practice of producing two Issues consistently with the normal character of ARPA as a biennial journal.

The first part of this issue contains four articles selected and developed from presentations to the Bangkok conference, whose major focus was “Challenges, Opportunities, and Innovation in Public Administration in the Next Decade”, with these sub-themes: fiscal retrenchment, the role of the state in managing new challenges, and innovations in service

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delivery; the four articles reflect this focus and the sub-themes in important ways. And the second part of the issue consists of a symposium on “Administrative Decentralization” prepared under the guest editorship of

Professor Mark Turner of the University of Canberra. Prof. Turner provides his own guest-editorial introduction to that symposium; here, we draw attention to some of the main features contained in the articles constituting the first part.

In the first article, Agus Pramusinto of Gadjah Mahda University, Yogyakarta, Indonesia, presents a case study of the introduction of the “citizen’s charter” system into his own city’s administration, within a broader discussion of the emergence of citizen’s charters world-wide delivering innovative benefits in significant areas of service delivery. Perhaps surprisingly, the beginning area chosen for this development in Yogyakarta was the service of birth certificate delivery, seen by an unusually innovative mayor and his colleagues as opening the way for similar moves in a range of regulatory services. The author argues that this reform is opening the way to the raising of democratic values and awareness in



important parts of the Indonesian public service.

In the second article, a team of South Korean scholars led by JungWook Seo of Yonsei University in Seoul introduces us to the notion of “social concertation”, relating to a system of industrial relations involving close collaborative connections between labour (trade unions), management and government institutions. The article explores the emergence of this model relationship system in South Korea, noting the important role of international organizations like the ILO and OECD in shaping responses to economic crisis, and stressing the need for continuing vigour in defending and advancing the concertation system in a political situation where it has many opponents.

The third article by Roger Wettenhall of the ANZSOG Institute for Governance in the University of Canberra, Australia, reports on some recent developments in the use of non-departmental public bodies (NDPBs) as instruments of service delivery in a great many countries. The rising use of the class-name “arm’s length body (ALB)” is considered, along with issues addressed by recent public inquiries in Britain, Australia and elsewhere. The article argues that these recent moves have been valuable in directing attention to the needs of the service deliverers themselves, and of those being served, and so countering what the author considers to have been a too-heavy top-down approach in recent consideration of reform issues.

In the fourth article, Septiana Dwiputrianti of the National Institute of Public Administration in Bandung, Indonesia, focuses on the role of the Indonesian Supreme Audit Institution, BPK (Badan Pemeriksa Keuangan) and the evolution of its reporting practices, with special attention given to the extent of media attention given to that reporting. She analyses the results of a survey of auditors, MPs at central and local levels of government, and auditees (public sector employees subject to audit) aimed at assessing the views of all these groups about the effectiveness of BPK reporting today, and argues convincingly that the transparency and general effectiveness of that reporting are of great importance in helping determine the quality of government in what is one of the world’s largest effective democracies.

As Guest Editor Prof. Mark Turner explains in his introduction to the symposium on Administrative Decentralization, the articles in that symposium began life in a variety of contexts, an important one being the Annual Conference of the Asian Association for Public Administration (AAPA) in Hong Kong in February of 2012. We are delighted to be able to present this evidence of a positive relationship between EROPA and AAPA developing through the medium of ARPA as EROPA’s principal research and publication outlet. This is entirely consistent with Prof. Pan Suk Kim’s proposal for a joint professional public administration association covering the East Asian and Pacific region, functioning as a virtual federation of EROPA, AAPA and the new AGPA (Asian Group for Public Administration, a satellite of the International Institute of Administrative Studies or IIAS), and working collaboratively through ARPA as a joint publishing outlet.

3RD ASIAN LEADERSHIP FORUM



This year's 3rd Asian Leadership Forum covered thoughts and perspectives of government leaders and public administration experts on bureaucracy reform and social entrepreneurship.

Dr. Akira Nakamura, Professor Emeritus from Meiji University, chaired the special session. Meanwhile, two speakers shared their thoughts during the forum: Mr. Yasuyuki Maeba, mayor of Tsu City, Japan; and Dr. Mark Richard Hayllar, Professor from the City University of Hong Kong.



Mr. Yasuyuki Maeba recounted his experiences in pushing for policy reforms in the highly bureaucratic city government of Tsu. In his presentation, he stressed the significance of making both the citizens and government officials understand what policy reforms should be done and how they should be enacted. He based his insights from his experiences working in both public and private institutions in Japan.

On the other hand, Dr. Mark Richard Hayllar talked about the “Power of Unreasonableness: Thoughts on Sustainable Leadership and Reform from the World of Social Innovators, Changemakers and Entrepreneurs”. In his talk, he drew insights from interviews, contacts with and writings of practitioners of social innovation and enterprises. He explained the current global development trends, differentiated the “reasonable world” from an “unreasonable” one, related the potential of social entrepreneurship to influence positive change, and enumerated the qualities that social entrepreneurs must possess to be successful in their initiatives.

The Asian Leadership Forum, which started in 2010, brings together policy leaders in the Asia Pacific Region directly involved in decision-making activities to discuss important issues on public administration and governance.



STORIES TO SHARE: VIEWS FROM THE FRONTLINES

Three respectable leaders/practitioners shared their experiences being in the frontline of public service and governance in a session entitled, “Stories to Share: Views from the Frontlines”.

The session was chaired by the EROPA

Secretary-General Dr. Orlando S. Mercado, who gave the participants an overview of what “Stories to Share” is. He remarked that “Stories to Share” recognizes the old tradition of storytelling as a tool to pass on knowledge and skills from one generation to another. This “storytelling” session, according to Dr. Mercado, has now come to EROPA in a structured format, where stories are focused on the basic theme, which is administrative reform.

The speakers for this session were: Director Maria Luisa-Salonga Agamata, Director of the Public Assistance and Information Office (PAIO) and Head of the Honor Awards Program Secretariat of the Philippine Civil Service Commission (CSC); the Honorable Tri Rismaharini, mayor of Surabaya City in Indonesia; and Atty. Maria Anthonette Velasco-Allones, Executive Director of the Career Executive Service Board (CESB).

Director Agamata, in her presentation entitled, “Honoring the Best in the Bureaucracy: Achieving Administrative Reform through Awards and Incentives”, related the experiences of the said agency in recognizing state officials and employees for their outstanding contributions and achievements in government service.

Meanwhile, Mayor Tri Rismaharini told of how electronic systems improved public service delivery in the city of Surabaya.

Lastly, in a video presentation on “Rekindling Pride in Public Leadership: the Philippine Career Executive Service Journey”, Atty. Allones narrated the efforts of CESB through the years to mold career service administrators and managers into Career Executive Service Officers (CESOs) that would in turn be “wellsprings” of competence, efficiency, expertise and leadership.

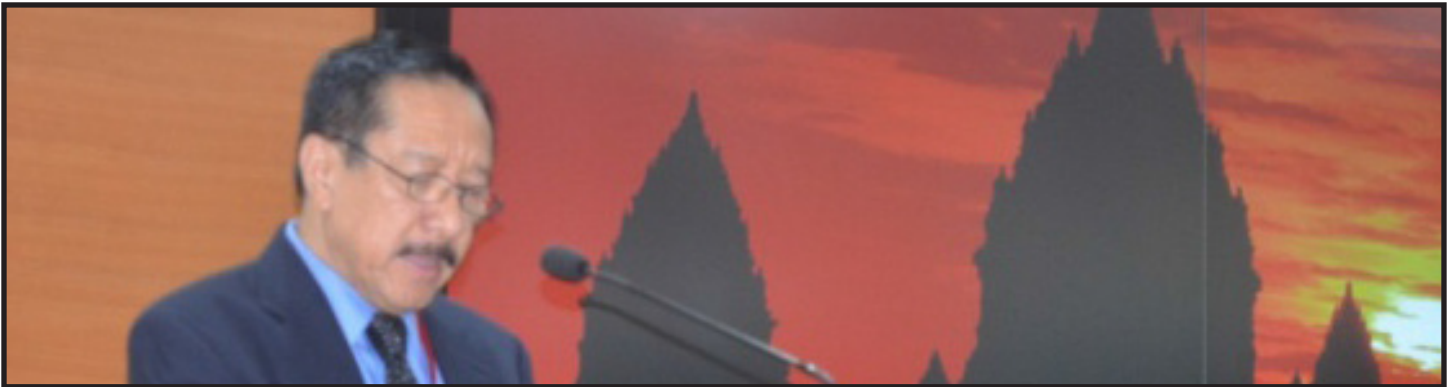
Launched in this year’s conference, “Stories to Share” aims to impart real-life stories on how administrative reform has influenced positive changes in areas within the Asia Pacific region.



