



# EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION EROPA BULLETIN

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## A New Look at the 3Gs: Government, Governability and Governance

*Participants of the 2013 EROPA Conference  
discuss challenges and prospects for  
governance--institutions, policies and  
management issues*



*Photo courtesy of Local Autonomy College, Japan*

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# EROPA holds 2013 GA and conference

The 24th EROPA General Assembly and Conference on “Enhancing the Quality of Government: Government, Governability and Governance” was held in Tachikawa City, Tokyo, Japan from 14-18 October 2013. The Government of Japan, through the Local Autonomy College and the Ministry of Internal Affairs and Communications, graciously hosted the event.

About 300 participants from different countries in the Asia-Pacific region convened in the said conference to discuss main issues and prospects on the 3Gs: government, governability and governance. Professor Koichiro Agata, President of the Japanese Society for Public Administration (JSPA), addressed the participants. He talked about the legacy of JSPA in fostering knowledge and discussions on public administration both in and outside Japan.

Leading public administration experts and top-ranking officials shared their insights and expertise in different plenary sessions, such as the Asian Leadership Forum and Stories to Share: Views from the Frontlines.

A total of 65 papers, including those in four Special Sessions, were presented during simultaneous workshop sessions held from 16-17 October. These papers dealt with Government (Institutions), Governability (Management) and Governance (Policy Issues). Professor Akira Nakamura, General Rapporteur of the 2013 Conference, synthesized the workshop results by emphasizing another set of important G's. These are: onset of the Golden Age in Asia, in terms of economic growth and development; “golden opportunities” for enhancing democracy in Asia-Pacific region; and “golden junctures” towards administrative reform.

On 19 October, participants capped off the conference week with a post-conference excursion around Tokyo.



EROPA Secretary-General Orlando S. Mercado (center), flanked by Mr. Morio Sakamoto, newly-elected President of the EROPA General Assembly, and Dr. Pan Suk Kim, ARPA Editor-in-Chief, during the 24th EROPA General Assembly. (Photo: LAC)

## EROPA Executive Council meets in Japan

Members of the EROPA Executive Council convened during the 59th Executive Council Meeting held in Forest Inn Showakan, Akishima City, Tokyo, Japan. The Council discussed issues on the programs and activities of EROPA. Dr. Akira Nakamura, Professor Emeritus at Meiji University and one of the leading lights of EROPA, presided over the meeting on behalf of the current Council Chairman, Dr. Sombat Thamrongthanyawong of the National Institute of Development Administration, Thailand, who was absent in the said meeting.

Included in the agenda of the said meeting were: EROPA activities, programs and administrative operations, current status of the Asian Review of Public Administration (ARPA), Reports of the EROPA Local Government Center and EROPA Development Management Center, future plans and programs of the Organization, and election of its new set of officers.

*(Continued on the next page)*

**EROPA Executive Council Officers**  
*01 January 2014 - 31 December 2015*

**Chair: Mr. Morio Sakamoto**  
 President, Local Autonomy College (Japan)

**1st Vice-Chair: Dr. Nguyen Dang Thanh**  
 President, National Academy of Public Administration (Vietnam)

**2nd Vice-Chair: Dr. Jiang Wu**  
 President, Chinese Academy of Personnel Science (PR China)

**3rd Vice-Chair: Mr. Durga Nidhi Sharma**  
 Secretary, Ministry of General Administration (Nepal)

**Individual Member Representatives:**

Dr. Mark Hayllar (Hong Kong SAR)  
 Prof. Akio Kamiko (Japan)  
 Dr. April Dream Teodosio (Philippines)

**Group Member Representatives:**

Administrative Sciences Department, University of Indonesia (Indonesia)  
 Council of Local Authorities for International Relations (Japan)  
 Career Executive Service Board (Philippines)

**EROPA Auditor:**

Mr. Teguh Kurniawan (Indonesia)

**Future Plans and Programs Committee Chair:**

Prof. Akio Kamiko (Japan)

**Resolutions Committee Chair:**

Dr. April Dream Teodosio (Philippines)

## Sakamoto named EROPA General Assembly president

In its first business meeting on 15 October 2013, the 24th EROPA General Assembly elected Mr. Morio Sakamoto, LAC chief executive, as its new president. Consequently, Dr. Nguyen Dang Thanh, President of NAPA, Vietnam, was chosen as the Assembly's vice president. In a short message, Mr. Sakamoto vowed to meet the expectations of EROPA members and address current challenges in the organization.



