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DAILY BULLETIN

Challenges to Administrative Reform: Learning from the Past and In Search of Excellence in the Future



EROPA CONFERENCE 2012



EROPA 58TH EXECUTIVE COUNCIL MEETS IN JAKARTA

28 October 2012 - The 58th Executive Council of 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 Dwiyoanto 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).

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... *(continued on page 2)*



Dr. Bambang Shergy Laksmono

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.

EROPA OPENS INTERNATIONAL CONFERENCE

Leaders welcome participants



Dr. Sombat
Thamrongthanyawong

Jakarta, Indonesia (Oct. 29, 2012) -- 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.

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. Roy Salomo

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.

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

Dr. Roy Salomo, Chairman of the Administrative Sciences Department

Meanwhile, Dr. Orlando Mercado, Secretary General of EROPA, took the opportunity to both welcome the participants and pose a challenge to them... *(continued on page 3)*

THE GONG: Symbolic Traditional Instrument at the Opening of the 58th EUROPEAN Conference and Annual Meeting 2012

The Minister of Administrative Reform and bureaucratic, Mr Azwar Abubakar hit THE GONG as a symbol of the opening of the 58th EUROPEAN Conference and Annual Meeting 2012.

The Gong is one of Indonesia's traditional musical instruments which is used in conjunction with the Javanese gamelan. The rhythm of the music being played on this specific gamelan is soft. Gamelan, in Java, is a bit different from Bali and Sundan. The Javanese gamelan has a softer tone compared to the Balinese and Sundanese which are dominated by lilting voice and flute.

According to some studies, the difference is attributed to the Javanese view of life in general: that people should always maintain physical and spiritual harmony, as well as in acting and speaking.

The Gong is a musical instrument in the gamelan that was first created to invoke tgdods. To deliver a special message, Sang Hyang Guru recreates some of the equipment such as two gongs, until it becomes a set of gamelan. A complete gamelan has approximately 72 tools and can be played by a musician (drummer), accompanied by 10 to 15 singer.

There are several kinds of metal materials in the manufacturing process of Gong namely Bronze, Brass and Iron. A Gong with a good quality sound is made of bronze by releasing more melodic and beautiful tune. The Gong's standard dimensions are 100cm, 75, cm and 60cm. Besides Indonesia, countries in South East Asia, South Asia, and East Asia are also familiar with this instrument if only with a different name. In Korea, for example, the Gong is called a Kkwaenggwari.

Previously, the Gong is used as a messenger (information about guests) or notifications for disaster and war. Currently in Indonesia, the Gong is also

commonly used as a symbol for inaugurating of events. Some reasons the Gong holds such stature in Indonesian culture is the beautiful echo it creates when hit as well as its exquisite design.

No explanation about how many hit to be slapped into the gong as a symbol of the opening of the event.



(EROPA OPENS...) 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 WALL

EROPA Conference provides a constructive platform for foreign delegates to exchange their knowledge and expertise pertaining to issues of local administration. I think that EROPA 2012 serves its primary aim of enabling participants to share their experience in addressing local administrative reforms, and I look forward to seeing EROPA Conference become an event of recognized stature in the future.

The EROPA 2012 Organizing Committee has put in tireless efforts in organizing the conference, and I wish to thank the committee for their noble efforts. Overall, I think that the conference is being implemented successfully.

-Adachi Masahide, CLAIR Singapore

This is a good public administration conference held by EROPA.
I hope Ombudsman RI will implement what I heard from this conference.
-Nadia Dewongga, Ombudsman Republic of Indonesia

It would be more effective if the implementation of sub-themes will be separate, not at the same time. Honestly, for me, all the sub-themes are interesting. I want to attend all activities in this conference so that I can get many knowledge and experiences from many speakers. Also, I can implement it in my institution / country.

-Solistiana Bintang,
Ministry of Public Works, Republic of Indonesia

Want your space in the EROPA Wall? If you have any valuable insights or if you wish to share what you have learned in the this year's EROPA Conference, feel free to e-mail us at eropa.secretariat@gmail.com or approach any EROPA Secretariat staff member.

MINISTER ABUBAKAR PRESENTS INDONESIAN WAY OF ADMINISTRATIVE REFORM IN KEYNOTE SPEECH

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 socio-economic 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.



There is a need to constantly innovate government systems to achieve sustainable socio-economic development.

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.

Experts share reflections on Conference theme in plenary session



Public administration experts shared their reflections of the conference theme on the first Conference plenary session. Seated (from L-R) are: Dr. Prijono Tjiptoherijanto, the Chair for the said plenary; Prof. Neo Boon Siong, Prof. Agus Dwiyanto, and Dr. Yoon Eun-key.

The first plenary session for the 2012 EROPA Conference featured reflections on the conference theme, “Challenges to Administrative Reform: Learning from the Past and In Search of Excellence in the Future” by various experts and officials in the field of public administration.