HEAD RAPPORTEUR SUMMARIZES CONFERENCE, GIVES INPUTS

After three days of sharing experiences and insights on the challenges of administrative reform, the participants finally witnessed the closing of the EROPA 2012 Conference on the afternoon of October 31, at the National Institute of Public Administration (NIPA) in Jakarta, Indonesia.

Prof. Azhar Kasim, Chairman of the EROPA Academic Committee, presented and synthesized the results of the workshop sessions, which dealt with three sub-themes: a) structures and processes in administrative reform; b) enhancing public trust and preventing corruption through fostering public value and accountability; and c) role of ICT in administrative reform.



For theme A, Prof. Kasim noted that many factors could influence public administration performance. Among these are environmental-political systems, legal systems, culture leadership, quality, and structure as well as processes of civil service. He stressed that strong visionary leadership and citizen participation are needed for administrative reforms to be effective.

Prof. Kasim then shared insights from theme B by highlighting the importance of values, ethics and accountability as essential components of organizational culture. He implied that transparency is also important in engaging citizens to evaluate and assess government activities, making them part of the implementation as well as checks and balances mechanism. This, according to Prof. Kasim, could in turn increase public trust and integrity in the government.

Lastly, Prof. Kasim summarized theme C, implying that with the use of information and communications technology (ICT), administrative reform should allow the government to work efficiently. He said that e-government systems could boost transparency, accountability, effectiveness and efficiency.

He concluded the synthesis by pointing out the different structural problems both at the macro- (organizational) and micro (individual)-levels, which call for different leverage solutions. He stressed that these solutions should be in harmony with each other. Finally, he urged the need for dynamic governance, which allows institutions to think forward, think ahead and think across.

EROPA CENTERS' REPORTS

The EROPA Local Government Center, based in Local Autonomy College in Japan, and the EROPA Development Management Center based in the Central Officials Training Institute in South Korea, reported the programs and activities that they conducted in 2012.

The EROPA Local Government Center reported that as part of its regular activities, it conducted a group training activity in Local Governance from 4 June to 13 July, 2012, benefitting a total of 12 participants from 9 countries. It also conducted a half-day program for overseas visitors, and was able to publish the 11th volume of the Comparative Studies of Public Administration, entitled, Integrated Human Capacity Building in the Age of Decentralization, in September.



The EROPA Development Management Center, meanwhile, reported that 14 international training programs, which would benefit 298 foreign public officials including 30 from EROPA member states, are being conducted in 2012. The Center also published the 22nd issue of COTI Highlights, and built knowledge and information sharing networks with other countries through MOUs. The Center plans to implement its first Three-Year Executive Development Program for Vietnamese Senior Government Officials in 2013.

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JUST A **CLICK** AWAY



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EROPA JAKARTA CONFERENCE

PAPER SUMMARIES



Leadership and Reform: Transformation of Executive Powers in Japan
Dr. Akira Nakamura, Meiji University
Japan

In the presentation, “Leadership and Reform: Transformation of Executive Powers in Japan”, author Dr. Akira Nakamura of Meiji University highlighted the necessary qualities leaders must possess which he called 6P’s: perspective (action by principle); proactive (positive conduct); persistent (consistency in action); perseverance (patience in achieving results); prescriptive (preparing remedy for the future direction); and persuasive (ability to convince others).

Dr. Nakamura acknowledged the fact that there was always a discrepancy between ideal and actual. According to him, the impediments of achieving the 6P’s include personality problems such as either being too domineering or conciliatory; as well as cultural constraints like individualism, groupism, and paternism.

To elaborate on his points, Dr. Nakamura gave a rundown of the different reforms implemented by the past governments of Japan and the institutional limits of power of the chief executive (bureaucratic dominance and tools of controlling the party cabinet as well as the introduction of liberal democrats managing the government). Due to those, a fragmentation of the decision centers became imminent and that there was obvious conflict of powers.

Toward the end, Dr. Nakamura provided the lessons learned from what happened in Japan: collaboration between party members and public officials, the fact that the chief executive is a lonesome job, the dissemination of reliable information, and the decline of public trust in governments.



Leadership and Governance Innovation in Decentralized Indonesia
Gabriel Lele, Gadjah Mada University
Indonesia

Gabriel Lele of Gadjah Mada University talked about governance innovation in the paper, “Leadership and Governance Innovation in Decentralized Indonesia”. He explained that innovation in this sense is necessary because institutional reform and democratic transition is tantamount to governance innovation as both a means and an end, not to mention it being moral and political benchmark as well. Lele also said that decentralization meant more pressure and would result in a tighter economic and political competition.

Lele argued that while leadership was important for governance innovation, it did not work in isolation. Rather, it interacted with other factors, especially the ones from the demand side (political pressure, social movement, community strength, and industrial diversity). He also mentioned that leadership was not for the sustainability of governance innovation as it was only effective in initiating change.

Using a comprehensive method in his study, Lele concluded that leadership did not matter in most cases. He further explained that the other two dominant factors were national mandate and donor sponsorship. Local government support, champions, and public participation were also important though they only had limited scope.



Leadership Development System as Part of the Indonesian Public Administration Reform

Sabar Gunawan, School of Public Administration National Institute of Public Administration (STIA LAN) Bandung, Indonesia

Sabar Gunawan, in the paper *Leadership Development System as Part of the Indonesian Public Administration Reform*, focused on human resource management (HRM).

By definition, HRM is concerned with the recruitment, selection, training and development, compensation and benefits, retention, evaluation, and promotion of employees, and labor-management relations within an organization.

According to the author, there are three main issues in public administration reform namely: the existing condition of human resources development (HRD), especially leadership development, the requirements of effective leadership developments, and the proposed system of leadership development program.

The author explained that HRM followed a cycle: the existence of a performance gap, training needs assessment, prioritizing training needs, planning and design, implementation and evaluation. He elaborated that the existing issues confronting human resource management for leaders in the context of his study were unclear National Leadership Competency Standard for government managerial position, mismatch of curriculum and job skill, unsuitable learning materials, and inappropriate learning methods.

In this regard, Gunawan suggested that what needed to be done was for experts to describe leaders' capabilities and define the competency standards required in doing their tasks. The author also suggested exerting effort in improving skills of future leaders through training.



The Role of Commitment and Leadership at the Local Government Institutions Level

Sutarto Mochtar, National Agency for State Administration Bandung Regional Office Indonesia

Sutarto Mochtar of The National Agency for State Administration of Bandung Regional Office talked about the existing problems of most local governments such as the hard task of bureaucratic leaders in regional institutions, being facilitators, motivators, and pioneers in implementing tasks, as well as a need to revise the bureaucrat leadership system.

According to the author, those who are in positions of leadership possessed three kinds of commitment: Affective, Continuance, and Normative. Mochtar further clarified that leaders should also be able to balance being considerate to their subordinates and initiate structure in their respective agencies. The author further clarified the meaning of leadership in the bureaucracy.

Mochtar said that it was a process affecting employees to complete jobs, and direct the organization to make it more compact and conducive by means of applying the concepts, values, ethics, character, knowledge and skills. In explaining his study, Mochtar referenced several ideas such as Hensey and Blanchard's Leadership Behaviors and Bass' Transformational Bureaucratic Leadership and Change.

In conclusion, Sutarto Mochtar told the audience that the transformational bureaucratic leadership should

have /do the following: clarity of vision, awareness of employee, achieving the vision, pioneers of change, self-development, getting to know and empowering employees, creativity, cultural cooperation, and creating conducive organization.



Leader Characteristics and its Impact in Organizational Development: A Philippine Experience

Maria Theresa Europa Nabatar, Foundation for Professional Training, Inc. Philippines

Maria Theresa Europa Nabatar, in the study “Leader Characteristics and its Impact in Organizational Development: A Philippine Experience”, posed the audience a question: If organizational development depends on executive leadership, how can relevant developments be assured by a political appointee? Given the question,

Nabatar reminded the audience that middle managers served as institutional databank and provided continuity to organization.

In this light, the author suggested that succeeding leaders’ qualities must be in harmony with organizations’ direction. The author discussed how leaders should have the right connections, character and competence (3C’s). For the study, Nabatar interviewed 13 middle managers who worked under 6 different leaders of the subject agency. She analyzed and validated the data via focused group discussions with rank-and-file members.