Mr. Morio Sakamoto (Photo: LAC)

Mr. Morio Sakamoto graduated from the University of Tokyo in 1979 with a Bachelor's degree in Law. He served as Deputy Director-General, at the Secretariat of the Council for Decentralization, and later on at the Secretariat of the Ministry of Health, Labor and Welfare. For four years (2009-2013), he was Vice Governor of Chiba Prefecture, before becoming President of Local Autonomy College under the Ministry of Internal Affairs and Communications. He will be serving his term as the Assembly President from 1 January 2014 until 31 December 2015.

## EROPA Executive Council... *(From page 2)*

The Council strongly supported the proposal of the Chinese Academy of Personnel Science (CAPS) to establish an E-Government Research Center under EROPA, and asked that a technical working group be formed to further assess and flesh out the details of the proposal. The Council also approved the Membership Expansion Program proposed by the Secretariat.

Meanwhile, Dr. Luu Kiem Thanh, representing the National Academy of Public Administration (NAPA), Vietnam, and Dr. Tang Zhimin from the Chinese Academy of Personnel Science (CAPS), expressed their willingness to host the 2014 and 2015 EROPA Conferences, respectively.

# Agata highlights JSPA legacy in keynote address



Professor Koichiro Agata delivers his keynote address to the conference participants. (Photo: LAC)

Professor Koichiro Agata, President of the Japanese Society for Public Administration (JSPA) delivered his keynote address on the opening day of the 2013 EROPA Conference (15 October). In his speech, he emphasized the role of JSPA in promoting public administration research and exchange in the Asia-Pacific region and beyond.

Professor Agata presented the organizational structure, activities and publications of JSPA. He then discussed the trends of the topics involved in lectures, seminars and publications by the said organization. He showed that much of the discourse delved on territorial and organizational reforms at the local and national levels. In contrast, he pointed out that there is relatively little research on personnel management and international empirical studies on finance.

Prof. Agata also highlighted three emerging trends: organizational and policy theories, local research on public administration discipline, and international research studies on finance. He suggested that

international studies should be better cultivated in the future, particularly in the area of consultative research. He also hoped that JSPA would look into opportunities for practical and interdisciplinary discussions.

Prof. Agata presented various areas for cooperation between JSPA and other multilateral organizations such as EROPA. Meanwhile, he lamented the low participation of youth in JSPA, and voiced out the need to invite young professionals and students to public administration organizations. He concluded his address by urging partner organizations to work more closely with JSPA as they strive to attain a common goal in promoting public administration study and practice.

Aside from being JSPA President, Dr. Koichiro Agata is Professor of Public Administration at the Graduate School of Public Management and at the School of Political Sciences and Economics at Waseda University, Japan. After finishing his Bachelor's and Master's degrees in Political Sciences, Prof. Agata earned the degree of Dr.rer.publ. at the German School of Administrative Sciences Speyer in 1992. He has since then been involved in various research projects and led discussions on public administration.

Founded in 1950, the Japanese Society for Public Administration (JSPA) is an academic organization inclined to promote research activities on public administration, as well as cooperation among academicians and practitioners in the field. JSPA hopes to develop a three-year study group system, which would first tackle disaster technologies and catastrophe management, and strengthen ties with its international partners.

JSPA is one of the active institutional members of EROPA.

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## PA experts reflect on government, governability and governance

The 2013 EROPA Conference looked at government from different points of view: institutions, policy issues and management. To help participants focus their discussions on these three important facets, four renowned scholars in public administration gave their reflections of the conference theme.

Professor Jun Matsunami from Kobe University, Japan, facilitated the said sessions. The speakers were: Professor Tony Bovaird from the University of Birmingham, United Kingdom; Professor Pan Suk Kim, Dean of the College of Government and Business, Yonsei University, Korea; Professor Edna A. Co from the National College of Public Administration and Governance, University of the Philippines; and Prof. Hideaki Shiroyama from the University of Tokyo, Japan.

In his presentation on “Capacity Building in Local Government: Organizational Responses to the Need for Greater Human Capacity”, Professor Tony Bovaird highlighted the role of the central and local governments and their partners (e.g., citizens) in building human capacity in the government system. He discussed three ways of understanding capacity building: 1) market-based view, which is rooted on the concept of supply and demand for organizational resources; 2) resource-based view, focusing on how resources and capabilities could be strategically allocated to add value to public services; and 3) organizational learning perspective, which stressed on imaginative learning and willingness to innovate.

