



Opening Ceremony

Enhancing the Quality of Government: Government, Governability and Governance

During the Opening Ceremony, Honorable Morio Sakamoto, Chairperson of the Steering Committee of the 2013 Eastern Regional Organization for Public Administration (EROPA) International Conference and concurrently President of the Local Autonomy College (LAC) and Director of the EROPA Local Government Center (LGC) delivered the Welcome Remarks to the delegates of the 24th General Assembly and Conference entitled “Enhancing the Quality of Government:



Mr. Morio Sakamoto warmly welcomes participants of the 2013 EROPA Conference

Government, Governability and Governance.” On behalf of the LAC and Tachikawa City, Mr. Sakamoto welcomed participants to Tachikawa City.

Mr. Sakamoto encouraged the participants to

become pro active in enhancing the quality of government in order to promote excellent public service delivery. He recalled that it has been already two years since the 2011 East Japan Great Earthquake and he relayed the Japanese government’s efforts to rehabilitate damaged infrastructure coupled with disaster response vis-à-vis crisis management and mitigation efforts.

In describing LAC’s function and mandate, Mr. Sakamoto outlined that the center is primarily responsible for enhancing the competencies of both local government officials and employees in conjunction with the EROPA LGC.

Mr. Sakamoto assured participants that via paper presentations and work output reports during the duration

of the conference, significant contributions to knowledge, particularly EROPA member countries will be made.

In rendering his Welcoming Speech, EROPA Secretary General Dr. Orlando S. Mercado welcomed the participants to the Eastern Regional Organization for Public Administration’s (EROPA) 2013 24th General Assembly and Conference themed “Enhancing the Quality of Government: Government, Governability and Governance” organized by the Local Autonomy College, Japan Ministry of Internal Affairs and Communications.

Dr. Mercado poised insights in helping to understand the past for the benefit of the future, as pointed out by Bertrand Russel in 1912. He challenged participants to question things in life and never take things for granted. Secretary General Mercado continued that man’s inability to predict the future as predicated in the past is called the Black Swan phenomenon. Before, western society believed that all swans were all white—until such time that westerners discovered there also exist (the) black species. He emphasized that people and society tend to accept beliefs, notions and paradigms without question unless proven otherwise.

Always be critical thinkers and always exercise the freedom of inquisitiveness that inevitably trigger new ideas. Be prepared for unexpected events and keep your mind open for paradigm shifts a.k.a. welcome surprises—watch out for (the) black swans, Dr. Mercado concluded.

Dr. Nisada Wedchayanon, Dean of the Graduate School of Public Administration, National Institute of Development Administration (NIDA) and head of the delegation of Thailand likewise gave her Welcoming Speech to the distinguished delegates and guests present on the occasion of the Opening Ceremonies of the Eastern Regional Organization for Public Administration’s 24th General Assembly and Conference

EROPA holds 59th Executive Council Meeting

TACHIKAWA, TOKYO, JAPAN (14 October 2013) – The Eastern Regional Organization for Public Administration (EROPA) Executive Council met at Hotel Forest Inn Showakan to discuss pertinent issues on EROPA's programs, activities and administrative operations. In the absence of the current Chairman of the Executive Council, Dr. Akira Nakamura, Professor Emeritus at Meiji University and one of the luminaries of the organization, presided over the said meeting.

EROPA Secretary-General Orlando Mercado gave the Council members an overview of the Organization's activities, current membership, and financial status for the fiscal year (FY) 2012-2013. He also reported the on-going special projects of EROPA and its plans to expand and add value to EROPA membership.



Dr. Akira Nakamura (left) and Mr. Morio Sakamoto (far right) listen intently to Dr. Orlando S. Mercado of EROPA.

The current status of the *Asian Review of Public Administration* (ARPA) was reported by Dr. Pan Suk Kim. Meanwhile, Mr. Morio Sakamoto, President of Local Autonomy College, Japan, and Mr. Dal Young Maeng, Ambassador at the Central Officials Training Institute, Korea, reported the training and development programs of the EROPA Local Government Center and the EROPA Development Management Center, respectively.

On behalf of Dr. Jiang Wu, President of Chinese Academy of Personnel Science (CAPS), Dr. Tang Zhimin, Vice President of CAPS, presented a proposal on the establishment of the E-Government Research Center under EROPA. The Council supported the proposal, and called for the formation of a technical working group to further assess and flesh out the details of the said

proposal.