Based from the results of the study, Nabatar created the model called House of Leadership and Organizational Development wherein the 3C’s served as the foundations and walls of the house while Product Development, Service Delivery Expansion, Institution Development served as its roof. The author concluded that the 3C’s model was a useful tool for matching leadership and organizational development.



Knowledge to policy: Lessons learnt from Yogyakarta Special Province
Erwan Argus Purwanto, Gadjah Mada University Indonesia

In the paper “Knowledge to policy: Lessons learnt from Yogyakarta Special Province”, author Erwan Agus Purwanto of the Universitas Gadjah Madas explained that public policy was an instrument to solve public problems (problems that cannot be solved individual through market mechanism; or free rider problem) by utilizing collective action. However, Purwanto explained that there was also irony in public policy in the political sense as well as in public finance. He explained that this was because

the process in formulating public policy usually fell short of expectations.

Focusing on the Yogya Special Province experience, Purwanto explained that knowledge-producer (think tank) MPPA-GMU provided input in improving organizational structure and business process of policy-maker DIY. The findings of the knowledge-producer mentioned that the inefficiency in the organizational structure of DIY was due to having too many offices, agencies, and bureaus which resulted to overlapping of programs and activities.

The recommendations of MPPA-GMU were to merge divisions carrying out the same program into one unit. Purwanto mentioned that the recommendations were problematic in the sense that when the adoption of knowledge is to the detriment of political elites or interest groups among policy makers, there was tendency to disregard such knowledge.

In closing, author Erwan Agus Purwanto said that although it was an established fact that knowledge adoption contributed to the quality of public policy, the implementation was not easy because of

the following: the wide gap in interest between knowledge producers and policy makers; and the need for a third institution to bridge the relations between knowledge-producers and policy makers. Lastly, he reiterated that adopting knowledge to policy was easier to implement on technical issues, but would become difficult in issues that had strong political interests.



Restructuring the Thai Civil Service: A Study of Creative Core Values for Civil Servants

***Dr. Ploy Suebvises, National Institute of Development Administration
Thailand***

Dr. Ploy Suebvises from the National Institute of Development Administration (NIDA), Thailand discussed the perceptions of five creative core values by chief administrative officers or city clerks (paladthesaban) of municipalities in Thailand.

In her presentation entitled, “Restructuring the Thai Civil Service: A Study of Creative Core Values for Civil Servants”, Dr. Suebvises related that respondents of her study generally had positive perceptions towards the core values or guidelines for Thai civil servants proposed by the government: moral courage, integrity and responsibility, transparency and accountability and result-orientation. Dr. Suebvises then explained that certain factors such as fear of speaking out against the government may have influenced the answers of the respondents.

Dr. Suebvises added that while the implementation of creative values could make an organization perform more efficiently, these are abstract ideas and may thus be open to different interpretations and criticisms. Among her recommendations are the conduct of training activities and further studies on creative core values and the strengthening of organizational culture in the implementation of core values. Meanwhile, she suggested that redefining core values, strategic planning and implementation and evaluation of policy results are crucial to effectively implement the core values system in Thailand.

Ms. Isti from the National Institute of Public Administration (NIPA) noted differences in the perceptions of creative core values from one level of practice to another. Dr. Suebvises concurred with her, explaining that the concept of creative values may differ depending on cultures and levels of practice in the institutions.



Ethics of Cadres and Public Servants and Guaranteeing Human Rights: A Case Study of Vietnam

***Nguyen Thi Kim Chung and Thinh Tran Ngoc, National Academy of Public Administration
Vietnam***

Nguyen Thi Kim Chung and Thinh Tran Ngoc’s paper on “Ethics of Cadres and Public Servants and Guaranteeing Human Rights: A Case Study of Vietnam” aimed to describe and analyze ethics in the public sector in Vietnam through case studies in different service delivery sectors. It likewise discussed the methods and incentives by which citizens and the private sector could be involved in maintaining ethical standards in the government.

In her presentation, Ms. Nguyen pointed out that provincial governments lacking awareness of the anti-corruption laws in Vietnam generally lacked commitment in dealing with corruption. She also explained that corruption is perceived as dominant in the health sector and state employment. She recommended that public servants should be provided with education on law, ethics, and human rights. Among her other recommendations are strengthening mechanisms to ensure transparency and accountability, and reinforcing international cooperation in upgrading legal standards on ethics and human rights.

Mr. Yim Kin-Ping of the Hong Kong Public Administration Association (HKPAA) commented on Ms. Nguyen's article, saying that it is important for people and institutions to speak out peacefully against corruption in the government. Meanwhile, Dr. Orlando Mercado, EROPA Secretary General, remarked that Vietnam should become a democratic state for the study recommendations to be effective.



Ethics in Civil Service of Japan
Dr. Akio Kamiko, Ritsumeikan University
Japan

In his presentation, “Ethics in Civil Service of Japan”, Dr. Akio Kamiko remarked that corruption in the government of Japan is relatively not a big issue, owing to the very low incidence of corruption in the country. He then described the preventive mechanisms to combat corruption in Japan, particularly in the following: 1) decision-making methods in Japan; 2) way of paying wages/salaries; 3) existence of residents’ lawsuit system; and 4) common sense or ethics among government officials in Japan.

Replying to the comment of Dr. Marie Rosenberg on the length of time it takes for papers and decisions to be signed off within a government unit, Dr. Kamiko explained that the decision-making system is being strictly implemented in Japan, and he believed that it had been very effective in combating corruption in the government. Meanwhile, a participant from the National Institute of Public Administration in Indonesia cautioned that the long decision-making process in Japan may not work out for other countries, and may lead to wrong decisions in the government. However, Dr. Kamiko insisted that in their experience, there is less corruption where more people are involved in the decision-making processes in the government. He also emphasized the significance of transparency as a deterrent to corruption.



Maringi: Administrative Spirit from the Perspective of Sumba Marapu Tribe
Dr. Petrus Ngongo Tanggu Bera, Nusa Cendana University
Indonesia

The paper on “Maringi: Administrative Spirit from the Perspective of Sumba Marapu Tribe” was presented by Dr. Petrus Ngongo Tanggu Bera of the Nusa Cendana University, Indonesia. The paper described cultural values in the Marapu tribe that may be essential in enhancing administrative spirit in Indonesia.

In his paper, Mr. Bera said that cultural values existing in the Marapu tribe of Indonesia are may contribute to nation building and public administration in Indonesia. He concurred that Western cultures may have succeeded in building efficient governments and that lessons can be picked up from their experiences, but he also explained that local cultural values should also guide administrators in implementing goo. On the other hand, he opined that these values are not being tapped for such purpose. He then suggested that the government should be able to restore these cultural values to promote better administrative practices.

The Chairman of the session, Ms. Sri Hadiati W. K., asked how indigenous values are to be implemented given that there are many tribes in Indonesia. Mr. Petrus answered that regardless of the cultural diversity in Indonesia, different tribes may learn from each other, share and adopt cultural values, and uphold these values to contribute to good governance.



Automating a Highly Urbanized City Government: The Case of Iloilo

Remigio D. Ocenar, University of the Philippines

Philippines

Dr. Remigio Ocenar's presentation documented the experiences of the Iloilo City Government in the Philippines in its journey towards automation as a response to problems of red tape, inefficient databases, low productivity and poor service delivery coupled with the issues posed by urbanization.

Comparing with private sector use of ICT, Dr. Ocenar described that the use of ICT in government is more extensive as it involves improving quality of services, optimizing efficiency of government processes, enhancing citizens' engagement in public affairs, and mitigating problems brought about by rapid population growth and urbanization. The City Government of Iloilo has implemented initiatives that enabled it to use technology in improving government operations.

Despite these ICT initiatives, Dr. Ocenar concluded that experience of Iloilo City in investing in ICT has produced positive results in improving government operations, but its applications have not been optimized. To sum it up, he described that ICT in Iloilo is a continuing work in progress, and much still needs to be done to leverage ICT for better results.



Innovation in Social Management in China: A Lever for Promoting Social Harmony

Shan Wang & Ling Feng, Chinese Academy of Personnel Science

People's Republic of China

Shan Wang and Ling Feng described social management as an essential responsibility of the Chinese government. As the presenter of the paper, Ling argued that China needs innovation in this aspect due to the rapidly growing economy and complicated social problems. She further identified the rationale for this innovation is that the

"Chinese social management has not developed sufficiently to serve the needs of social and economic development."

As the need for such kind of innovation is also recognized by the Chinese government, it has provided its support in this endeavor. The Chinese government has been introducing mechanisms to support the process of innovation in social management, and among these is by "trying to make full use of government performance management." The presentation affirmed that performance management has a vital role in social management innovation, and this role made the government to develop a series of performance management elements.