Prof. Bovaird noted that local government institutions should engage in capacity building activities not only to improve organizational performance, but also to improve working relationships with their partners, service users, and citizens. He shared insights on how to mobilize these stakeholders in a co-production approach.

“Developing the capacity for **local authorities** to work better with service users and with local communities—that might be the most important role, the most important aspect of **capacity building**, in the next few years.”

--Prof. Tony Bovaird



Left-right: Prof. Jun Matsunami (Chair) with Prof. Tony Bovaird, Dr. Pan Suk Kim and Dr. Edna A. Co. (Photo: LAC)

Prof. Bovaird concluded his presentation by comparing local governance to automobile production. He hoped that local government institutions learn to innovate and improve their capacities and that of their stakeholders, in the same way as hybrid cars, such as Lexus, do over the years.

Meanwhile, Professor Pan Suk Kim talked about innovations in human resource development (HRD) in Korea as well as other countries. In his presentation, “HRD Innovation for Enhancing Governability”, Professor Kim traced the evolution from the top-down, one-way, government-centered approaches under “Government 1.0”, to the more participatory, citizen-oriented framework of “Government 3.0”, which brings in more tailored and customized public service delivery.

Prof. Kim underlined the importance of senior civil service employees as a bridge between the politicians and Korean bureaucrats. However, he noted that while there are plenty of training and development opportunities for staffs in the middle and lower levels in the government sector, there is not much avenue for retooling in the senior management level. Relating to Prof. Bovaird’s lecture, he stressed that senior managers in the

*(Continued on the next page)*



Prof. Hideaki Shiroyama reflects on the conference theme.  
(Photo: LAC)

## PA experts reflect on gov't...

(From page 5)

government sector should be given equal development opportunities to be able to understand partnerships with stakeholders.

Meanwhile, Prof. Kim explained that training programs in Asian countries such as China and Korea are largely grade-based. He added that while some government institutions in the region require a certain number of hours for training per official, only a few senior civil service officials participate in training activities.

Prof. Kim shared a number of civil service training programs that public administration institutions can emulate to enhance human resource development in their organizations. Some of these are: Leadership for a Democratic Society (LDS) Program of the US Federal Executive Institute; the UK SCS Base Camp and Advanced Leadership Program;

orientation programs by the Canadian government for assistant deputy ministers. He recommended that new programs, particularly those that would allow senior civil service officials to gain academic credits after completion of training activities, should be established in the future.

"People aren't born great leaders. **Leadership** needs to be learned. We must invest **time** and **money** to give our senior people the skills and **confidence** they need to become **effective and successful leaders.**"

--Prof. Pan Suk Kim

Professor Edna A. Co from the National College of Public Administration and Governance (NCPAG), University of the Philippines, discussed issues, challenges and implications in the current government system in the Autonomous Region of Muslim Mindanao (ARMM) in Southern Philippines. Her presentation, "The Philippine Autonomous Region in Muslim Mindanao: Challenges for Local Democracy and Decentralization," dealt with problems and weaknesses of the local government in ARMM, particularly in its mandate to uphold two important elements of local democracy: 1) representation, particularly of public institution and the legislature, in the electorate and other platforms of popular opinion; and 2) participation of democratic institutions through which citizens are able to influence public policy.

According to Prof. Co, among the hurdles to representation in the ARMM are: 1) dominant influence of the national government over the local government, stripping ARMM of its autonomy and powers; 2) weak judicial and legislative systems, owing to the limited powers of Shariah courts and poor performance of mainstream courts; 3) poor performance of the Regional Legislative Assemblies (RLAs); 4) financial dependence of the region on the national government; and 5) weak taxation due to high poverty and weak economy in ARMM; 5) lack of coordination between the regional and local governments in public service delivery functions; and 6) weak participation of women. Prof. Co also explained that the electoral process is largely influenced by political clans, traditional families, and warlords, whose violent clashes (termed, "rido") further make election process difficult. This problem is aggravated by a weak political party system.

In terms of participation, Prof. Co noted that ordinary citizens are usually passive; they are only involved during the elections, or when they are called for participation by public officials.

In sum, Prof. Co indicated some lessons from democracy and decentralization in ARMM.