Dr. Luu Kiem Thanh, Vice President of the National Academy of Public Administration (NAPA), stated the plans of the institution to host the 2014 EROPA Conference. Meanwhile, the Vice President of the

(continued to next page)



Members of the EROPA Executive Council and their staff pose for a picture after the 59th Executive Council Meeting.

Agata introduces JSPA's legacy and plans in keynote address

Professor Koichiro Agata, President of the Japanese Society for Public Administration (JSPA), put forth the overview of the Japanese Society for Public Administration (JSPA), which was founded to promote research activities and seek professional communication and collaboration. He stated that membership in EROPA is one avenue to achieve such objectives. He discussed the extremely low participation of the young generation in the Society, thus emphasizing the need to recruit younger members, as well as inviting young EROPA members to join the Society.

Professor Agata talked about the institutional structure, the annual conferences and journals held and published, respectively, by the Society. Moreover, topics of discussion, grouped in three broad categories (government level, approach, and issue), were examined. He showed that local and national, theoretical, and territorial/organization reforms dominate the discussions. By showing several tables to contrast rankings of various combinations of three categories, three rising trends have been observed: theories/empiricism on organizations or policies, domestic research on discipline, and international empirical studies on finance. He recommended that new topics need to be sought: international empirical or consultative researches on discipline or information, and researches on finance or information for consultation.



The presentation then segued into opportunities for cooperation, by mentioning JSPA's participation in various multilateral organizations as well as its bilateral and domestic arrangements. He concluded by presenting the various perspectives for research, the establishment of study group system, and the deepening of international exchanges. ❖

EC Meeting.... from p2

Chinese Academy of Personnel Science, Dr. Tang Zhimin, confirmed that CAPS and Shanghai Jiaotong University will be hosting the 25th EROPA General Assembly in 2015.

Another highlight of the meeting was the election of the new set of Executive Council Officers. Mr. Morio Sakamoto, President of the Local Autonomy College, Japan, was elected Chairman of the EROPA Executive Council, and will serve a two-year term. Prof. Dr. Nguyen Dang Thanh, President of the National Academy of Public Administration, Vietnam, was elected as 1st Vice Chair, while Dr. Jiang Wu (in absentia), President of the Chinese Academy of Personnel Science, People's Republic of China, and Mr. Durga Nidhi Sharma, Secretary of the Ministry of General Administration, Nepal, were elected as 2nd and 3rd Vice Chairs, respectively. Mr. Teguh Kurniawan of the

Administrative Sciences Department, University of Indonesia, was appointed as the new EROPA Auditor.

The following Executive Council members attended the meeting: Dr. Tang Zhimin, Vice President of the Chinese Academy of Personnel Science (CAPS), People's Republic of China; Mr. Dal Young Maeng, Ambassador at the Central Officials Training Institute (COTI), Korea; Mr. Durga Nidhi Sharma, Secretary at the Ministry of General Administration, Nepal; Dr. Francisco T. Duque III, Chairman of the Civil Service Commission (CSC), Philippines; and Dr. Luu Kiem Thanh, Vice President of the National Academy of Public Administration (NAPA), Vietnam.

Representatives of EROPA group members that were present in the meeting include: Mr. Teguh Kurniawan, lecturer at the Administrative Sciences

(continued to page 5)

24th EROPA General Assembly elects Mr. Morio Sakamoto as new president

On 15 October 2013, Dr. Orlando Mercado, EROPA Secretary-General, called to order the 24th General Assembly and business meeting of EROPA at the Forest Inn Showakan, Akishima City, Japan.

Mr. Morio Sakamoto, President of Local Autonomy College-Japan, and Mr. Nguyen Dang Thanh National Academy of Public Administration-Vietnam were



nominated and elected as new EROPA General Assembly President and Vice-President, respectively.

President Sakamoto expressed his heartfelt appreciation for the trust and confidence bestowed on him by the General Assembly. He commended his

predecessor Dr. Sombat Thamrongthanyawong of the National Institute of Development Administration-Thailand for his unqualified leadership and support to EROPA during his tenure as President. He promised to meet expectations of the members as well as address issues confronting EROPA as a regional organization for public administration. He encouraged the participants to be engaged in serious academic-policy discussions as well as enjoy their stay in Japan.

President Sakamoto appointed Dr. April Dream Teodosio, West Visayas State University-Philippines, and Professor Akio Kamiko, Ritsumeikan University-Japan, as chairpersons for the Resolutions Committee and the Future Plans and Programs Committee, respectively. Both appointees gladly accepted the responsibility and challenge of leading the two committees of EROPA. Dr. Teodosio offered to serve the organization in “her full capacity.” Professor Kamiko expressed pleasant surprise for the appointment, but committed to do his best in performing his function.