Innovation in social management is a large enterprise and the authors acknowledged that it is an ambitious task which unavoidably faces different challenges. Among the challenges identified were pressures on local governments, insufficient capacity of human resources, and underdeveloped and unrecognized NGOs in China. Given these challenges and the ambitious nature of this task, Shan and Ling recommended for further researches and studies, clearer policies to guide local governments should be pursued, provide more support to NGOs, and continued practice by of the concept by different sectors and stakeholders in the society.



Institutional Arrangement and Policy for Improving Competitiveness and Innovation in Regional Government Investment
Anwar Sanusi & Septiana Dwiputrianti, National Institute of Public Administration
Indonesia

This paper by Anwar Sanusi and Septiana Dwiputrianti, as the title suggests, discussed about policy reforms towards improving the climate of regional government investment in Indonesia, with a special focus on Batam City.

Working on the fact that Indonesia has been on the downward position in terms of ranking in competitiveness index and even considered as an under-performer in the FDI performance and potential, the paper looked at the following objectives: 1) identify and describe existing condition of institutional arrangement of public services in some local governments; 2) examine some problems and challenges faced in providing services in the areas of investment; and 3) provide recommendations on (a) institutional models and strategies or innovations that can be applied in order to improve investment service performance and (b) how regional government institutions can contribute significantly to improve investment for economic growth.

The case study in Batam City indicated the following findings: 1) there is a one-stop service institution in Batam; 2) Batam is a complex and heterogeneous society so that the licensing service should be able to accommodate all interests; 3) the Regional Secretariat in Batam lacks consultation and orientation; 4) and the need to strengthen the coordination of administrative services in an integrated manner.



E-Government: Technology for Masses – With Special Reference to Indian Cities
Forum Dave, SPIESR
India

In order to set the tone for the discussion of her research, Forum Dave first provided an attempt to differentiate e-government and e-governance. Definitions provided by the Planning Commission of India indicate that e-government concerns the delivery of services and information using ICT, while e-governance involves interaction between the government and its publics.

Dave's presentation revealed that India started to implement its national e-government program in 2003, although the framework for such program has been available as early as 2002. She particularly observed that implementation of the policy at the state level is more difficult than at the country/federal level.

In the presentation, Dave provided information on the different government and ICT projects in the various states of India (e.g. E-Seva in Andhra Pradesh, Warna wired village in Maharashtra, etc.). In the study presented, Dave focused on four cities in four states namely Maharashtra, Gujarat, Uttar Pradesh, and Madhya Pradesh and checked the awareness of the citizens in the e-government programs. She found out that there is generally "lack of awareness among citizens regarding the availability of e-government service." Thus, she recommended that urban local government administration should focus not only in providing services, but also in spreading awareness regarding the availability of the services and their usage.



Improving the Public Service Quality for Doing Business in Investment Sector: Case Study in Yogyakarta, Jakarta and Batam
Amy Rahayu, Rachma Fitriati, & Teguh Kurniawan, University of Indonesia Indonesia

With her co-authors in the audience, Dr. Amy Rahayu presented the result of the research on how business is being done in the investment sector with reference to Yogyakarta, Jakarta and Batam. To put the discussion in context, Dr. Rahayu provided a quick background of the research which, in general, indicated that the implementation of regional autonomy and bureaucratic reforms were less successful, and Indonesia's business ranking dropped.

Dr. Rahayu presented the objectives of their study which are to 1) describe how the course of regulation, governance and the mechanism licensing service relating to doing business in Yogyakarta, Jakarta and Batam and 2) analyze customer's perception and expectation gaps in the licensing service in Yogyakarta, Jakarta and Batam.

Checking against 22 qualitative indicators in the public service quality in doing business in the investment sector, the research found different results for the three cities. Overall, Yogyakarta rated above average, but the local government is not responsive with customer expectation development from year to year. Jakarta is also above average, but there is no One Stop Services although there have been one location services. Unfortunately, Batam had poor rating because License service is organized by three different units: Batam Management Board (BP-Batam), Batam Government, and City Board, so the system is redundant.



Civil Service Reform in Indonesia: Culture and Institution Issues
Priyono Tjiptoherijanto
University of Indonesia, Indonesia

Priyono Tjiptoherijanto of the University of Indonesia delivered the paper Civil Service Reform in Indonesia: Culture and Institution Issues focused on the need for civil service reform despite anything. The author said that this was because civil servants were often afflicted by corruption, arrogance, and absenteeism.

Tjiptoherijanto also added that civil servants were lacking in initiative, motivation, teamwork, leadership, and zest. Tjiptoherijanto pointed out the responsibilities and functions of each government agency. In most countries, the author explained, the agency responsible for civil servant appointments, promotions, transfers, and disciplines belong to the Civil Service Commission (CSC).

However, in Indonesia, such responsibilities belong to the National Agency for Civil Service. The author further explained that promotions for civil servants were managed by a team chosen by the president. He expressed doubt about this arrangement as it was prone to abuse. In this scheme, civil servants who want higher positions have to have a close relationship with the committee and other officials of the National Agency for Civil Service.

The author explained that while civil service reform was financially and politically difficult to carry out especially by poor countries, it must always be utilized in order to have a meaningful reform process. Structural and administrative changes, Tjiptoherijanto added, must be always geared toward which freeing the civil service from politics and the civil servants from political pressure.



Civil Service Reform in Viet Nam: Lessons Learned on Step By Step to Successes
Ngo Thanh Can
National Academy of Public Administration, Vietnam

Ngo Thanh Can of Vietnam's National Academy of Public Administration began his discussion by explaining the country's public administration machinery, institutions, civil servants and why there was a need to implement reforms.

In a nut shell, Vietnam's political system consists of three important aspects: the Communist Party, the State, and Socio-Political Associations. The State itself has three branches: Judicial, Legislative, and Executive (local and national).

When it comes to civil servants, the author explained that there are three kinds: the Cadres consist of the President, Ministers, the Chairperson of People's Council, and the Chairperson of People's Committee; the Civil Servants are those working for party organizations, the state machinery and socio-political associations; the Public Servants provide service in government institutions (schools, hospitals, research institutes, etc.).

The author also shared that the civil service reform carried out more than years ago intended to build an effective and efficient public administration which was also democratic, strong, clean, professional and modern. However, Thanh Can explained that the plan had its weaknesses such as having resistance, the lack of reform in the judiciary and legislative branch of government, having qualitative objectives which were hard to evaluate and shortcomings on the part of the cadres and civil servants.

In the end, Dr. Ngo Thanh Can explained that there was a new Public Administration Reform (PAR) being instituted by their country which would carry out changes surely but surely. Currently, the PAR until 2020 has 6 contents, 7 solutions and 16 projects.



Revisiting the Public Sector Reform Agenda: Towards Active Citizenship and the Corruption Conundrum
Danilo R. Reyes, University of Philippines,
Philippines

The paper *Revisiting the Public Sector Reform Agenda: Towards Active Citizenship and the Corruption Conundrum*, authored by Dr. Danilo R. Reyes of the University of the Philippines, focused on the relationship between government corruption and improving public sector operations. Reyes mentioned that this was a problem persistent to both developed and developing nations.

The author explained that while anti-corruption programs had always been alive, it was always in need of a more vigorous agenda towards meaningful citizen participation. Reyes provided statistical data as to the amount of money lost due to corruption around the world. In his presentation, Reyes revealed that the estimated costs lost to corruption worldwide per annum were about US\$ 3.61 trillion, US\$ 50 billion of which were deposited annually in Western Banks and tax havens. As a response to such situation, the author said that there had been several concerted campaigns marked by numerous efforts, movements and institutions launched among nation states to fight corruption (United Nations Convention Against Corruption [UNCAC] and Southeast Asian Parleментарians Against Corruption [SEAPAC]).

Reyes then shared with the audience the corruption conundrum: Why does corruption persists despite the international agreements by countries and civil society movements against it? Focusing on citizens'

participation, Reyes highlighted several examples, particularly in the Philippines and other Asian societies, on the already broadening modalities that provide venues for citizens to report or identify suspected corrupt practices.

In the end, Dr. Danilo R. Reyes espoused including citizens' participation in combatting corruption to be part of reform templates being considered by governments. He advised that it would be to the advantage of reform-minded sectors to discover a way by which activism could be harnessed constructively and positively toward minimizing to an acceptable level, if not totally eradicating, corruption.