First, based on the ARMM study, the responsibilities of local, regional and national governments in ensuring autonomy and decentralization should be well-coordinated. The existing situation also poses a challenge to educated, middle-class and faith-based groups, as well as the international (Continued on the next page)

## PA experts reflect on gov't...

(From page 6)

organizations, that play an important role in mobilizing ordinary citizens amid a weak and turbulent political system. These challenges may have implications on the following institutions and mechanisms: 1) bureaucracy, governance structure and mandate; 2) consistency between structure and functions, as well as fiscal powers and resource allocation; 3) human resources development and capacity building; 4) women's representation; 5) "co-construction" of roles of the public sector and endogenous groups; and 6) grassroots education. Lastly, Professor Hideaki Shiroyama of the University of Tokyo talked about regulatory failures involved in the Fukushima Nuclear Accident on 11 March 2011.

In his presentation, "Complex Risk Governance: Regulatory 'Failures' of Japan's Nuclear Safety Regulation and its Reform", Professor Shiroyama noted two systemic causes for the Fukushima accident. One of these is the failure of interdisciplinary communication of the extent of tsunami damage on nuclear reactors. As such, nuclear safety experts lacked understanding of the unpredictability of tsunamis and their devastating effects on nuclear plants.

He also highlighted flaws in coordination between public and private sectors to prevent the Fukushima accident. He pointed out that accident management in nuclear power plants have not yet been fully institutionalized, and are largely considered as voluntary efforts by the nuclear power plant operators. Nonetheless, these efforts are inadequate as disaster response. There were also difficulties reconciling the viewpoints on nuclear safety by engineers and those by security experts.

Meanwhile, Prof. Shiroyama recommended that, to address these regulatory failures, reforms in nuclear safety policies and institutions should be made: 1) empowering the nuclear regulatory bodies (NRBs); 2) building capacities of nuclear safety personnel, as well as

experts; and 3) ensuring interdisciplinary communication among institutions involved in nuclear safety to promote understanding on seismic and tsunami risks.



Speakers answer questions from the floor. (Photo: LAC)

### THE ASIAN REVIEW OF PUBLIC ADMINISTRATION

The Asian Review of Public Administration (ARPA) is a biennial journal published by the Eastern Regional Organization for Public Administration. Since 1989, papers and articles in ARPA have dealt with various topics on public administration, reform, economic and political transitions, and governance, among others.

A single copy of the journal costs US\$ 16.00 for overseas subscribers, and P 350.00 for Filipino subscribers. Subscription rate per year is at US\$ 30.00 and P600.00 for foreign and Filipino subscribers, respectively.

To avail of a copy or subscribe to the journal, please contact the EROPA Secretariat ([eropa.secretariat@gmail.com](mailto:eropa.secretariat@gmail.com)). You may also visit the website at <http://www.eropa.org.ph/arpa.html> for more information and previews of the latest ARPA journal articles.

# A YEAR IN REVIEW:

## 2013 EROPA Activities and Programs

*What follows is a summary of the activities of EROPA during the year, as it moves to strengthen its network, expand online presence, and foster public administration theory and practice.*

Last year, a number of activities and programs have been conducted by EROPA in pursuit of its goals to promote the study and practice of public administration in the Asia-Pacific region. During this period, the organization strived to establish working linkages with other public administration institutions.

### ***Building linkages***

EROPA worked with the Institute of Public Administration of Canada (IPAC) in developing a proposal on “Building Capacity for the Use of Evidence” (BCURE), as part of a bid for proposals by the Department for International Development (DfID) in the United Kingdom. Secretary-General Orlando Mercado, along with Ms. Ann Masson, Director of International Programs, IPAC, met with different institutions in the Philippines and India that may possibly serve as partners for the said project. Secretary-General Mercado also met with some of the staff from the Indian Institute of Public Administration (IIPA) and the Ministry of Personnel, Public Grievances and Pensions. The proposal was not shortlisted; however, this served as a learning experience for EROPA to work with new institutions as well as reconnect with inactive member organizations.

EROPA also continues its publication program and expanding its online presence. It also maintains its status as one of the Online Resource Centers (ORCs) of the United Nations Public Administration Network (UNPAN).

### ***The EROPA Centers***

The EROPA Development Management Center at the Central Officials Training Institute (COTI), Korea, conducted 14 international training programs within the given period. Around 60 individuals from Indonesia, Japan, the Philippines, Thailand and Vietnam participated in the said programs.