Report of Secretary-General Mercado for fiscal year 2012 to 2013

On behalf of the EROPA Secretariat, Secretary-General Orlando Mercado expressed his sincerest gratitude and appreciation to the Government of Japan, Local Autonomy College, Ministry of Internal Affairs and Communications, and the staff and volunteers for a “well-organized and flawless” EROPA Conference 2013.

Secretary-General Mercado briefly reported to the General Assembly EROPA’s achievements, activities, staffing changes, and finances in the previous fiscal year – 16 October 2012 to 15 October 2013 (see Financial Report). For the upcoming fiscal year, EROPA has adopted a similar budget approved in 2011 and 2012.

In retrospect, Secretary-General Mercado also referred to the successful 58th Executive Council meeting and 23rd general assembly and conference with theme “Challenges to Administrative Reform: Learning from the Past and In Search of Excellence in the Future” hosted by the Administrative Science Department, University of Indonesia and the National Institute of Public Administration in Jakarta, Indonesia, on 28 October – 1 November 2012.

EROPA has entered into a memorandum of understanding with the Institute of Public Administration of Canada in a bid to undertake “Building Capacity for the Use Evidence” in policy making. The Secretary-General conducted dialogues in his efforts to revitalize the participation of India and

Financial Report (FY 2012-2013)

	Amount in U.S. dollars (US\$)
Balance Sheet	465,922.10
Receipts	79,045.25
Disbursement	83,934.85
Excess of Receipts over Disbursement	(4,889.60)
Net Excess of Receipts over Disbursements after adding (deducting) items not requiring cash outlay – foreign exchange differential and depreciation	(6,807.53)
Cash and short-term investment and investments held to maturities	389,502.32

more active involvement of EROPA members. Membership expansion programs and activities are underway.

EROPA continues to be part of the United Nations Public Administration Network (UNPAN) and regularly updates its activities on the UNPAN website. As part of EROPA’s special projects, the Secretary-General participated in and presented papers at international conferences and workshops on recent public administration issues and challenges, particularly on “climate change as an impending threat to development” and lobbying for effective disaster management and responses in Asia. ❖

Report of the ARPA Editor-in-Chief

Dr. Pan Suk Kim, Editor-in Chief of the *Asian Review of Public Administration* (ARPA), announced the publication and release of ARPA Volume 23 in July 2013; a double issue covering selected papers presented at the 2012 EROPA conference in Bangkok, Thailand and the Symposium on Decentralization with Professor Mark Turner of University of Canberra as guest editor.

ARPA Volume 24 for 2013 is on its final stages of publication and hoped to be released right after the conference. The issue includes independent articles, and seven symposium articles on disaster management with special papers from Japan (6) and South Korea (1).

Dr. Kim shared his vision to make ARPA an internationally recognized journal of public administration and eventually be accredited by International Scientific Information (ISI). To attract and ensure publication of quality papers from EROPA members and participants, all papers undergo blind review and scrutiny.

Finally, he encouraged all paper presenters during the 2013 EROPA conference to revise and submit papers for consideration by the editorial board for ARPA Volume 25 in 2014. He also acknowledged the contributions and commitment of the editorial board – Professors Roger Wettenhall, Mark Hayllar, Akira Nakamura, Masao Kikuchi, Sombat Thamrongthanyawong, Eko Prasajo, BS Ghuman, Ruixin Zhang, and Maria Fe Mendoza. ❖

Conference Plenary I... *from p. 7*

communication, and public-private partnership. In the former, he explained that there was delay in tsunami regulation. Despite the increasing knowledge about the subject, communication was inadequate among the various disciplines. In the latter, there was a reliance on voluntary safety efforts. Although severe accident management have been introduced, it was limited to specific areas, and was confounded by the differing positions and reasonings by engineers and security experts. Accordingly, he proposed three key recommendations for institutional reform: strengthen independence of Nuclear Regulatory Body, ensure integrative capabilities, and ensure interdisciplinary sensitivity, particularly by developing the career of risk managers who have interdisciplinary orientation. As natural disasters are increasingly interacting with technological accidents (Natech), he proposed a Complex Risk Governance with the aid of risks and tradeoffs mapping. Such governance however is faced with several difficulties, including the dilemma of integration in contrast to diversity. ❖

Messages from Representatives of State Member Delegates

Heads of delegations from state member countries expressed their congratulations and gratitude to the Government of Japan, Local Autonomy College, and Ministry of International Affairs and Communications for hosting the 59th EROPA Executive Council meeting and 24th General Assembly and Conference. They were Mr. Zhimi Mien Tang (China), Mr. Seong Tae Jeon (South Korea) and Mr. Karim Sanusi Anwar (Indonesia).

