



EROPA BULLETIN

Volume 34, Nos. 1-2
2013 January - June

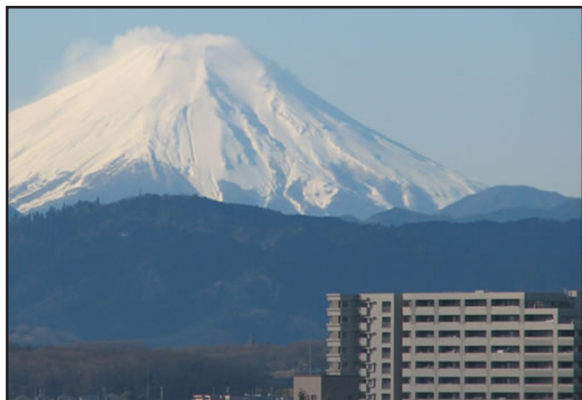


** The image of Showa Kinen Park appearing on the front cover is courtesy of
Japan Local Autonomy College.*

TABLE OF CONTENTS

4	EROPA JAPAN-BOUND FOR 2013 CONFERENCE
5	EROPA 2013 CONFERENCE WELCOME MESSAGE
6	DR. WANARAT TAKES CHARGE OF NIDA
6	DR. YOUNG JE YOO IS NEW COTI PRESIDENT
7	THE LOCAL AUTONOMY COLLEGE: BUILDING THE FUTURE OF LOCAL AUTONOMY AND DECENTRALIZATION
8	UPDATED ASIAN REVIEW OF PUBLIC ADMINISTRATION (ARPA) RATES
9	ARPA PREVIEW: EDITORIAL INTRODUCTIONS FROM VOLUME 23 NUMBERS 1- 2
12	UPCOMING PUBLIC ADMINISTRATION EVENTS AROUND THE REGION
13	REPORTS FROM THE EROPA CENTERS
15	WHY ASIA MATTERS: THE ROLE OF EROPA IN STRENGTHENING PUBLIC ADMINISTRATION IN THE REGION

EROPA JAPAN-BOUND FOR 2013 CONFERENCE



The Eastern Regional Organization for Public Administration, Inc. (EROPA) will hold its annual international conference in Tachikawa City, Tokyo, Japan from 14 to 19 October 2013. The conference will also coincide with the organization's 24th General Assembly wherein constituents of the organization vote on new Executive Council members.

Organized by the Ministry of Internal Affairs and Communications via its training arm Local Autonomy College (LAC), this year's conference theme is "Enhancing the Quality of Government: Government, Governability, and Governance."

The sub-themes will focus on addressing topics related to institution (performance and trust, globalization, decentralization); management (human resource development, e-governance, crisis management); and policy issues (public-private partnership, regional management, aging society and welfare and population management).

Furthermore, the conference will also feature several special sessions alongside the perennial paper presentations. Plenary sessions such as the Asian Leadership Forum (ALF) and Stories to Share (STS) will also be featured. ALF is especially allocated for policy leaders in the Asia Pacific region such as ministers, vice-ministers, parliamentarians, governors, and city mayors, to discuss important issues in public Administration and governance; while STS is dedicated to public administration practitioners who are at the forefront of governance and development. Designated venues for the duration of the conference are Local Autonomy College and Forest Inn Showakan.

The deadline for online registration is on 31 August 2013. To find out more about the upcoming conference, visit the website: www.eropa2013.soumu.go.jp.



As one of the leading organizations in the Asia-Pacific region, EROPA has been accredited by the United Nations Public Administration Network (UNPAN) as one of the latter's Online Regional Centers (ORCs).

As such, the EROPA serves as one of UNPAN's contributors in the Asia-Pacific region in keeping an updated database of public administration developments. Public administration news, documents and events can be viewed at www.unpan.org.



EROPA 2013 CONFERENCE WELCOME MESSAGE

MORIO SAKAMOTO

Chair, The Steering Committee
President, Local Autonomy College
Director General, EROPA Local Government Center

On behalf of the Conference Steering Committee and Local Autonomy College (LAC), I would like to note what a great honor and privilege it is to host the EROPA Conference in Tachikawa City, Tokyo from October 14 to 19, 2013. The theme of the conference is “Enhancing the Quality of Government: Government, Governability and Governance.”