Enhancing Public Trust and Preventing Corruption through Reforming Auditing Reports and Law Enforcement in Indonesian Public Sector
Septiana Dwiputrianti National Institute of Public Administration of the Republic of Indonesia (NIPA RI), Indonesia

Dr. Septiana Dwiputrianti of the National Institute of Public Administration of the Republic of Indonesia (NIPA RI) presented the paper on Enhancing Public Trust and Preventing Corruption through Reforming Auditing Reports and Law Enforcement in Indonesian Public Sector which focused on the essential factors of law enforcement support for providing reliable, credible, and objective audit reports.

Focusing on the Audit Law and the Law on Indonesian Supreme Audit Board (BPK), Dwiputriani highlighted how the two laws the openness and transparency needed to enhance the trust of the public for the government. According to the author, corruption in Indonesia was supposed to be minimized after the Supreme Audit Board was given more authority to scrutinize the performance and accountability of the public sector agencies.

Unfortunately, the research findings indicated that the BPK was still limited especially when auditing state-owned enterprises due to extreme pressure from high officers and elected officials. The author also lamented that even though the BPK revealed in the media that certain agencies were found to have criminal and corrupt activities, law enforcement was still lacking. It was also found out that BPK was able to retrieve information false and fictitious documentations and transactions that amounted to huge sums of money. The author clarified that the paper was not to negatively criticize the BPK but to highlight the fact that there was still room for improvement when it came to producing auditing reports.



Dynamic Capability and Entrepreneurship Strategy: The Effect of Knowledge Management and Strategic Leadership on the General Public Hospital Performances
Najmi Kamariah, National Institute of Public Administration, Indonesian

Najmi Kamariah took a closer look at the effect of knowledge management and strategic leadership on dynamic capability, entrepreneurship strategy, and organizational performance in the paper Dynamic Capability and Entrepreneurship Strategy: The Effect of Knowledge Management and Strategic Leadership on the General Public Hospital Performances.

The author explained that the findings of the research could assist hospitals in the designing knowledge-sharing fora to facilitate the transfer of knowledge. This, in turn, would improve hospitals' adaptability in changes to its environment. Kamariah also said that the study could provide means for hospitals to

create an effective working climate and culture for their employees such as designing performance-based compensation system.

She noted that knowledge management actually had a positive influence on hospitals' dynamic capabilities. The implementation of knowledge management, the author added, could improve hospitals' performance through dynamic capability. Likewise, dynamic capability has complete mediation on the effect of knowledge management toward hospitals performances.

The author added that dynamic capability, entrepreneurship strategy, and organizational performance had an intricate relationship with knowledge management and strategic leadership so it would be good for the general public hospitals to shift toward being knowledge-based.



***Making Good Public Administration: The Art of Transparency and Accountability
(In Selected LGUs of Western Visayas)***
***April Dream R. Teodosio, West Visayas State University,
Philippines***

The significance of transparency and accountability in public service is reflected in the paper, "Making Good Public Administration: The Art of Transparency and Accountability (In Selected LGUs of Western Visayas)", presented by Dr. April Dream R. Teodosio of the West Visayas State University, Philippines.

Dr. Teodosio pointed out that in the experience of various local government units (LGUs) in Western Visayas, the use of communication channels such as electronic media, print materials and pronouncements have been helpful in improving transparency in public finance. Meanwhile, she explained that accountability of the government institutions can be portrayed by the effectiveness of their service delivery mechanisms.

In the case of Western Visayas, health facilities have been improved and services augmented by the LGUs to better provide the health needs of stakeholders. Furthermore, the selected LGUs have featured innovative programs and best practices in the field of education and environmental management. She concluded her presentation by saying that the dream of reform has now become a reality in Western Visayas.

Dr. Teodosio recommended that culture, commitment and coordination should be considered in governance. She added that the success of the LGUs cannot be attributed only to the form of leadership but also to the commitment of the stakeholders involved. Lastly, she said that although scarcity of resources may limit governance capabilities, these should be maximized to deliver quality public service.



***Political Commitment in Utilizing Job Analysis and Workload Analysis Information
in Regional Government Organization and Restructurization Strategy***
***Ario Wicaksono, Gadjah Mada University
Indonesia***

IndonesiaMr. Ario Wicaksono of the Gadjah Mada University, Indonesia, described the intricacies of evaluating job information and workload conditions as part of restructuring efforts in the government.

In his paper, "Political Commitment in Utilizing Job Analysis and Workload Analysis Information in Regional Government Organization and Restructurization Strategy", Mr. Wicaksono recounted experiences of the different regencies in Indonesia (i.e., Wonosoro, Temanggung, and Sleman), which have early on tapped job analysis and workload analysis findings to restructure their organization.

Mr. Wicaksono cautioned that in some institutions in Indonesia, while job analysis and workload analysis mechanisms may be very useful in assessing whether job and workload conditions call for organization restructuring, the technocratic approach by which they are being implemented in organizations may harbor political implications in the future. He pointed out that the only way to get rid of such implications is by securing political commitment from the elected leaders in the government to support restructurization efforts based on job and workload analysis outputs.

In response to an inquiry by Mr. Teguh Kurniawan of the University of Indonesia regarding the imposition of these analysis tools on institutions, Mr. Wicaksono concurred that imposing job and workload analysis may eventually cull positive response from the organizations to support restructurization. However, bureaucratic culture in these agencies, as well as political and cultural dimensions, should be considered when implementing these assessment mechanisms.



Applying Regulatory Impact Analysis (RIA) for Better Policy Making
Ambar Widaningrum, Gadjah Mada University
Indonesia

Ms. Ambar Widaningrum of Gadjah Mada University, Indonesia, highlighted the role and potential of regulatory impact analysis (RIA) in evaluating the capabilities of government regulations or policies to achieve certain goals.

In her presentation, “Applying Regulatory Analysis (RIA) for Better Policy Making”, Ms. Widaningrum listed the pre-requisites for conducting RIAs. Among these requirements pertain to the level of implementation, legal implications, transparency of processes and mechanisms, accessibility to users, stakeholder participation, and conditions for compliance to the proposed policies. Ms. Widaningrum also described the key steps in conducting RIAs, from problem identification, policy formulation, to policy monitoring and evaluation.

She then remarked that RIAs are important for decentralized governments such as Indonesia, where, according to her, the redistribution of authority in local governments have either led to well-formulated or badly-crafted policies. As such, RIAs are being employed in some districts in Indonesia. Ms. Widaningrum noted that other districts have already institutionalized RIA starting 2006, indicating the increasing demand for better policies/regulations in the country. From the experience of these districts, Ms. Widaningrum concluded that using RIA in policy formulation and assessment may help institutions gain foresight in establishing and formulating policies.



Challenges and Obstacles in Implementation of RIAs in Indonesia: Case Studies
from Central and Local Government
Teguh Kurniawan, University of Indonesia
Indonesia

Using experiences from the central and local government agencies in Indonesia, Mr. Teguh Kurniawan and colleagues identified the conditions by which these institutions formulated policies and regulations using the regulatory impact assessment (RIA). They also enumerated the benefits and constraints in using RIA.

Mr. Teguh Kurniawan, in his presentation entitled, “Challenges and Obstacles in Implementation of RIAs in Indonesia: Case Studies from Central and Local Government”, said that RIA has yet to be mainstreamed into the various institutions in Indonesia. Mr. Kurniawan related that RIA as a policy assessment tool is only fully implemented in the Ministry of Trade, while other ministry offices have either not fully maximized the use of RIA or have not used RIA at all. The case is the same for regency offices in the country.

Mr. Kurniawan attributed this to the lack of policy or legal framework that requires use of RIA, difficulty in implementation, and inapplicability of RIA to the context of Indonesia. He proposed that RIA can be implemented with strong political will and support from other groups.

Among the benefits of RIA that Mr. Kurniawan mentioned are the following: a more systematic evaluation of the benefits and costs, or positive and negative implications of proposed policies; increased stakeholder participation; and improved quality of regulation. Meanwhile, he enumerated lack of leadership commitment, knowledge, and socialization of RIA as some of the problems in using the tool. Nonetheless, Mr. Kurniawan saw that RIA can help create better policies and improve social welfare.



People's Trust in Zakat Institution: A Study in Surakarta
Faizatul Ansoriyah, Sebelas Maret University
Indonesia

The paper entitled, "People's Trust in Zakat Institution: A Study in Surakarta" by Ms. Faizatul Ansoriyah and colleagues analyzed the degree or extent of public trust by zakat organizations, particularly in Badan Amil Zakat (BAZ) and Lembaga Amil Zakat (LAZ). As an overview, zakat is the third pillar of Islam, which serves not only as a donation for the poor but also to improve their welfare to becoming muzakki or zakat payers.