They shared their thoughts, insights and firm belief on the continuing role of EROPA in the study and practice of public administration to create an impact – economic and social – among countries and in the region. All of them recognize the global challenges and rapidly changing environments for public administration – hence, the need for reforms and enhancing government quality, governability, and governance. Countries face the same problems and continue to search for global, regional and local solutions.

Moreover, they recognize institutional and structural reforms in improving governance, living conditions and promoting social justice. Innovations and building clean governments are key to realize people's aspirations for a better life, and a strong and prosperous country. Efforts have to be undertaken to strengthen civil service capacity – competencies, professional ethics, and service orientation – through advanced education and training.

EROPA continues to be relevant in learning by teaching, exchange of ideas, brainstorming and in provoking new ideas among public administration academics and practitioners: a network to share best practices – and challenges – of public administration in harmonizing public policies. Finally, this year's conference is another occasion towards building a better EROPA. ❖

EC Meeting... *from p. 3*

Department, University of Indonesia, on behalf of Dr. Roy V. Salomo; Mr. Minoru Fujita, Secretary-General at the Council of Local Authorities for International Relations (CLAIR), Japan; and Ms. Evangeline Cruzado, Board Member at the Career Executive Service Board (CESB), Philippines. Meanwhile, Dr. Akio Kamiko, Professor at Ritsumeikan University, represented the individual members of EROPA in the meeting. The Editor-in-Chief of the *Asian Review of Public Administration* (ARPA), Dr. Pan Suk Kim, and Dr. Roger Wettenhall, ARPA Associate Editor, were also present during the affair.

A short dinner reception followed the Executive Council Meeting. ❖

Conference Plenary I: Reflections on the Conference Theme – “Enhancing the Quality of Government: Government, Governability and Governance”

Capacity Building in Local Government: Organizational Responses to the Need for Greater Human Capacity



Dr. Tony Bovaird, Professor of Public Management and Policy in the University of Birmingham, discussed ways on how organizations must improve the capacities of different key public

management stakeholders. In his presentation, Dr. Bovaird noted problems in public management such as the underutilization of human resources. He stressed that the capacities of the different key stakeholders (i.e., local government institutions, non-government agencies, and other partners of the local government) should be enhanced for them to effectively deliver public services and improve the welfare of citizens.

Dr. Bovaird highlighted the three main perspectives on capacity building, namely: 1) market-based view, 2) resource-based view, and 3) organizational learning. He noted that efficient implementation of economic, market-based capacity building approaches can improve capacities within organizations. Meanwhile, in view of the resource-based approach, Dr. Bovaird emphasized the need for organizations to continuously improve and innovate on their public service delivery initiatives. Lastly, in looking at the organizational learning approach, he stated that institutions should build capacities for imaginative learning. This could involve knowledge sharing and idea generation systems that encourage continuous improvement within institutions. He also said that staff capacity, leadership, and knowledge sharing systems should harmoniously interact with one another for effective public service delivery.

Looking beyond capacities within institutions and organizations, Dr. Bovaird stressed on co-production of the public sector with other stakeholders. He recommended that local governments should be able to work with other types of organizations and with

citizens, recognizing their potential to contribute to public service and make co-production sustainable.

Dr. Agus Pramusinto of the University of Indonesia inquired about how to address local policy failures that are not being understood by foreign countries. Dr. Bovaird replied that co-production could bring a new perspective and open the minds of other organizations working with local government institutions. This, according to Dr. Bovaird, can help institutions build capacities and address problems in public management.

HRD Innovation for Enhancing Governability

Professor Kim started off with the comparison of Korea's New Government Paradigms, by focusing on its overall direction: while Government 1.0 and 2.0 are government-centered and citizen-centered, respectively, Government 3.0 has an individual-citizen orientation, which has a more customized- or tailored-service framework. Vis-a-vis the other models of Public Administration (i.e., legal, and economic or New Public Management), he puts emphasis on the need for a more sociological approach (New Public Governance) for HRM by engaging people through collaboration. Adjustment of mindsets was identified



as one important factor to institute such change. He emphasized the role of the senior civil servants (SCSs), who serve as the pivotal bridge between politicians and the bureaucracy. He then contrasted political and executive leadership and highlighted the need to develop better programs and policies for the latter. To strengthen his argument, he mentioned cases of SCS capacity building programs in the US, the UK, Canada, and China, and the ongoing Grade-based Training Program in Korea, which is only participated by five percent of the SCS. This low turnout, he believes, is also a problem in other Asian countries. He concluded by stating that situations differ in each country, that “we are living in a difficult time,” and that most do not have enough funds to provide opportunities. Thus, he urged everyone to invest time and money on building the capacities of higher-level officials, who may not have

(continued to next page...)