In August 2013, COTI conducted its first training session on the Three-Year Capacity Enhancement Program for Vietnam’s Strategic Leaders, and in December, it started the Public Sector Development Program for Indonesia’s Executive Officials. Apart from the training activities, the institute also publishes its annual COTI Highlights.

Despite busy preparations for the 2013 Conference, the Local Autonomy College (LAC), which houses the EROPA Local Government Center, continues to conduct lectures, training activities and seminars for both local and foreign government officials. LAC annually organizes a Group Training Course in Local Governance, which tackles relevant topics on local government. The course includes a half-day program comprised of lectures and facility visits. A total of 13 participants from Nepal, the Philippines and Vietnam, were accommodated in the said program for the year 2013. Meanwhile, LAC hopes to release the next volume of Comparative Studies of Public Administration soon.

### ***Knowledge sharing sessions***

Regional conferences serve as a venue for public administration experts and practitioners to exchange information, knowledge and practices in the field. In the 2013 conference, 57 paper presentations tackled different areas: Government (Institutions), Governability (Management) and Governance (Policy Issues). In addition, eight (8) papers presented by distinguished PA professors and academicians made up the Special Sessions.

Meanwhile, EROPA continues to hold the Asian Leadership Forum and Stories to Share: Views from the Frontlines, both of which highlight best practices and innovations in public administration and governance.

On its 4th year, the Asian Leadership Forum focused on “Leadership and the (Continued on the next page)

## A Year in Review... *(From page 8)*

Quality of Government". It gathered five esteemed public administration officials and academicians, namely: Mr. Jose D. Lina, Jr., Former Minister for Interior and Local Government, Philippines; Dr. Hamidin Abd Hamid, Chief Executive Officer of the Razak School of Government, Malaysia; Mr. Seong Tae Jeon, Director General, Organization Policy Bureau of the Ministry of Security and Public Administration, Korea; and Mr. Makoto Taki, Former Minister of Justice, Japan. The session was chaired by Professor Emeritus Akira Nakamura of Meiji University, who is also the General Rapporteur of the conference.

On the other hand, the 2nd Stories to Share session featured three PA practitioners: Hon. Kamon Iizumi, Governor of Tokushima Prefecture, Japan; Ms. Agnes P. Dycoco, former Mayor of Libon, Albay, Philippines; and Dr. Le Dang Doanh, Visiting Fellow at the National Academy of Public Administration and former Senior Adviser to the Government of Vietnam. The session was chaired by EROPA Secretary-General Orlando S. Mercado.

### ***Publications***

EROPA has already distributed copies of the 23rd (2012) Volume of the Asian Review of Public Administration, published as a double issue, during the first half of 2013, which was published as a double issue. In December 2013, the succeeding ARPA Volume 24 (2013) was also off the press.

The January-June 2013 issue of the EROPA Bulletin was uploaded into the EROPA website and distributed via e-mail to the EROPA members. Moreover, the Record of Proceedings and Documentation of the 58th Executive Council Meeting and Conference in Jakarta, Indonesia, was also published.

### ***Future Plans and Programs***

The Chinese Academy of Personnel Science (CAPS), People's Republic of China, announced its plans to establish an E-Government Research Center under EROPA. According to their proposal, the Center will

serve as a platform for EROPA member countries to strengthen their networks, improve exchanges and provide relevant support for the development of e-governance in the region.

Aside from this, EROPA also plans to expand its membership and boost interaction with its members, which would add more value to EROPA membership.

As the organization moves along, it hopes to bring in more members, encourage more discussions and strengthen networks among public administration experts and practitioners in the Asia-Pacific region.

## ARPA 2013 now off the press!

EROPA has recently released its 24th Volume (Nos. 1-2) of the Asian Review of Public Administration (ARPA) journal in December 2013.

The volume features a special symposium on Disaster Management containing papers by Japanese and Korean public administration experts, in light of the 2011 Great East Japan Earthquake. The symposium is guest-edited by Professor Masahiro Horie of the National Graduate Institute for Policy Studies (GRIPS), Japan.

The latest issue also highlights a study by Professor David Jones of the University of Brunei Darussalam, on the use of public consultation as a policymaking tool against the highly bureaucratic administrative system in Singapore. Meanwhile, the potential of social media as means for civic participation in policymaking is featured in a study by Dr. Bevaola Kusumasari of Gadjah Mada University, Indonesia.