The conference program includes presentations from distinguished academics of numerous countries, as well as government practitioners from both Japan and foreign countries, which have addressed various issues in a progressive and proactive manner. I hope that the presentations will help improve government functions in all of the member countries.

This conference is made possible through the tremendous support from six major organizations on local government, as well as the Japan Center for Local Autonomy, the Council of Local Authorities for International Relations (CLAIR), the Japan Finance Organization for Municipalities, the Japan Academy for Municipal Personnel, and Tachikawa City, where LAC is located and the conference will be held.

Tachikawa City, the conference venue, is a transportation hub, connecting roads between Eastern and Western Tokyo, as well as a business core city that has many public facilities of the central government and Tokyo Metropolitan Government. Also, the City promotes community development in harmony with the natural environment as represented by Showa Kinen Park, which has Tokyo’s largest flower garden and is famous for its carpet of cosmos flowers. We are very proud to welcome all of you during the season when the flowers are in full bloom.

As you may know, two years have passed since the Great East Japan Earthquake occurred on March 11, 2011. All the people of our country continue putting their utmost efforts into reconstruction. During this time we have received warm encouragement and heartfelt supports from the people of EROPA member states and other nations worldwide. We would like to express our sincere gratitude to all of you. I hope that we will have opportunities to show how Japan is dedicated to recovery with the support we have received from so many good-hearted people.

Lastly, it is our hope that your stay in Japan and participation in this conference will be a useful and profoundly satisfying experience. I also hope that our hospitality throughout the conference will contribute to facilitating cross-national communications among conference participants. We look forward to welcoming you all from home and abroad.

Morio Sakamoto



DR. WANARAT TAKES CHARGE OF NIDA

The National Institute of Development Administration (NIDA) welcomed Dr. Pradit Wanarat, former Vice President for Academic Affairs, as its new president, while Professor Dr. Sombat Thamrongthanyawong ended his second term as chief executive of the institution on June 2, 2013. Dr. Thamrongthanyawong is now the Director of ASEAN and Asia Studies Center.

Before being appointed as Vice President for Academic Affairs in 2006, Dr. Wanarat served in different positions in the Graduate School of Business Administration, NIDA. He began teaching at the Graduate School of Business Administration in 1994, and later assumed a post as the Associate Dean for Planning and Development in 1996. In 2001, he led the Graduate School of Business Administration as its Dean. Dr. Wanarat is also affiliated with different business organizations in Thailand, such as the Federation of Thai Industries and the Bangchak Petroleum Public Company Limited.

Dr. Wanarat obtained his Bachelor's degree in Civil Engineering from the Chiang Mai University. He went on to finish an M.B.A. in Engineering Management and Quantitative Business Analysis and a Ph.D. degree in Management Science from North Texas University, USA.

NIDA was the host of the 2011 EROPA International Conference in Bangkok, Thailand.

DR. YOUNG JE YOO IS NEW COTI PRESIDENT

On April 19, 2013, Dr. Young Je Yoo, a professor from Seoul National University, was appointed the 25th President of the Central Officials Training Institute. In his letter to EROPA, Dr. Yoo expressed his determination to maintain COTI's reputation in the field of governance and public administration through training and development of competent global leaders.

Dr. Yoo is an engineer by profession, having obtained his Bachelor of Science degree in Chemical Engineering from Seoul National University in 1974. In 1986, Dr. Yoo finished his Ph.D degree in Biochemical Engineering at the University of Maryland. Aside from his stint at the Central Officials Training Institute, Dr. Yoo also teaches at the School of Chemical and Biological Engineering, Seoul National University. He was formerly Vice Chancellor for Admissions in the same university, and a former director of Bio-Max Institute, a biotechnology research center based in Seoul National University.



Dr. Yoo is affiliated with a number of academic societies in Korea, and is President of scientific organizations such as Scientists and Engineers without Borders and the Korea Bio-Economy Forum.

THE LOCAL AUTONOMY COLLEGE: BUILDING THE FUTURE OF LOCAL AUTONOMY AND DECENTRALIZATION

Founded in 1953, the Local Autonomy College (LAC) is the lone central training institution for local officials and public employees in Japan. The College was established in line with the provisions of the new Constitution of the Government of Japan, which provides for the implementation of the local autonomy system. As such, the Japanese government saw the need for public officials and employees to undergo training and executive education. For sixty years now, LAC has continued to produce competent and innovative public officials and civil service employees, some of which now occupy top or managerial positions in the local government.