Conference Plenary I....from p6

not been born great leaders, but whose potential for leadership can be learned and further harnessed.

The Philippine Autonomous Region in Muslim Mindanao: What Challenges for Local Democracy and Decentralization?



To bring about further insights on the Conference theme, Dr. Edna A. Co, Professor at the National College of Public Administration and Governance, University of the Philippines, presented an analysis of the different issues that the Muslim

communities in the Autonomous Region in Muslim Mindanao (ARMM) confront in a path towards devolution and democracy. She focused on two parameters of local autonomy in ARMM region: 1) representation, particularly by public institutions, of the electorate; and 2) participation of democratic institutions that work with citizen and voluntary organizations.

Using qualitative approaches, Dr. Co looked into the assets of ARMM, such as agricultural and coastal resources, as well as strong linkages with Malaysia; and the impending challenges for the region, such as poor development, corruption and incompetent governance.

Based on the results of her study, Dr. Co pointed out that there has been slow progress in terms of devolution and local autonomy in the ARMM region. She attributed this to the poor implementation of the political and legal systems for decentralization, such as the Local Government Code of 1991 and the Organic Act of 1989. Dr. Co related that there is no clear delineation in the roles and responsibilities of the regional and local governments, on one hand, and that of the Islamic communities, on the other, in enacting representative democracy in ARMM. Moreover, she pointed out that there is a low degree of citizen participation, women's representation, and accountability in ARMM. She added that initiatives that encourage participation are mostly program-based and are not institutionalized.

Dr. Co suggested that all levels of governance in the ARMM region should be restructured to allow for more effective decentralization. She also recommended that the competencies of local government institutions in lawmaking and policy formulation should be enhanced, and that fiscal powers should complement political and administrative powers in the region. She urged that women be properly represented in government systems, and that local and international organizations should work together to determine their roles and responsibilities in implementing decentralization.

Dr. Karim Anwar Sanusi, representative of the National Institute of Public Administration, Indonesia, asked how Islamic laws should be implemented in ARMM given the legislative and governance challenges. He also inquired on the role that the local communities must play in the implementation of these laws. In response, Dr. Co shared that Muslim communities in Mindanao, Philippines remain marginalized, and that majority of the people barely recognize Islamic laws in the region. She took this both as a challenge, and as an opportunity for different sectors to engage in a dialogue. According to Dr. Co, this set-up may allow the public administration system to be responsive to the needs of Muslim communities. Finally, she said that the Muslim communities themselves must contribute to the "co-construction" of democracy and decentralization in ARMM.

Complex Risk Governance – Regulation Failures of Japan's Nuclear Safety Regulation and Its Reform

The 11 March 2011 Fukushima accident served as the backdrop of Professor Hideyaki Shiroyama's presentation. He then discussed key events triggered by the disaster: processes of accident investigation, the Japanese government's proposal to create a nuclear safety and security agency, the opposition's alternative proposal, and the eventual agreement to form a Nuclear Safety Commission. He then directed the attention to two regulatory failures: interdisciplinary



(continued to page 5)

Opening Ceremony....from p.1

entitled “Enhancing the Quality of Government: Government, Governability and Governance.”

In expressing her great appreciation to the organizers of the activity headed by Honorable Morio Sakomoto, Dr. Wedchayanon

acknowledged their collective and dedicated time and effort in making the conference as informative and fruitful as possible.

Dr. Wedchayanon underscored the need for a strong development administration agenda coupled with new ways of thinking in order to improve the quality of government worldwide. Development administration today strongly needs the formulation of new concepts and theoretical frameworks of doing and improving upon things. She assured the participants that they will return to their respective countries armed with interesting new ideas emanating from the scholarly exchanges arising from the discussions during the conference.

In conclusion, Dr. Wedchayanon affirmed that EROPA’s activities very much reflect key issues underpinning expectations of each nation in the world—thus consolidating the foundation for EROPA’s bright future ahead.