For more information on this issue, please contact the EROPA Secretariat at [eropa.secretariat@gmail.com](mailto:eropa.secretariat@gmail.com).



## Key officials discuss leadership, quality of government in Asian Leadership Forum



(Photo: LAC)

Renowned government officials from different parts of Asia talked about “Leadership and the Quality of Government” during the 4th Asian Leadership Forum held on 15 October 2013 at Hotel Forest Inn Showakan, Tachikawa City, Tokyo, Japan. Dr. Akira Nakamura, Professor Emeritus at Meiji University and General Conference Rapporteur, facilitated discussions in the said session as its Chair.

Attorney Jose Lina, Jr., former provincial governor and Interior and Local Government Minister of the Philippines, discussed how important leadership formation is to building the quality of government.

Mr. Lina related that values of leadership, as a “personal vision” should first be inculcated within one’s self. He also explained that by maintaining good personal relations and interacting with key actors and stakeholders, e.g. non-government organizations, citizen groups and communities, the “personal vision” required to foster good leadership eventually becomes a shared organizational and stakeholder vision. During his term as Minister of the Interior and Local Government, he enforced the scope of work and organizational structure of the different units under the department. He highlighted the role of the local government units in ensuring the welfare of communities under their jurisdiction, as specified in the Local Government Code of 1991 in the Philippines.

Mr. Lina also emphasized that leadership is a function of training and capability building. According to him,

capacity building is essential to improve autonomy, administration and performance of local government units. He also pointed out that the citizens should be well-informed of the performance of the local government in implementing its programs.

Finally, Mr. Lina referred to leadership as a matter of personal witness. He explained that government officials

should live an honest and simple lifestyle, consistent with the

principles of good governance.

Mr. Lina discussed how important **leadership formation** is to building the quality of government.

Dr. Hamidin Abdul Hamid, Chief Executive Officer of the Razak School of Government, Malaysia, introduced the Talent Acceleration in the Public Service (TAPS) as a mechanism for honing young public practitioners in Malaysia. TAPS is designed to encourage youth to commit to public service. TAPS, as Dr. Hamid explained, is a “two-year work-cum-development training program for selected high-performing Public Service Department scholars”.

Participants of this program are put into different government agencies as part of their practical training for public service. They also engage in Quarterly Development Programs, which include CSR and outdoor activities. *The(Continued on the next page)*

## Key officials discuss leadership... *(From page 10)*

program aims to contribute to the Vision 2020 of the Government of Malaysia through the development of human capital essential for nation building.

The **TAPS Program** aims to contribute to the *Vision 2020 of the Government of Malaysia* through the development of human capital essential for nation building.

Dr. Hamid pointed out a number of issues and challenges in recruiting, retaining and developing young professionals in public service: 1) lack of collaboration with different ministries and agencies; 2) competition with the private sector;

3) different perspectives on acceleration (promotion vs. exposure and experiences; and 4) perceptions that young professionals are a potential “threat” to the status quo in the government.

Nonetheless, Dr. Hamid sees TAPS as an avenue for future human resource development in Malaysian public service. He envisioned wider and more frequent stakeholder participation; balanced expectations between the program implementers and stakeholders; and program graduates who are well-focused and prepared to handle assigned roles and responsibilities in government service. In quoting Michael Jordan as saying, “Talent wins games; it is the teamwork and intelligence that wins championships”, Dr. Hamid implied that a more systematic and efficient human resource development system is needed to better prepare the youth for public service.

Mr. Seong Tae Jeon, Director General of the Organizational Policy Bureau, Ministry of Security and Public Administration, Korea, related his discussion with Korea’s vision to transform its current government into a “Government 3.0”. His presentation hinged from what was discussed by Professor Pan Suk Kim in his reflection of the conference theme.

Mr. Jeon first highlighted Korea’s transformation into a highly industrialized country with a democratic government. He then noted that while this transformation did a lot for the growth and development of the nation, it also led to more complex social and political problems. To address these issues, the Korean government sought to operate using the “Government 3.0” approach. This is characterized by the delivery of more custom-made, individual-oriented public services, and the use of telecommunication technologies to make the government more accessible to people.

According to Mr. Jeon, the “Government 3.0” system operates on the principles of transparent, service-oriented and competent government, hinged upon openness, sharing, communication and collaboration.