In her presentation of the study, Ms. Ansoriyah noted some emerging problems in zakat institutions. She said that there is a growing negative perception of zakat institutions by the study respondents, particularly in how these organizations collect and manage donations from muzakkis. The respondents attributed this to inconsistencies in reporting the outputs and earnings of zakat to the payers and the lack of involvement of religious leaders in instilling upon communities the importance of distributing zakah through institutions. Ms. Ansoriyah concluded that there is thus a low level of public trust towards zakat institutions.

Among her recommendations for zakat institutions include greater involvement of religious leaders in the information dissemination activities, and constant communication between the zakat institutions and the communities that they govern.



Addressing Urban Poverty Alleviation in Indonesia Through Strengthening Social Empowerment Program
Yogi Suprayogi Sugandi, Padjadjaran University
Indonesia

Mr. Sugandi's paper sought to determine how effectively poverty among urban poor in Indonesia is being addressed through social empowerment, which is applied in integrated poverty reduction policy. In his presentation, Mr. Sugandi said that the nature of poverty in Indonesia has apparently become more relative, and the needs of those who are otherwise not living in true absolute poverty should be given utmost attention.

Mr. Sugandi then characterized the different poverty alleviation programs in Indonesia, such as establishment of community-based organizations called Pemetaan Swadaya (self-support mapping), financing, and urban poor participation (UPP). In sum, programs aimed at empowerment such as the UPP capacitate urban poor sectors to improve their quality of life through livelihood or entrepreneurship.

Mr. Sugandi urged the government systems in Indonesia to communicate with locals in introducing the program. He then showed a video of an empowerment program in Indonesia, where people are trained and oriented using the Javanese local language.



Understanding Civil Society Organization Accountability in Indonesia
Novi Widyaningrum, Gadjah Mada University
Indonesia

The paper, “Understanding Civil Society Organization Accountability in Indonesia” by Novi Widyaningrum focused on civil society organizations (CSOs), how they view accountability, and how they implement it.

In her presentation, Ms. Widyaningrum presented existing patterns of accountability as perceived by the CSOs, and the advantages of accountability from the CSOs’ point of view. She explained that CSOs look at accountability from four points of view: donor agency, board/consortium members, the public, and beneficiaries. Meanwhile, she enumerated the accountability mechanisms of CSOs: statute, internal audit, external audit and the code of conduct.

Ms. Widyaningrum also related that CSOs possessing accountability mechanisms have certain advantages particularly in terms of sustaining their operations. In particular, accountability creates impact on their sustainability; ensures integrity in the eyes of the donor/investor; improves the social status of the institution, so they get more funding and support; and perpetuates the mission upheld by the institution.

Her concern is that some institutions did not see the need for accountability mechanisms due to existing mindsets that restrain them from implementing these mechanisms. She thus concluded that accountability could not be standardized or implemented in a single way.



Developing Budget Literate Society: Challenges and Opportunity
Sri Hastjarjo, Sebales Maret University
Indonesia

The discussion of Mr. Sri Hastjarjo moved around the issues of budget accountability and transparency. Hastjarjo noted that local citizens have difficulty in accessing information on the budget of this territory. In effect, this has prevented the people to participate in the process and planning of the budget and the low level of budget information literacy leads to low level of social accountability in local budget management.

Given these challenges, the research aimed to “identify and address the challenges faced by both the local government and the public in the application of ICT to improve the budget information literacy among the citizen, and the social accountability of the budget information (APBD) management.”

Looking at the case of the Karanganyar Regency in Central Java and having community groups, NGOs, sectoral community organizations, local government offices, and government documents as sources of data, Wayuningsih and Hastjarjo found that citizens actually have desires to access and understand budget information but lack mechanisms and access to do so. In addition, the government has not been utilizing various media and communication facilities effectively. The study also found that, from the end of the citizens, there is an improving proficiency in using technology among them, and that there is a spreading use of ICT infrastructure.

Given these, the authors recommended to develop a budget information system using ICT that is accessible to the citizen, establish and train facilitators who act as information intermediaries to help the citizen in using the ICT, design an effective budget information format that can easily be understood even by ordinary citizens, and empower local communities for them to demand social accountability on the use of public funds.



Development of E-government through Public-Private Partnership in Indonesia
Lisman Manurung, University of Indonesia
Indonesia

Lisman Manurung started his presentation by acknowledging the idea that ICT and E-government have been increasingly used as government practices. He also touched on the concept of E-commerce which he described as the use of the Internet in marketing and business transactions.

He explored both concepts, but noted that E-commerce has flared better, while E-government has not been able to be on the same level of accomplishments as the former.

Unfortunately, reports from the UN Public Administration Network (UNPAN) indicated that Indonesia is lagging behind its Southeast Asian counterparts in terms of the Global E-Governance Index. Thus, the presentation explored whether e-government can actually grow along with the development of e-commerce in Indonesia, as well as the possibility of harnessing E-government in Indonesia through Public-Private Partnership (PPP).

However, there are challenges faced in this initiative such as E-government infrastructure, many E-government programs failed in developing countries, and motive of adopting E-government is questionable. In Indonesia, some challenges include the improper use of ICT (e.g. playing games at work or use of ICT for personal interest) and the not so affirmative view of internet-based communications and transactions.

In terms of adopting PPP for E-government, Manurung noted that Indonesia has provided for a framework for E-government in the country through PPP, but very few projects have actually been realized. The presentation also reported that E-government through PPP is not a priority of the government. Therefore, Manurung recommended that the government should rethink its policies on PPP/E-government to be able to cope with the developments being enjoyed by E-commerce.



Enhancing Trust, Transparency and Accountability in the Local Development Process: Case on Community Involvement Using ICTs in Surabaya Local Government
Sri Juni Woro Astuti, Wijaya Putra University
Indonesia

In the beginning of her presentation, Sri Juni Woro Astuti provided the context of the research which indicated that responsibility and accountability system is not being implemented properly in Indonesia, the quality of public services is very low, and corruption levels are high, which result in low level of trust in government. According to Astuti, addressing these issues requires transparency, but this is not enough and public

participation is necessary.

Astuti reported that the Surabaya Local Government, the subject in this study, has introduced an initiative called the Surabaya Media Center to bridge the community to the local government as a mechanism for public participation. The media center caters to complaints, information, and advises.

However, there appears to be a missing link in this current mechanism. Thus, the authors proposed a modified model of public participation called the “Gapura-Kota” model. Gapura-Kota adopts the already existing Surabaya Media Center, but the former takes a more proactive role in harnessing public participation. The Gapura-Kota model also takes stock of the importance of public interest and aspirations.



Recent Administrative Reform and Anti Corruption Policies in Turkey
Osman Yilmaz, Ministry of Development
Turkey

Osman Yilmaz talked about the 2001 economic crisis which triggered many reforms in the economic, social, and political aspect of Turkey. Aside from the crisis, the rapid globalization and Europeanization also affected the reforms.

The author continued that the reforms brought about many significant changes such as the country's improvement in the Corruption Perception Index. The reforms, Yilmaz elaborated, were in the areas of Functional and Institutional Reviews, Financial and Strategic Management, and Local Administration Reform. E-government, as well as the reduction of administrative burdens were also tackled by the positive changes in Turkey.

Yilmaz concluded that Turkey saw the crisis as an opportunity for change. The reform agenda was done by integrating policies with international standards as benchmark and guide. He added that the current political stability has a positive impact on the reforms.

During the discussion, Yilmaz pointed out how the implemented reforms in Turkey led to reduced instances of corruption. The author also shared that the demography registration system improved drastically, and is now able to register every child born automatically.



Scenario Research and Development Budget in Supporting Indonesia Master Plan for Accelerate and Expansion Economic Development
Syahrul Aminullah, University of Indonesia
Indonesia

To begin the presentation, Syahrul Aminullah said that the paper was written because of the lack of proper national budget management. The author discussed MP3EI which was a national development plan consisting of eleven priorities.

Furthermore, said economic plan was supposed to be implemented from 2012 until 2025 and was classified into eight main economic programs distributed among six economic corridors.

The author said that the purpose of the study was for research and development to rethink the MP3EI program so that it could be turned into a long-term economic plan and be used to further centralized the government. Aminullah added that the program could also be a source of business opportunities and create wealth for the country.

Despite its promise, Syahrul Aminullah mentioned that there could be a scenario wherein the MP3EI would fail due to growing challenges and complexities. To conclude, the author said that the national government should see the importance of MP3EI and support its research and development budget.



