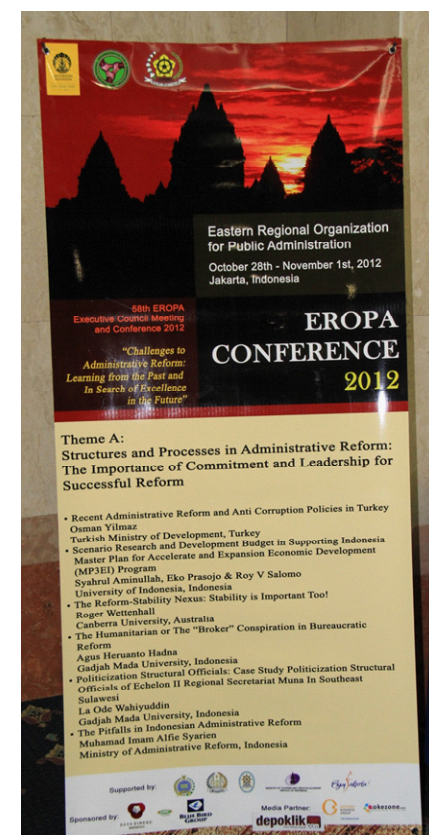




EROPA JAKARTA CONFERENCE 2012

SIMULTANEOUS SESSIONS



30 October 2012 -- The second day of the conference treated participants to a whole day of parallel workshop sessions on Subtheme A - Structures and Processes in Administrative Reform: The Importance of Commitment and Leadership for Successful Reform; Subtheme B - Enhancing Public Trust and Preventing Corruption through Fostering Public Values, Ethics and Accountability; Subtheme C - The role of ICT and Innovation in Administrative Reform.



ERRATUM -- PAGE 9 OF TODAY'S BULLETIN SHOULD HAVE CAME OUT WITH ISSUE 1. THE EROPA DAILY BULLETIN TEAM APOLOGIZES FOR THE UNINTENDED OMISSION.

**SUBTHEME A: STRUCTURES AND PROCESSES IN ADMINISTRATIVE REFORM - THE IMPORTANCE
OF COMMITMENT AND LEADERSHIP FOR SUCCESSFUL REFORM
CHAIR: AZHAR KASIM (UNIVERSITY OF INDONESIA, INDONESIA)**

Civil Service Reform in Indonesia: Culture and Institution Issues

Prijono Tjiptoherijanto

University of Indonesia, Indonesia

Prijono 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

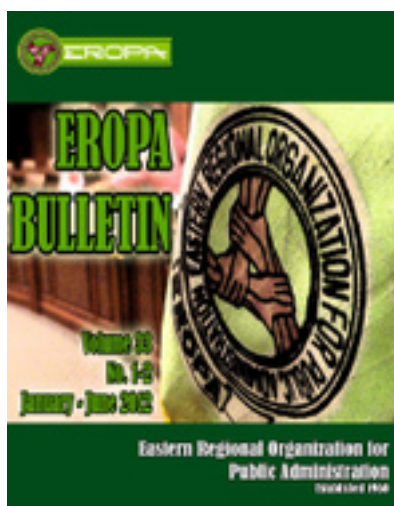
estimated costs lost to corruption worldwide per annum were about US\$ 3.61 trillion, US\$ 50 billion of which were deposited annually in Western Banks and tax havens. As a response to such situation, the author said that there had been several concerted campaigns marked by numerous efforts, movements 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.



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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), Dwiputrianti 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 (National Institute of Public Administration) 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.

**SUBTHEME B: ENHANCING PUBLIC TRUST AND PREVENTING CORRUPTION THROUGH
FOSTERING PUBLIC VALUES, ETHICS AND ACCOUNTABILITY**

CHAIR: NGADIJONO (NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION, INDONESIA)

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

Mr. 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.



THE EROPA ANNUAL CONFERENCE GOES TO TACHIKAWA CITY, TOKYO, JAPAN NEXT YEAR. WE ALL HOPE TO SEE YOU THERE!!!

Leadership Development System as Part of the Indonesian Public Administration Reform

Sabar Gunawan

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.

THE OTHER FOUR STATE
MEMBERS OF EROPA
NAMELY NEPAL,
PHILIPPINES, THAILAND,
AND VIETNAM WILL
DELIVER THEIR
RESPECTIVE MESSAGES AT
THE CLOSING CEREMONY
ON 31 OCTOBER.

SUBTHEME C: THE ROLE OF ICT AND INNOVATION IN ADMINISTRATIVE REFORM

CHAIR: FORUM DAVE (SARDAR PATEL INSTITUTE OF ECONOMIC AND SOCIAL RESEARCH, INDIA)

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 Manarung

University of Indonesia

Lisman Manarung 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 advices.



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.



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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.

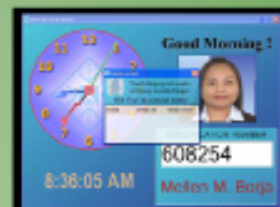
He developed, installed and deployed the following systems for NEDA:

- **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.



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.”

PARALLEL SESSION THEME A-1 (AFTERNOON): STRUCTURES AND PROCESSES IN ADMINISTRATIVE REFORM: THE IMPORTANCE OF COMMITMENT AND LEADERSHIP FOR SUCCESSFUL REFORM

CHAIR: AMBAR WIDANINGRUM (GADJAH MADA UNIVERSITY, INDONESIA)

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, Ayaminullah 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.

PARALLEL SESSION THEME A-2 (AFTERNOON): STRUCTURES AND PROCESSES IN ADMINISTRATIVE REFORM: THE IMPORTANCE OF COMMITMENT AND LEADERSHIP FOR SUCCESSFUL REFORM

CHAIR: ANWAR SANUSI (NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION, INDONESIA)

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.



**SUBTHEME B: ENHANCING PUBLIC TRUST AND PREVENTING CORRUPTION THROUGH
FOSTERING PUBLIC VALUES, ETHICS AND ACCOUNTABILITY**
CHAIR: AMIR IMBARUDIN (LEMBAGA ADMINISTRASI NEGARA, INDONESIA)



***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

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.

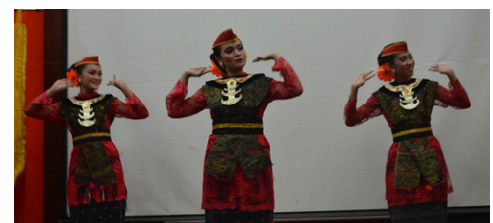
Through qualitative research and data gathering tools such as in-depth interview, focus group discussion (FGD), observation and document analysis, Mardiyanta conducted a study focusing on deliberative public policy formulation on RPJMD (2008-2013), RKPD (2009, 2010) in Probolinggo Regency, East Java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