Former Japanese lawmaker Makoto Taki talked about best practices in administrative leadership in his home country: 1) numbering system for basic resident registration system; 2) unconventional, innovative ideas developed as a form of emergency response; 3) political messages that were received well; and 4) national policies promoted based on proposals given by local governments.

Mr. Taki related that his 1988 proposal for the basic resident registration system was met with a number of hurdles before it was enacted into a law in 1999. Resident registration numbers were then distributed in 2002, and by December of the same year, the legislature passed an Act on Certification Business of Local Government in Relation to Electronic Signatures. This prompted Mr. Taki to take the registration system online. In 2003, registration cards containing identification numbers for each resident were issued. Mr. Taki’s dream of an online identification system was finally realized, first in 2004,

The “Government 3.0” is characterized by the delivery of more **custom-made, individual-oriented public services**, and the use of telecommunication technologies to make the government more accessible to people.

## Key officials discuss leadership... *(From page 11)*

when the National Tax Agency's e-tax system began an ID verification system, then in May 2013, with the passage of the "My Number" bill, assigning ID numbers to all residents.

Mr. Taki then discussed innovations in emergency response in Japan. He related the aftermath of the Great Hanshin-Awaji Earthquake in 1995, and implied that Japan did not actively seek foreign support in rescue operations. Meanwhile, it served as a wake-up call for the Japanese government to increase budget on disaster prevention planning and adjust disaster response policies. It also inspired volunteerism and featured the role of citizen groups in disaster response and relief operations.

In terms of well-received political messages, Mr. Taki cited the imposition of the local consumption tax in Japan as an example. He related that in 1988, then Prime Minister Noboru Takeshita became concerned that the introduction of the local consumption tax to augment tax revenues in local governments would negatively affect Japan's fiscal standing. Even so, the Japanese government moved to impose in 1993 increase in consumption tax rate by introducing the local consumption tax. While the Ministry of Finance initially agreed with Mr. Takeshita's argument, the Ministry later on learned that local consumption tax is necessary for local governments to make up for the losses incurred in the abolition of local revenue taxes. It also implied a "political" message that local consumption tax as an indirect tax greatly contributes to achieving the goal of

Japan in boosting its tourism.

Mr. Taki urged the need for **political will and determination**, as well as **cooperation and active engagement** of stakeholders, for government programs to be effectively realized.

Mr. Taki also shared national policies that emerged from proposals at the local level. One of these was brought about by the construction of the Otaki Dam in Nara prefecture. The said

construction prompted improvements in anti-landslide mechanisms and relocation policies.

Mr. Taki then related lessons learned from the issues he discussed. He remarked that there is a long way to go for policy measures to be enacted, and that it is necessary to formulate proposals that are still applicable even over time. He also urged the need for political will and determination, as well as cooperation and active engagement of stakeholders, for government programs to be effectively realized. It is also important to take into consideration the situation or context under which the programs are to be implemented.

What are the critical factors needed for public service to work effectively? Mr. Lina explained that the success or failure of leaders depend on how they were molded by the society. Dr. Hamid, on the other hand, remarked that it all starts with the government structure. Lastly, Mr. Taki urged sustainability; he also re-emphasized active involvement of stakeholders in government projects.



### UNITED NATIONS PUBLIC ADMINISTRATION NETWORK

UNPAN is an international network linking national, regional and international organizations and institutions across the globe to promote better public administration.

EROPA is one of the Online Regional Centers of UNPAN. For more information about the network, visit [www.unpan.org](http://www.unpan.org).

# SEMINAR HIGHLIGHTS:

## Government, Governability and Governance

(Photos: LAC, EROPA Secretariat)

### SPECIAL SESSIONS

Renowned academicians and professionals in public administration shared their expertise in a number of special sessions organized as part of the conference. These introductory sessions allowed the participants to understand and analyze better each of the three elements of the quality of government: government, governability and governance.

Conveners of the special sessions include: Professor Jun Matsunami, from Kobe University; Professor Hideaki Shiroyama, from the University of Tokyo, Japan; Professor Akio Kamiko, from Ritsumeikan University; and Professor Osamu Koike, from Yokohama University.