EROPA has long recognized the role that the College can play in advancing the study of public administration and governance in the Asia Pacific region. Thus, on October 1, 1964, the EROPA Local Government Center was established in LAC, with the main function of providing knowledge and skills training to local officials in the general EROPA area. In partnership with the Japan International Cooperation Agency (JICA), LAC annually conducts a six-week training course for foreign public officials. In 2012, 12 participants from nine EROPA member-states completed the said training course.

It envisions an efficient local autonomy system that responds well to the demands of decentralization. To achieve its goals of contributing to an efficient local autonomy system in Japan, LAC conducts up-to-date and relevant training courses, exchange programs, and other educational activities designed to cater to the learning capacities of the local public officials and employees.

LAC mainly focuses on building the capacities of local officials and public employees in the areas of policy making, management and administration. It offers the Full Residential College System for trainees sent by different local government institutions in Japan. The trainees participate in practical lectures, group projects, debates and voluntary assignments that tackle different fields such as public administration and management, local administration and finance, economics, citizen participation and risk management. Meanwhile, LAC also offers specialized training courses for tax administration officials, as well as municipal auditing

staff and training staff. The training sessions make use of seminar and case methods give trainees a practical perspective of how policy making and administration processes work in different government institutions.

LAC also conducts research activities on various topics in an effort to continuously update their training modules to fit the needs of the trainees as well as keep the modules relevant with current public administration issues. Among these issues are ageing society, information

technology and challenges faced by evolving public administration systems.

Additionally, LAC maintains an educational journal, the Gekkan Jichi Forum, released monthly for use by students and alumni of LAC and which covers different issues and topics in local autonomy systems. LAC is also affiliated with the Local Autonomy Training Council, which includes a network of 500 training and research institutions on public administration. Meanwhile, since 1984, LAC also publishes a volume called “Comparative Studies of Public Administration,” which





includes research studies done by experts and practitioners on public administration, mainly in the EROPA region. On 2012, a volume on “Integrated Human Capacity Building in the Age of Decentralization” was released off the press and distributed to member institutions of EROPA.

Every year, LAC sees a great number of its graduates actively involved in the public administration sector in Japan. According to its website, the LAC has produced about 53,000 graduates as of 2008. Apart from that, top government officials from across the country have previously acquired knowledge and skills training from LAC and are now trailblazers in the area of public administration and governance in their respective prefectures, cities, towns and villages. Moreover, short courses provided foreign public officials and employees a wider view of the processes involved in the Japanese local autonomy system.

EROPA greatly hopes that under its new president, Mr. Morio Sakamoto, LAC will continue, perhaps go beyond, its legacy of contributing to the study and practice of public administration and governance not only in Japan, but also in the Asia Pacific.

UPDATED ASIAN REVIEW OF PUBLIC ADMINISTRATION (ARPA) RATES

The Asian Review of Public Administration (ARPA) Board of Editors has decided to update the price of EROPA's flagship journal. The change was reflected in 2012's special issue featuring a symposium on territorial decentralization.

A single copy of ARPA is now priced at US\$ 16.00 while the subscription rate is at US\$ 30.00. These prices do not include shipping and handling.

ARPA is published twice a year. Despite the price change, the ARPA Board of Editors believe that the journal can remain competitive in the market because it is still priced significantly less compared to other existing publications. ARPA was first published in 1989.

To avail a copy or subscribe to the Asian Review of Public Administration journal, please contact the EROPA Secretariat (eropa.secretariat@gmail.com).



ARPA PREVIEW: EDITORIAL INTRODUCTIONS

FROM VOLUME 23 NUMBERS 1- 2

Editorial Introduction

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 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 (Kim 2011: 10).

Reference

Kim, Pan Suk. 2011. "Integrating Asian Administrative Space through Asianization toward the Asian Union", *Asian Review of Public Administration*, 22(2), 4-17.