The Reform-Stability Nexus: Stability is Important Tool
Roger Wettenhall, Canberra University
Australia

Roger Wettenhall said, during his presentation, how dominant a concern reform was as reflected in the promises made by political candidates during elections. He added that it seemed appropriate to point out for this conference the challenge of initiating wise administrative reforms without threatening the organizational stability needed to ensure effective policy implementation and service delivery.

Speaking from 40 years of public administration experience, Wettenhall explained that policy reform was a complicated process. He said that most policies initiated fail in the implementation phase.

The author further touched on the different policy types and timing when it came to measuring the success of the reform. Wettenhall also warned the audience of having a fixation on restructuring only because of policy reform issues as it could prove to be financially consuming.

To combat such scenarios, the author mentioned that administrators should have reform strategies which reflect having clear choices, detailed analyses, elasticity and availability of good staff members. To conclude, Wettenhall cited adapted from Dutch-Australian Professor Paul 't Hart and said that stability is necessary for good reforms to thrive.



The Heavy Burden Of Public Services In Indonesia: From Alleged Humanitarian Issues to Conspiracy in the Case of Public Service in Yogyakarta
Agus Heruanto Hadna, Gadjah Mada University
Indonesia

The paper was written, author Agus Heruanto Hadna explained, to measure Customer Satisfaction Index (CSI) of the public facilities provided by the City Government of Yogyakarta from 2011 to 2012 specifically the parking levy.

According to research, citizens were satisfied about parking levy services. The interaction among providers, customer, working-partners and other beneficiaries were interesting in the sense that said interaction was prone to potential conflict.

If that happens, the author further said, the public services could become overburdened and fail to be at its best. Hadna explained that providers were concerned with the task of increasing government revenue, while the customers were interested in an easy and fast delivery.

Some more others such as the partners and beneficiaries were only interested in economic benefits that actually ruled out the principles of good public service.

The author recommended two things in order to have a meaningful public service. First, governments must manage public services and completely eliminate their other ventures which had no connection in the public service. The dominance of the government's role in public services was needed. Second, establishing partnerships with only those who had the capability to conduct and provide adequate public services.



Democratic Governance Reform in Budget Approval: Perspectives from the Member of the House of Representatives in Thailand
Dr. Ponlapat Buracom, National Institute for Development Administration Thailand

Dr. Ponlapat Buracom's paper entitled, "Democratic Governance Reform in Budget Approval: Perspectives from the Member of the House of Representatives in Thailand" explored the budget approval process in Thailand and sought the perceptions by the members of the House of Representatives on the three major aspects of democratic governance in budget approval, i.e. accountability, transparency and participation.

Dr. Buracom presented the budget approval process in Thailand. He then indicated that the parliament has a limited role in budget approval. He remarked that although members of the House of the Representatives are expected to uphold transparency, accountability and participation in budget approval, those from the government party are not generally supportive of democratic governance in such an aspect. He attributed this to the lack of confidence by these members on the citizens to participate in budget approval.

Meanwhile, support for democratic reform is prevalent among members belonging to the opposition party, who consider themselves responsible for the checks and balances to the government. He recommended that roles of the members of the House from the opposition parties be strengthened to achieve democratic governance in budget approval.



Taxation from Perspective of Amartya Sen: About Progressive Tax
Mr. Hae Dong Hwang, Department of Public Administration, Korea University South Korea

Mr. Hae Dong Hwang's paper, "Taxation from Perspective of Amartya Sen: About Progressive Tax", explores how Amartya Sen's concept of progressive tax reform may be implemented in South Korea.

Mr. Hwang began by defining what progressive tax is and how labor tax is being implemented among employees. He opined that South Korea is economically active as a whole, but related that high income levels that go along with economic activity would not always mean stability. He cited, for instance, the problem of taxation in the real estate sector. He also emphasized that, as economist Amartya Sen has espoused, redistribution goods and services is important in the implementation of tax reform. He recommended that taxation policies should be reformed in such a way that tax returns are better defined. He also suggested that tax should be imposed based on income levels of the people.

When asked by Dr. Paulito Nisperos of the Philippines on the prevalence of tax evasion in South Korea, Mr. Hae Dong concurred, saying that there is still tax evasion in the case of South Korea.



Jobs, Poverty and Economic Growth: The Case of Region I
Dr. Paulito C. Nisperos, Dr. Lily Grace Orcino, and Ma. Teresa Y. Acantilado
Don Mariano Marcos Memorial State University, Philippines

The collaborative study by Dr. Paulito C. Nisperos and colleagues aimed to resolve the development areas outlined in the Regional Development Plan (RDP) of Region I. It also explored the labor and employment status in Region I, and how it affects policies that address poverty in the region.

Dr. Nisperos first laid out the socio-economic profile in the region. Generally, there were certain achievements and successes in the area of socio-economic development. However, the three researchers/presenters agreed that with expanded economy in Region I, poverty reduction initiatives have been rather slow. This implies that, despite efforts to improve socio-economic welfare, economic efficiency alone does not completely address poverty. Dr. Nisperos and his colleagues also noted shortfalls in the labor and employment situation in the region, as well as in the number of graduates in the tertiary education sector.

The three presenters concluded that existing economic regulations in the Philippines have weakened the labor and employment sector in Region I. They also concurred that full, decent and productive job opportunities have become scarcer than in the past, and may not be relatively enough for the growing labor force in the region.

In response to a question from Dr. Ponlapat Buracom of Thailand on how the establishment of the 2015 ASEAN Economic Community could affect poverty alleviation initiatives in the Philippines, Dr. Orcino, one of the researchers, insisted that the greater issue is if the country is ready for the economic integration.



Challenges in the Development of Inclusive Schools as an Instrument to Institutionalize the Inclusive and Anti-Discrimination Society: Lessons Learned from Yogyakarta

**Puguh Prasetya, Gadjah Mada University
Indonesia**

Inclusive schools, which underline the important role of education in promoting an inclusive society and eliminating discrimination, is the focus of Mr. Puguh Prasetya's paper entitled, "Challenges in the Development of Inclusive Schools as an Instrument to Institutionalize the Inclusive and Anti-Discrimination Society: Lessons Learned from Yogyakarta". The study involved qualitative assessment of inclusive-labelled schools in Yogyakarta in terms of fostering inclusiveness and tolerance among students.

According to Mr. Prasetya, inclusive schools that used to cater to disabled students have now moved to accept those rejected by or expelled from other schools. This has led to the misinterpretation of the term "siswa inklusi", which now covered students who are just perceived to be disabled, i.e., slow learners, students who have no friends, among others. Furthermore, he pointed out that these schools have been academic and nature, which is not sufficient to mold attitudes of caring and anti-discrimination against disabled students. Some communities have also moved to resist the model of inclusive schools.

Mr. Prasetya thus concluded that inclusive education in Yogyakarta is not really built to foster and promote an inclusive society. He noted that inclusive schools in practice resemble a special school, which is entirely different in terms of the needs that are being fulfilled. He reminded the participants that inclusive education should not only cater to the needs of the disabled students but also bridge the gap between the non-disabled and disabled students.

He recommended that policies that espouse discrimination in schools should be reviewed and revised accordingly, and that the concept of inclusiveness should be strengthened in schools. Lastly, he indicated that the government must exercise commitment to ensure that institutional structures, policies and resources provided by the government become more sensitive to the needs of inclusive education stakeholders.



The Impact of Populist Policies on Agricultural Sectors: A Case Study of Rice Pledging Schemes on Rice Production and Exports in Thailand
Dr. Thanapan Laiprakobsup, National Institute for Development Administration Thailand

Dr. Thanapan Laiprakobsup of Thailand discussed the short-term rice subsidy program, which was perceived to have negative impact on the agricultural sector in Thailand.

He highlighted the following negative effects of the short-term pledging scheme: reduction of competitiveness in the global market; and increasing productivity at the farmers' expense. Dr. Thanapan indicated that rice exports have gone down since the implementation of the rice pledging scheme. He added that the rice pledging scheme offered no significant effect or input on the rice production in Thailand.

Instead, what Dr. Laiprakobsup suggested for governments in developing countries to ensure agricultural productivity is improving agricultural inputs, investing in agricultural infrastructure, or allowing access to low-interest loans. This, according to Dr. Laiprakobsup may be helpful in fighting poverty and improving the lives of farmers.



Bureaucratic Reform and Dynamic Governance for Combating Corruption: The Challenge for Indonesia
Azhar Kasim, University of Indonesia Indonesia

Azhar Kasim's paper focused on how bureaucratic reform can be effectively handled and why such reform is necessary. His presentation started through recounting that Indonesia has already had a number of successes since 1998 which include democracy in the country, empowering local governments through decentralization, practice of freedom of speech and expression, and more equal opportunities for education.