The Honorable Hiromi Okazaki, Vice Minister, Ministry of Internal Affairs and Communications gave

his Opening Speech to the esteemed participants and delegates to the Eastern Regional Organization for Public Administration’s (EROPA) 24th General Assembly and Conference entitled “Enhancing the Quality of Government:

Government, Governability and Governance.”



Opening Ceremony.....from p8

Vice Minister Okazaki shared to all those present that it was eighteen years ago that EROPA held its last general assembly and conference (September 1995) here in Tokyo.

A long time has elapsed since 1995 but Vice Minister Okazaki confirmed that this year’s theme aptly serves Japan’s purpose and requirement, especially when taking into consideration the March 2011 East Japan Great Earthquake which rendered vital infrastructure including crucial support mechanisms in disarray to say the least.

Moreover, Vice Minister Okazaki emphasized that fundamental administrative reform requires the utilization of information communication technology to address the needs of today’s multi-faceted interest groups. Nonetheless, he is confident that the presentation of papers by learned experts and practitioners will definitely go a long way to the improvement of public sector reform vis-à-vis delivery. Furthermore, Vice Minister Okazaki confirmed that Japanese leaders from the areas affected by the March 2011 East Japan Great Earthquake will share their respective learning insights for the benefit of everyone concerned. ❖



Asian Leadership Forum

Leadership Formation: Key to Quality Leadership and Good Governance

With focus on quality leadership and good governance, Jose Lina, Jr. reflected on his experiences as a former government practitioner and high-ranking official in the Philippines. These experiences showed that leadership has five faces, each is quickly discussed below.



As a governor of a province and later a Secretary of the Interior and Local Government, he discussed how he actually lived these leadership principles. He noted that leadership is a matter of personal vision and it is important to start with this and later share it with the organization. For Lina, a shared organizational vision can be facilitated through good personal relations and consensus building. He also indicated that a shared vision should not be limited within, but has to transcend to actors and stakeholders beyond the organization such as non-government organizations, social organizations (such as the church, educational institutions, etc.), and influential personalities. He also noted that it is important to keep in touch with ordinary citizens on a regular basis for real participation, transparency and accountability to take place.

Leadership as a matter of helping to improve others has been actualized by means of enhancing local autonomy, conducting capability building programs, providing opportunities for lower local governments (i.e. the barangay or the village in Philippine local government), and implementing good administration practices which involved stakeholder participation and strict adherence to civil service rules.

Lina also believes that leadership is a function of public information. Through providing sufficient and relevant information to the public via different channels like radio, television, media plugs and news conferences, he was able to build his organization's good public image, rendered good performance, and delivered more knowledge resulting in a more informed citizenry.

As the head of the organization supervising local governments in the country, it is important for Lina to improve the performance of local governments. For him, leadership is a matter of training others that is why he provided for capability building programs for local government units and aimed to mobilize local government officers.

Finally, he recalled that leadership is a matter of personal witness which means living an honest and simple lifestyle that is consistent with the principles of good governance.

From his presentation, one can reflect that among the ways for good governance to be realized is the empowerment of local governments and citizens by way of capacity building, mobilizing resources, involving citizens, public awareness, and having a shared vision. But to have all this is a function of leadership which in turn can be achieved most effectively through indoctrinating the young people with the values of honesty so that they can be immune of the ills of society. He advised that it is important to "form leaders when they are young."

Basic Plan for Government 3.0



Laying out the basic plan for the implementation of a new government paradigm, this presentation started with a showcase of Korea's transformation over the years which allowed the country to simultaneously achieve industrialization

and democracy according to Mr. Seong Tae Jon. Nonetheless, the presenter recognized that the country's rapid growth and continuously changing environment lead to the emergence of other issues including social problems, global challenges, and political instability. Given these issues, Korea foresees

(continued to next page)

Asian Leadership Forum.....from p9

some further challenges in the form of policy concerns on implementing continued national development, overcoming its social problems, and addressing political turmoil.

In this regard, the Korean government is now set to level up its approach to what it calls the Government 3.0. To contextualize this new paradigm, Mr. Seong presented a matrix to show the differences among Government 1.0, 2.0 and 3.0. In terms of operation, the first is said to be government-oriented, the second citizen-oriented, while the third is in its most specific form of individual-orientation. The matrix also shows that Government 3.0 aims for greater democracy. While 1.0 is more on face-to-face transaction with the government in terms of service delivery and 2.0 is based on Internet transactions, 3.0 is more enhanced with the utilization of mobile Internet and smartphones. This means making the government more and more accessible to people.