Reconsidering Decentralization in Asia: Introduction to the Special Issue

Mark Turner
University of Canberra

For more than two decades decentralization has been the dominant trend in central-local relations in Asia. The starting point was the 1991 Local Government Code in the Philippines that followed 'people power' democratization. This legislation introduced significant political decentralisation into a country that had undergone considerable centralization under the authoritarian regime of Ferdinand Marcos. Functions were transferred to provincial, city and municipal administrations. Finance to pay for the new responsibilities was also sent out from the centre to the regions while new democratic institutions were installed at each level of the subnational hierarchy. The Philippines provided both a model and inspiration to other countries in Asia where centralization had been the dominant theme across the continent. But other countries did not simply follow the Philippine model. Their responses were variations on the theme of decentralization that had been initiated by the Philippines. For example, in Thailand, constitutional provisions were enacted that promised considerable decentralization but implementation was slow in coming. In Cambodia, the achievement of political stability at the end of the 1990s encouraged the

government to introduce modest programs of political and administrative decentralization. By contrast, in Indonesia the Asian Financial Crisis led to the overthrow of the authoritarian New Order regime and gave the political space to the interim government to introduce a radical 'big bang' political decentralization involving the devolution of most service delivery functions and the accompanying finance to democratically elected local governments. Even where decisive action on decentralization was not in evidence, debate on the subject and future possible central-local arrangements was opened up. A situation arose in which the question was not so much whether a country would decentralize but rather what form it would take.

In recent years, the enthusiasm for decentralization has abated somewhat as citizens, civil society, the private sector and governments have taken stock of the results of decentralization. In many instances, decentralization has not brought the welfare gains predicted in decentralization theory. More efficient, effective and responsive services have not been evident, and in a few instances there have been declines in service delivery performance. Accountability is supposed to be enhanced by decentralization but this has not necessarily occurred as patronage networks have colonized subnational politico-administrative structures. These networks have often worked primarily for the benefit of the patrons and clients and not the citizens in general especially the

poor and disadvantaged. There has also been disappointment with the degree of democracy in decentralization. Elections have become almost ubiquitous but other democratic institutions and participatory practices have been slower to emerge leaving citizens feeling themselves to be without voice. Finally, there has been a focus on institutions and their operation at the local level and neglect of the centre's role in decentralization. There has been too little consideration and action on defining what central government agencies should do in a decentralized polity. How far should they be securing compliance, monitoring and helping subnational governments?

These emergent problems should not be interpreted as saying that decentralization has failed. Rather, they reflect the growing appreciation of the complexity of decentralization and the difficulty of getting the right balance in central-local relations. The articles in this symposium are part of this wave of reflection and represent some of the recent re-thinking of decentralization and how it can better serve citizens across the Asia-Pacific. They deal with diverse topics and take contrasting analytical approaches but are all indicative of new findings and thinking on central-local relations.

The first article, by Koike and Hosono, focuses on service delivery and asks questions about the most appropriate system of central-local relations for providing high quality, efficient and accessible health services to citizens. The authors take a comparative historical perspective by tracing the development of health services and changes in health status for Japan and the Philippines. Japan has taken a more centralized approach to providing health care to its citizens while the Philippines, especially in the last 20 years, has adopted strongly decentralized arrangements. From these two experiences, the authors argue that decentralization is not a panacea for enhanced health service delivery and improved health outcomes. They are concerned that when central government is not involved and where local government units are small and poor, there are likely to be tendencies towards disparities in health service provision. A major implication of their analysis is that there must be cooperative arrangements between central and subnational governments. Through such collaboration steps can be taken to address emerging inequalities or even avoid them while still maintaining or improving overall health service performance.

The second article, by Rodriguez and Turner, continues the theme of service delivery and once again poses the question of whether decentralization leads to performance improvement. The focus of enquiry is coastal management using the case study of the Lingayen Gulf in the Philippines. Rodriguez and Turner delineate the management changes in coastal management that were brought about by decentralization in 1991 and look at their operation in various coastal management initiatives that have been introduced to address the problems of the Gulf such as overfishing and pollution. They find that the projects have been unable to provide the desired levels of integration of effort and resources among the various stakeholders. Rodriguez and Turner found that local governments "were unprepared, used to central domination, lacked the appropriate range of skills and knowledge, possessed organizational structures not necessarily geared to effective coastal management, suffered severe budget constraints and had to grapple with corruption". On a positive note, they did find that partial integration had occurred in most initiatives and that all stakeholders agreed that greater collaboration was necessary for effective coastal management. But this expressed desire for greater cooperation still needs to be transformed into practice.