The session was chaired by Dr. Prijono Tjiptoherijanto of the Faculty of Social and Political Sciences, University of Indonesia. Three speakers, namely: Prof. Neo Boon Siong of the National University of Singapore; Prof. Agus Dwiyanto, Chairman of the National Institute for Public Administration in Indonesia; and Dr. Yoon Eun-key, President of the Central Officials Training Institute in South Korea, shared their insights on the relevance and significance of the conference theme.

Prof. Neo Boon Siong talked about dynamic governance systems as they relate with administrative reform. He presented a framework for dynamic governance, which allows for effective response and adaptation of government institutions to changes in the policy environment. It shows how thinking “ahead” (gaining foresight), thinking “again” (challenging current policies), and thinking “across” (trying to learn from external practices and experiences) has addressed institutional challenges in Singapore. He explained that for administrative reform to take place, leaders, institutional processes as well as policies should be able to support and encourage capabilities for dynamic governance.

Meanwhile, Prof. Dwiyanto described administrative reform as being political in nature. Hence, he explained

that to be able to implement administrative reform, government leaders have to make political decisions on the following: 1) what kind of reform should be made; 2) how far should the government go in terms of reform; and 3) the risks to take to be able to implement reform.

Prof. Dwiyanto said that the success of administrative reform depends on the commitment and political endurance of the government leaders. He also emphasized the significance of learning from the experiences of other states. Moreover, he called for reforms that create value and raise ethical standards in the government. He also pointed out that there is a need to inculcate new values and traditions in public service to implement reform, and that these values should be redefined based on public interest. He then explained the role of information and communications technology (ICT) and e-governance in administrative reform. He said that in implementing administrative reform through e-governance, socio-cultural implications should also be considered.

Dr. Yoon Eun-key concurred that public sector reform is essential for government systems to be able to adapt to changing administrative contexts. He mentioned that countries in the Organization for Economic Cooperation and Development (OECD) region are bound by the same goal to improve government performance and public service welfare. He thus stressed that human resources management and development principles should be reinvented.

Dr. Yoon then recounted the achievements of COTI, particularly in refocusing its priorities, programs and activities towards administrative reform.

One of the issues raised during the open forum is on how to establish a strong leadership in government systems depending on consensus-based decisions. Prof. Dwiyanto agreed that there needs to be a strong leadership to effectively build consensus. Meanwhile, Prof. Neo Boon Siong opined that democratization is not as much of an issue as the ability of institutions to effectively adapt and implement policies. Lastly, Dr. Yoon Eun-key remarked that technology and education is essential to build a strong leadership in decentralized government systems.

WORKSHOP SESSIONS:

Theme A: Structures and processes in administrative reform: the importance of commitment and leadership for successful reform

Chair: Sudarsono Hardjo Soekarto

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



(Continued on page 8)

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.



State Member Delegations Deliver Welcome Message

As part of the opening ceremony, EROPA state-members delivered welcoming messages to the participants of the conference. The messages were delivered by heads of delegation, namely Prof. Xuezhi Liu of China, Prof. Agus Dwiyanto of Indonesia, Dr. Eun-Key Yoon of Korea, and Mr. Sumiyo Takimoto of Japan. The following are the highlights of their messages:

* Prof. Liu said that this conference would enhance the cooperation between the participating countries and that he hoped for the continuation of administrative reforms through innovations.

* Prof. Dwiyanto added that this conference could strengthen the networking and collaboration of EROPA members that would lead to the advancement of knowledge and practices in managing the public sector.

* Mr. Yoon thanked the EROPA Secretariat, Host Country, and all committees who worked for the realization of the conference.

* Mr. Takimoto thanked the host country as well for their generosity. He ended the speech by announcing for the first time that next year's conference would be held in Japan.

Theme A: Structures and processes in administrative reform: the importance of commitment and leadership for successful reform (from page 8)

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.

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.

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Theme A: Structures and processes in administrative reform: the importance of commitment and leadership for successful reform (from page 9)

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 Argus 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 Argus 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.

Theme B: Enhancing public trust and preventing corruption through fostering public values, ethics, and accountability

Chair: Sri Hadiati W. K.

National Institute of Public Administration, Indonesia



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.



Theme B: Enhancing public trust and preventing corruption through fostering public values, ethics and accountability (from page 10)

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 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 good governance. 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.

Theme C: The role of ICT and innovation in administrative reform

Chair: Dr. Agus Pramusinto
Gadjah Mada University, Indonesia

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 *(Continued on page 12)*

Theme C: The role of ICT and innovation in administrative reform (from page 11)

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 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.



(Continued on page 13)

Theme C: The role of ICT and innovation in administrative reform (from page 12)

In the presentation, Dave provided information on the different government and ICT projects in the various states of India (e.g. E-Seva in Andra 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.