Mr. Seong indicated that Government 3.0 is focused on the pursuit of the "happiness of the citizens" through the provision of personalized services and creation of jobs and new growth engines. He reported that Korea's government plans to implement this new paradigm through the following strategies: transparent government, service-oriented government, and competent government. Government 3.0 shall operate on the values or principles of openness, sharing, communication, and collaboration.

Talent Acceleration in the Public Service (TAPS)

Dr. Hamdin Abd Hamid's leadership forum presentation revolved around the TAPS (A Malaysian Experience with Young Talent for the Public Service).

He postulated that in order to effectively harness young talent in the Malaysian Public Service, the following elements must be present:

Right Talent

- Exclusive or elite high potential
- Inclusive or whole workforce
- Retain capable individuals & provide career advancement

Dr. Hamid added that talent management is common in many public services but differs in terms of talent recruitment, development and retention.

The Malaysian Public Service is divided into two major sectors: the Public Service Department (PSD) and

the Public Service Commission (PSC). The PSD serves as the main advisor to government in Public Service Human Resource Management which plan for, develop and manage the public service. It also provides the public service schemes and organizational structure. Moreover, it helps develop human capital the public sector's strategic needs.

On the other hand, the PSC has the authority to appoint and dismiss members of the service. Members of the Commission are appointed by the King of Malaysia.

Why do we need TAPS? Dr. Hamid revealed that the Malaysian Public Service embarked on a Vision 2020 that aims, among others, to develop a high income nation, extensive human capital resource base for sustained growth, and a PSD sponsored talent education. He added that to achieve Vision 2020, there is a pressing need to attract and retain sponsored talent.

TAPS is a two-year work-cum-development training programme for selected high performing Public Service Department scholars that intends to absorb the best and brightest Malaysians for the public service. Dr. Hamid continued that the TAPS intend to sow passion for public service among the youth. Moreover, it features an acclimatization program in order to give exposure, mentorship and practical training in the public service.

However, Dr. Hamid recognizes some Issues and Challenges to the TAPS program, namely,

- the lack of meaningful engagement with involved stakeholders (i.e. ministries and agencies)
- the lure of private sector competition in terms of higher salary and accelerated promotion
- differing expectations on acceleration (i.e. promotion vs. exposure and experience)
- perceived as potential threat to the status quo

Nonetheless, Dr. Hamid sees TAPS as the way to the future since it involves: wider and frequent engagement of stakeholders every now and then; moderation of expectation and aspiration of involved stakeholders while emphasizing the spirit of serving the nation with a sense of pride; and focused and targeted by linking human capital planning while targeting and preparing to assume certain roles and responsibilities after program completion.

In conclusion, Dr. Hamid points out that the contest for talent is far more intense and intricate than one can imagine. He adds that talent management is more than the talent itself. Moreover, managing expectation and aspiration is perhaps the hardest part of all (balancing incentive and the zeal to serve the nation). Hamid adds

that some forms of target or end result after the program could help to bring about stability and motivation.

Finally, his favorite quote by Michael Jordan: 'Talent wins games, it is the teamwork and intelligence that wins championships' underscores the need to identify, nurture and develop Malaysia's youth.

Administrative Leadership

Former Japanese Minister of Justice Makoto Taki's presentation presented four examples of Administrative Leadership which was exercised effectively.

Numbering system that was introduced for basic resident registration system

Minister Taki made a proposal for the numbering system made at a ministry conference in the summer of 1988. Eventually, he narrated that a budgetary request for the proposal was postponed for one year in the face of opposition from the ministry division in charge of the matter. Afterwards, the bill for the basic resident registration system was enacted into law in 1999. Soon, resident registration numbers were allocated to individuals beginning in August 2002 and by December of the same year, an Act on Certification Business of Local Governments in Relation to Electronic Signatures promulgated was promulgated. He continued that in 2003, resident registration cards containing an ID number for each resident was issued.

In 2004, an ID verification service was initiated while the operations of the National Tax Agency's e-tax system started in June 2004. After a little less than a decade, r. Maki shared that "My Number" bill for assigning ID numbers to all residents were enacted into law in May 2013.

Unconventional innovative ideas that were forged as response action in the event of an emergency

Mr. Taki recalled that the Swiss government offered to send 12 search-and-rescue dogs to Japan in the wake of the Great Hanshin-Awaji Earthquake. The Japanese government requested the dispatch of the dogs following the offer. Prior to that, there was a tacit consensus that Japan would not actively seek foreign support in rescue operations. The rescue request was made against the decision of the Fire and Disaster Management Agency.