The third article, by Wu, is on fiscal decentralization in China over the period since economic reforms began in 1978 as there has been speculation about fiscal decentralization's major contribution to the spectacular economic growth experienced by China. In the early reform years, revenue and expenditure decentralization gave local governments considerable fiscal independence and incentives to vigorously promote economic growth. However, in 1994, declining central government revenue led to fiscal recentralization whereby central government established a nationwide tax system and gathered much more of the country's tax revenue to itself. As the author demonstrates, this has led to increasing fiscal dependence of local governments on the centre. Local governments' imperatives for action are now obtained from their upward accountability. The article shows that two mechanisms for such accountability have been in place for many years: the nomenklatura system and the target responsibility system. These have now been joined by an even stronger force for upward accountability: revenue recentralization. Together they have created powerful incentives to satisfy performance targets set by the centre while increasing local dependency on the centre. While this has meant the continuation of economic growth it has placed

great pressure on local governments as to how they can maintain or even increase social welfare provision. The provision of services has become a major policy concern of governments at all levels in China and to address both citizen and government needs there may well be further changes to central-local relations.

The final article, by McKinlay, moves on to the topic of community participation and how communities are finding their voices in modern governance. His focus of concern is the new ways in which local councils in Australia are managing their relationships with the communities they serve. He provides a wide range of innovative examples of ways in which councils and communities across the country are working together and he also introduces some emerging relationships between community banks and local citizen groups. Overall, he paints a picture of increasing collaboration and innovation but he does warn that his survey is 'preliminary' in nature and great care should be taken in extrapolating these early findings to councils and communities in general.

**THE EXPERTS YOU NEED ARE
JUST A CLICK AWAY**



EROPA

Experts and Practitioners

Want to be part of our growing network of Public Administration experts and practitioners? Visit <http://www.eropaexp.com> to find out how to join EROPA Exp!



[facebook.com/
EROPA1960](https://facebook.com/EROPA1960)



[twitter.com/
EROPA1960](https://twitter.com/EROPA1960)

UPCOMING PUBLIC ADMINISTRATION EVENTS AROUND THE REGION

2013 International Conference on Public Administration on Public Sector Reform and Government in Transition

Date: 1-2 October 2013

Venue: University of Makati, Makati City, Philippines

Website: <http://www.pspa.ph/>

Organized by the Philippine Society for Public Administration, the conference will focus on various topics on public administration, mainly on the theme, "Public Sector Reform and Government in Transition: Values, Institutions, Leadership, Citizen Engagement, and Human Rights." The conference caters to academicians, professionals, GOs and NGOs, policymakers, among others, who strive to share and discuss relevant issues in the public sector.

2013 Asian Group for Public Administration Annual Conference

Date: 26-28 September 2013

Venue: Singapore Nanyang Technological University

Website: <http://www.iasagpa.com>

The Asian Group for Public Administration (IIAS-AGPA),
in cooperation with the Public Policy and Global

Affairs program in Nanyang Technological University (NTU), will be holding its third annual conference from 26-28 September 2013. The main theme of the conference is on "Local and Regional Cooperation and Public Governance." The conference is a venue for network-building and sharing of information for public administration academicians and practitioners in Asia.

6th Asian and Pacific Population Conference

Date: 16-20 September 2013

Venue: Bangkok, Thailand

*Website: [http://www.unescapsdd.org/population-dynamics/
event/sixth-asian-and-pacific-population-conference](http://www.unescapsdd.org/population-dynamics/event/sixth-asian-and-pacific-population-conference)*

The UN Economic and Social Commission for Asia and the Pacific, in cooperation with the United Nations Population Fund (UNFPA), will hold the 6th Asian and Pacific Population Conference in Bangkok, Thailand. The event will be an avenue for governments to discuss relevant issues in preparation for the special session of the General Assembly on the International Conference on Population and Development beyond 2014.

REPORTS FROM THE EROPA CENTERS

COTI'S DEVELOPMENT MANAGEMENT CENTER ACTIVITIES UNDER EROPA FOR THE FIRST HALF OF 2013

The Central Officials Training Institute (COTI) of the Republic of Korea is an advanced education center for public officials and plays a pivotal role in fostering the capacity of creative global leaders.

International Cooperation

COTI has strengthened ties with other government training institutes around the world. In the first half of 2013, many high-ranking officials from different countries visited COTI to learn about COTI's role in Korea's national development and to discuss bilateral cooperation on the capacity building of public officials. Ms. Yong Ying-I, Permanent Secretary and the Chairperson of the Civil Service College of Singapore, visited COTI on March 11, 2013, and shared thoughts on the public sector civil service systems and competency development policies of the two countries. Mr. Thaw Thu, Chairman of the Union Civil Service Board of Myanmar, met with COTI President Dr. Young Je Yoo at COTI on May 24, 2013. During the meeting the heads of the two organizations discussed further cooperation to improve the capacity of Myanmar's public officials.