However, he also presented that reality still reveals that Indonesia is facing many challenges such as poverty and social inequality, low quality of education, and poor public service, among others. In addition to these social ills, there are other challenges confronting government systems: systemic governmental weaknesses, chronic and widespread corruption, bureaucrats' lack of integrity, biased reporting, absence of policy evaluation, rule of elites in political atmosphere, having a prismatic society, and the linear way of thinking. These challenges, with focus on corruption, are the main reasons why bureaucratic reform is necessary in Indonesia, which he said can be best undertaken through dynamic governance.

According to Kasim, the government of Indonesia has already launched bureaucratic reform efforts, but these are not enough to address the huge and numerous challenges the government is facing. He reported that the reforms involved only the implementation of current policies despite the "disharmony of existing public policy, and rules and regulations."

Given this inadequate effort, Kasim proposed comprehensive strategies for bureaucratic reforms including transformational leadership, harmonization of existing policies and laws, application of merit system, preventive and curative measures against corruption, and reform of the national educational system. These can be done, as strongly recommended by Kasim, through dynamic good governance where the government should learn to think ahead, think again, and think across.



Model of Public Official Dismissal to Eradicate Corruption in Indonesia
Dinoroy Marganda Aritonang, National Institute of Public Administration
Indonesia

With Indonesia facing problems and issues like corruption, illegal behaviors, low quality of public service, global demands and changes, and low economic development, Dinoroy Marganda Aritonang put a sharp focus on the idea that “we need public official’s accountability and responsibility.” Thus, he explored in his paper the role of temporary dismissal as a form of exacting public accountability.

According to Aritonang, the aim of the temporary dismissal is to “ensure that the principles of due process of law and law enforcement in general would be implemented well. Temporary dismissal is also in line with the principles of due process of law.”

In looking at temporary dismissal, he also explored some relevant issues such as Problems related to temporary removal: constitutionality of temporary removal; legal grounds to remove public officials; principles of due process of law; protection of human rights; how long one should be removed temporarily; and the effectiveness of this mechanism to eradicate corruption.



Prevention of Corruption in Vietnam, Issues Order To
Nguyen Thi Thu Ha, National Academy of Public Administration
Vietnam

Sharing the case of Vietnam, Nguyen Thi Thu Ha started with a backgrounder on how corruption happens in the country. She mentioned that corruption takes place in the following forms and areas: in government offices, organizations, and units of the State; in the field of credit and banking; in land management and construction; asset management and operation of state enterprises; taxation; and judicial activities.

Nguyen Thi Thu Ha also discussed the causes of corruption and these are due to inadequacies in economic management, ineffective political system and reform efforts, as well as lack of legislation governing corruption.

As corruption is indeed an unwanted social ill, the speaker outlined her recommendations to curb this phenomenon. The recommendations include improving awareness, strengthening inspection and supervision, and eradicating an environment that supports corruption through reforming financial regulations, innovation management, establishing and developing markets, and leaders’ self-restraint. She also highlighted the importance of respecting political education and moral revolution.



Building Complaint Handling Mechanism for Effective Leadership
Agus Pramusinto, Gadjah Mada University
Indonesia

The paper presented by Agus Pramusinto discusses an innovation in Yogyakarta in the area of complaint handling. This breakthrough program, the “Walikota Menyapa” (WM), is a radio broadcast by the mayor or other public officials as a medium for citizens to convey their complaints about public services delivered by the Yogyakarta city.

Pramusinto noted that public service delivery in Indonesia remains disappointing so there is a need for the platform where people can raise complaints as a problem-solving mechanism. Through

the WM, the citizens can send their complaints using telephones and SMS. Looking at complainants at the WM for the year 2010, Pramusinto found out that complaints aired include issues on education, public transportation, traffic service facilities, and public service delivery. The mayor or the public official in charge responds to these issues immediately.

For his conclusion, Pramusinto indicated that WM is an effective tool for conveying complaints and compliments, the program allows people participation, and WM gives way to the improvement of service delivery.



Public Trust in Local Government in Japan: Continuity and Changes after the March 11th Earthquake in 2011

Masao Kikuchi, Meiji University Japan

The presentation of Masao Kikuchi has first reoriented the audience about the Great East Japan Earthquake which occurred in March 2011 which also resulted in a tsunami and a nuclear accident. Kikuchi also showed photos showing the impacts of this unfortunate event. Photos showing how Japan coped with the disaster were also shown, such as the one conveying an efficient reconstruction of a damaged highway. Moving on,

Kikuchi proceeded with the discussion of local governments in Japan including a quick look at their functions and financing in comparison to the central government. He then showed a figure showing the high level of trust accorded by the citizens to local governments in Japan compared to the central government and the national parliament. One of the reasons that explain this high level of trust is that local governments provide more services and have closer and more contact with the citizens. Kikuchi also noted that perception of a civil servant in Japan is more local than national.

Looking at trends in the level of trust in government before and after the March 2011 earthquake, a survey was conducted with 5,112 respondents. From the survey, Kikuchi noted that trust in central government has been declining after the earthquake, while trust in prefectural and municipal governments was either retained or continuously rising.

Summarizing the surveys and focusing on local governments, the speaker concluded that even before the March 2011 earthquake, Japan local governments have enjoyed high level of trust. Amid and during the disaster, local governments “performed their full capacity in dealing with crisis at the risk of death in the line of duty.” This may be one of the reasons why local governments have been continuously enjoying high level of trust as opposed to the central government which have not recovered from the plunging trust level even one year after the destructive disaster.



Restore Public Trust through Deliberative Policy Formulation

Antun Mardiyanta, Airlangga University Indonesia
Indonesia

Antun Mardiyanta started his presentation by acknowledging the importance of public trust in the fields of public administration and policy. A sad news, however, is that Indonesia is facing a crisis in public trust based on the poll conducted by KOMPAS which indicated that 50.4% do not trust the current government.

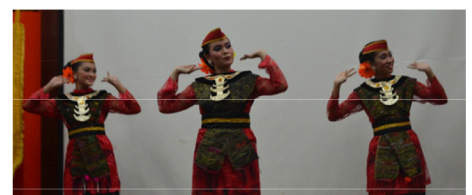
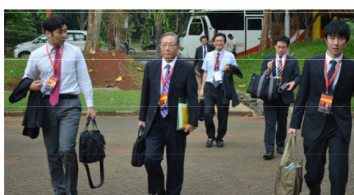
Within this context, Mardiyanta posed a relevant question: “How can deliberative public policy formulation bring back public trust?” This brought him towards defining the concept of deliberative public policy.

Through qualitative research and data gathering tools such as in-depth interview, focus group discussion (FGD), observation and document analysis, Mardiyanta conducted a study focusing on deliberative public policy formulation on RPJMD (2008-2013), RKPD (2009, 2010) in Probolinggo Regency, East Java Province.

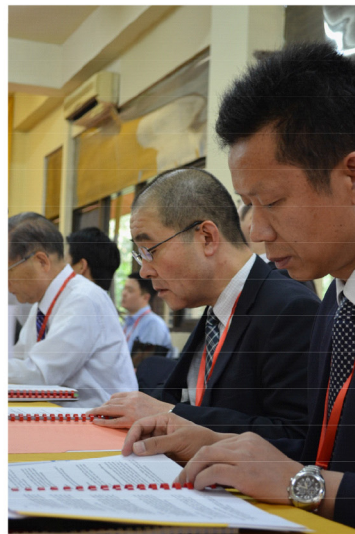
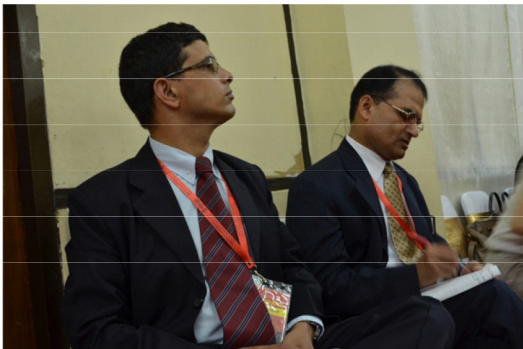
The study concluded that “deliberative process in the Local Development Planning Policy Formulation can bring back public trust provided that it meets the criteria of deliberative process and conditions” and “if the local community believes that the deliberative process can influence consistently the final result of planning and budgeting policy.”

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EROPA Secretariat

National College of Public Administration
and Governance Building
University of the Philippines Diliman 1101
Quezon City, Philippines

eropa.secretariat@gmail.com
www.eropa.org.ph