Nonetheless, he noted that great lessons were learned from search-and-rescue dogs dispatched from Switzerland. First, it was found that search-and-rescue dogs should take a rest every 30 minutes. The second lesson was that such dogs must be trained not to react to edible meat while they are engaged in search-and-rescue operations.

Political messages that were received well

In 1988, Mr. Taki shared that then Prime Minister Noboru Takeshita expressed concern that local governments' fiscal standing would be affected negatively by the proposed introduction of consumption tax due to a likely decline in tax revenues collected by local governments following the levying of the sales tax. This is one of the nine concerns aired by Prime Minister Takeshita concerning the proposed large-scale indirect taxation. Thereafter, government moves in 1993 to raise the consumption tax rate by including a proposal to incorporate local consumption tax into the proposed tax hike.

However, the Finance Ministry strongly opposed the proposed introduction of a consumption tax to be imposed by local governments. The ministry may have wanted Takeshita to refrain from making any proposal on the local consumption tax. But it was not advisable for the ministry then to have voiced outright opposition to the idea. However, it was reasonable to think that the nine concerns expressed by then Prime Minister Takeshita should be taken care of.

Mr. Taki continued that experts on fiscal policy had argued that fiscal management of local governments should be driven by financial sources collected in the form of grants to them by the central government. The dominant view that had been expressed by such experts was that it would not be advisable to confront the Finance Ministry by sticking to the introduction of local consumption tax. But given that local tax imposed on revenues earned at restaurants, bars, and amusement facilities—important financial sources for local governments—had been abolished following the introduction of the state consumption tax, it was absolutely necessary to adopt a consumption tax levied by local governments as a way to make up for the losses incurred from the abolition (i.e. revenue loss).

He underscored that revenues collected through local consumption tax, which is an indirect tax, are important for regional areas as they are main players that should take an initiative in achieving the government's policy of making Japan a major country in the field of tourism.

National policies that were promoted based on proposals put forward by local governments

In August 2002 Mr. Taki relayed that the Otaki Dam in Nara Prefecture was nearing completion. However, in March 2003, a landslide occurred during test storage of water. Thereafter, anti-landslide measures were put in place. In December 2011, the resumption of water storage tests continued.

Finally, in March 2013 a ceremony was held to mark completion of the Otaki Dam project. Under the initial project, Mr. Taki noted that 475 households affected by the construction in the village were required to relocate

their houses. In all, more than 500 households eventually moved, with additional people having to relocate due to the unresolved landslide problem.

Lessons Learned

Mr. Taki recognized that it takes time for policy proposals to be materialized into actual policy measures. It is necessary to take into account a possibility that any project may be forced to change with passage of time. Moreover, he acknowledged that it is necessary to promote policy proposals that can continue to be deemed valuable and survive situation changes with the passage of time. Likewise, he noted that the second Tokaido Shinkansen project should have been completed a little earlier, given a pressing need to open it amid fears of disasters. The delay reflected a lack of concentrated political will and determination to realize the project.

Relatedly, Mr. Taki emphasized that administrative work must be in line or in consonance with political movements or directions. Good care should be taken of political movements or directions when administrative work is executed. However, it does not mean that administrative work should be entirely subject or left to political influences, movements or directions. Giving consideration to situations that help the politicians take up important administrative projects is another important job of the administration.

Nonetheless, Mr. Taki confirms that most central government projects need to be undertaken jointly with municipal governments, such as prefectures, cities, towns, and villages. But some central government projects have been launched despite lacking a

framework to secure collaboration from such municipalities, thus hampering the projects' smooth implementation.

Dr. Aradi al Fati of Indonesia asked the panelist what are the very basic critical factors for the Public Service?

Lina responded that across all nations and societies, it revolves around how you develop your leaders. He encouraged to start developing them while they are young. The success or failure of leaders eventually depend on how society was able to mold and nurture them—society's leadership. It all depends on how civil society, business or political leaders develop young leaders. Atty. Lina stressed that we must indoctrinate them while they are still young and uncorrupted—devoid of integrity issues. He added that it is the leadership which will make the difference in people's lives.

For his part, Dr. Hamid suggested starting with the structure since how can you regulate leadership or how to encourage higher productivity in people? He shared that Malaysia's Public Sector Department problem is to attract talent. He recognized that public sector employees and officials become complacent once they become permanent or regularized since it is almost impossible to fire them. He laments because how can we judge competencies since we usually take people for granted.

In turn, Mr. Taki proposes that government sustainability takes primordial role. He furthered that government itself must be put into public scrutiny by stakeholders. He added that nothing is impossible no matter how long it takes to initiate change.