International Programs

The primary purpose of COTI's international programs is to seek mutual development strategies with other countries, particularly developing countries, by sharing Korea's experiences in national development and administrative reform. COTI has been implementing these education programs for foreign government officials for 29 years. As of the end of June 2013, about 4,070 foreign government officials from 119 countries have completed the international programs at COTI. In the first half of this year COTI held 3 programs: two Executive Development Programs for Malaysian officials and a Public Sector Training Development Program. Forty EDP Malaysian participants learned about Korea's sustainable development strategies through creative approaches. In the Public Sector



Training Development Program, twenty participants from ten different countries (Cambodia, Cameroon, Ivory Coast, Haiti, Jordan, Kyrgyzstan, Nigeria, Palestine, Sierra Leone, and the Solomon Islands) had opportunities to improve their ability to develop and design educational programs and also to learn from Korea's public sector HRD policies and strategies. COTI will have 11 programs in the latter half of 2013.

COTI's English Magazine

Volume No. 23 of COTI Highlights, COTI's annual English magazine, was published in March 2013. COTI distributed this issue to HRD related organizations and COTI alumni all over the world. This issue features COTI's activities in 2012 and training and education directions in 2013.

More information on COTI's achievements is available by viewing a PDF file of COTI Highlights at <http://eng.coti.go.kr>.

EROPA LOCAL GOVERNMENT CENTER ACTIVITIES (FIRST HALF OF 2013)

First, we have been conducting an international training program under the theme "Local Governance." This program is designed for overseas local and central government officials mainly from Asia who are engaged in local governance. It includes lectures given at Local Autonomy College and technical visits to different levels of local governments.

In response to the request from EROPA, the center has been conducting this program for the past 49 years since its establishment and has received 555 participants from 62 countries, of which 269 are from EROPA member states.

This year, the program took place from June 10 and will come to an end on July 13. We have 12 participants from 9 countries.

Participants take part in a number of informative lectures on various subjects such as Local Government System, Local Tax and Finance System and Local Public Employee System, which are given by university professors and high-ranking central government officials. Furthermore, participants took part in technical visits to different local governments including the one affected by the Great East Japan earthquake two years ago, as well as the sewerage treatment plant. They also made a courtesy visit to an executive official of the Ministry of Internal Affairs and Communication.

In addition, participants are tasked submit a perspective report at the end of the program to analyze problems of their local government system and propose policies to address such problems using the knowledge and methods they learned throughout the program.

This program has been well received as an informative and fruitful training opportunity which contributes to the further development of local governance in the Asia-Pacific region and promotes valuable international exchanges among lecturers and participants.

The second activity is the half-day program we offer to international visitors. This program is comprised of



a lecture and a facility tour and aims to deepen understanding of Japan's local government system and local government personnel training system. Last year, we received 115 officials from 15 countries, which included EROPA member states, namely People's Republic of China, Indonesia, Philippines, Thailand, and Vietnam.

Through this program, we hope to contribute to the further enhancement of local government system and human resources development of the participating countries.

The Third activity is our publication project. The EROPA Local Government Center has been publishing Comparative Studies of Public Administration which is a collection of papers written by experts mainly from EROPA member states under the themes pertaining to the problems surrounding local governance.

Since 1984, the series have been published every two to three years with a focus on public personnel training, regional promotion, civil society, administrative reforms, and governance, finance among others,

Last year, the eleventh volume titled Integrated Human Capacity Building in the Age of Decentralization was published and distributed to the EROPA member states.

We would like to continue working on this publication project at the same pace and contributing to the further development of local governance in the Asia and Pacific region.

WHY ASIA MATTERS: THE ROLE OF EROPA IN STRENGTHENING PUBLIC ADMINISTRATION IN THE REGION

Orlando S. Mercado, Ph.D.

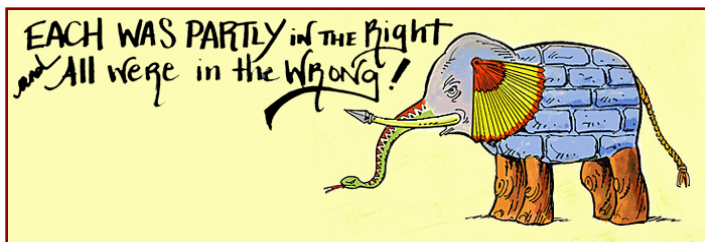
Secretary-General, Eastern Regional Organization for Public Administration

(delivered during the International Conference of the American Society for Public Administration on "Governance and Sustainability: Local Concerns, Global Challenges, 15-19 March, 2013)

In the poem, "The Blind Men and the Elephant," John Godfrey Saxe explains how six blind men viewed a single elephant as six different objects. They looked at it as a wall, a spear, a snake, a tree, a fan, or a rope.

Likewise, in the Asia-Pacific region, states and institutions differ in the way they see the successes and failures of public administration and governance. They differ in profiles, priorities and commitments in governance. The diversity of political systems has engendered varying levels of democratization in the region. Ethnic and territorial conflicts threaten sovereignty and security among and within states.

In the era of globalization, where we all are "sailing in one boat," Asia-Pacific region faces greater demands for better infrastructure, transportation and communication systems. This alone is a daunting task for countries that harness limited infrastructure, human



and institutional resources. But what poses a more important concern for the region is how its states and institutions can reconcile their differences in interests and commitments towards a public sector that works efficiently.

With a changing regional and international environment, there are demands for political reform. Governance in the region has to be innovative. Institutions have to be stronger than political actors or personalities. The challenge is to balance market mechanisms with welfare state entitlements. All these require rooting out corruption and vested interests.

The Eastern Regional Organization for Public Administration or EROPA was established in post-colonial Asia Pacific, at the height of the Cold War. Back then, new agencies and institutions for public administration emerged to aid new states in promoting development. EROPA served as a platform for these institutions to collaborate with each other and exchange ideas and practices in public administration and governance.

EROPA works with key institutions in building skills, capabilities and expertise in public administration and governance in the region. It also continues to uphold the importance of sharing of knowledge and experiences in the field to constantly improve theory and practice in the field. Collaborative activities conducted by EROPA are interdisciplinary and inter-institutional, dealing with areas such as crisis management, fiscal administration, urban development, local government, anti-corruption, and civil service reform.

With an official consultative status at the U.N., EROPA is able to strengthen and sustain public administration leadership and expertise through different activities, such as conferences, training programs, seminars, joint research projects, publications, among others. The Asian Review of Public Administration or ARPA, a biennial journal published by EROPA, gives fresh insights and issues on public administration and governance in the Asia Pacific. EROPA also holds annual conferences that tackle solutions to relevant public administration issues.

EROPA has already expanded its activities online to cope with advancements in information technology. It maintains an online database of public administration experts and practitioners that can provide institutions with technical assistance. EROPA has also utilized social networking platforms such as Facebook and Twitter to expand its online presence. It also maintains an official website as well as an online platform to enhance interaction and cooperation among youth, experts and institutions from across the globe.

Through these activities, EROPA has promoted advocacies that soon paved way for the changes in the region, such as indigenization of public administration, public administration as “administration for the public,” crisis and disaster management, role of non-governmental organizations in service delivery, impact of culture and technology on public administration, and sustainable development. For years to come, EROPA will continue to help reconciling differences and engender a vibrant environment for new ideas.

Today, we face problems that are more complex than efficiency and productivity. In the Asia-Pacific region, we see newly-democratizing states that suffer from weak institutions, weak political parties, and weak mechanisms. Being a regional organization that has been there for more than fifty years, EROPA is well aware

of the changes happening in the Asia-Pacific region. We feel the need to beef up institutions and involve the youth in coping with these changes. More importantly, we feel the need to seek new avenues for sharing knowledge and experiences, and most of all, abandon tired orthodoxies of the left and the right, to adopt new ideas from a wide range of political spectrum.

Despite having experienced different problems, Asia and the U.S. both face common

challenges in public administration. I believe that EROPA and the American Society for Public Administration (ASPA) share common goals to promote the study and practice of public administration, and come up with innovative approaches to address governance challenges. We at EROPA are ready to work hand-in-hand with the American Society for Public Administration (ASPA) in exploring new areas for cooperation, and we welcome ASPA’s valuable ideas and insights on public administration and governance initiatives.

I hope that this Conference will be a fruitful learning experience for all of us. Thank you very much, and I look forward to working with some of you in the future.





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