#### *Special Session I*

Dr. Alex Brillantes, Professor at the University of the Philippines, talked about “Handles of Public Sector Reform: Institutions, Values, Leadership, Citizen Engagement and Communication”, which he drew from earlier studies together with colleagues Ms. Maricel Fernandez and Ms. Lizan Calina in 2008. As context for his presentation, Dr. Brillantes explained that different countries in



Asia have tried to pursue two kinds of public sector reform: 1) decentralization, and 2) reorganization. However, reforms under the New Public Management (NPM) paradigm have been initiated by different reorganization bodies in as early as the late 19th century. He reiterated that decentralization is important to effective decision-making processes,

democratization, empowerment and citizens’ participation, responsiveness, greater local autonomy, and good governance, among others. Reflecting on existing public administration studies, he described decentralization in Asia as undergoing different contexts, policy designs and implementation levels in terms of progress, advancement and impact. He emphasized that the “handles” of public sector reform--institutions, processes and procedures, mindset and paradigms, leadership or political will, citizen engagement, and strategic communication--should be molded in a way that will guarantee successful public sector reform in the region.

Professor Masahiro Horie of the National Graduate Institute for Policy Studies (GRIPS), Japan, discussed the significance of intergovernmental cooperation and competition in



addressing the challenges of globalization and decentralization. He pointed out that globalization brings together governments and countries in an arena of common concerns, issues, interests, challenges, opportunities and benefits. Meanwhile, he also explained that within government units, decentralization has become imperative in response to the increasing demand for public services, and shift of power from the central government to the local governments. Prof. Horie explained that both globalization and decentralization creates competition, between national governments and local governments, respectively, and that public administration practitioners must look into and understand this kind of competition. He also urged the need for mutual understanding and cooperation, and for government institutions to be more responsive to the needs of their stakeholders.

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## Special Sessions...

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Professor Prijono Tjiptoherijanto, from the University of Indonesia, presented his analysis of the transition of government in Indonesia, from the “New Order” (Orde Baru) run by President Suharto beginning the



1960s, to the one being run by President Susilo Bambang Yudhoyono, also known as SBY. He described these different types of regimes in terms of leadership type, level of political influence, dominance of parties, bias or partiality

and level of professionalism. According to Prof. Tjiptoherijanto, the “New Order” was solely geared towards economic growth. It was repressive, and had led to serious income gaps in Indonesia. In contrast, under the SBY administration, the government is more democratic. However, Prof. Tjiptoherijanto opined that this type of democracy has substantially weakened President Yudhoyono’s leadership. He iterated that the challenges for the present administration is to be more decisive in policy formulation and implementation.

In his presentation on “Researching Disaster Management and Machinery-of-Government Issues with Much Help from International Public Administration Study Networks: A Personal Reflection”, Dr. Roger Wettenhall,



Professor at the University of Canberra, shared his reflection of how his involvement in the different Public Administration Study Networks contributed to his research studies in disaster management and machinery-of-government issues, such as public-private partnership and social enterprises. He related that through his membership in international public

administration organizations such as EROPA and the International Association of Schools and Institutes of Administration (IASIA), he was able to garner support through the membership entitlements as well as being involved in the activities of these organizations. He believed that public administration scholars and practitioners benefit from these networks, and that the organizations deserved the full support of their constituents.

### Special Session III

Professor Eko Prasajo, Vice Minister for Administrative Reform in Indonesia, highlighted the challenges and prospects in the Indonesian-style administrative reform. He noted three main challenges that the government must face in making administrative reform work: 1) rapid development of information and communications technology; 2) globalization and free economy; and 3) natural resources limitations.



Public administration has generally evolved in Indonesia, particularly in dealing with global bureaucracy and the public administration system. Prof. Prasajo opined that this has led government institutions to further strengthen linkages, create values, innovate and share knowledge and skills with one another, eventually empowering both personnel and organizations. How to cope with these changes is a “backbreaking process”, and Prof. Prasajo indicated that the “phronetic”—an Aristotelian concept of virtue and prudence—leadership is required to steer government reform in the right directions. Aside from this, he also suggested that the elements of dynamic governance (thinking again, thinking ahead and thinking across), change management and knowledge management strategies should also be incorporated into the reform model.

He foresaw Indonesian administrative reform from rule-based administration (*Continued on the next page*)

## Special Sessions...

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to dynamic governance, from having a closed-career system, to one accommodating capabilities from the private sector. He pointed out that sustainability of reforms amid the change is an imperative as well as a challenge to administrative reform.

Professor Shigeru Naiki, faculty at Teikyo University, Japan, cited the experiences of towns Oyama and Yufuin in Japan, in implementing the “One Village One Product Movement” and the “One Hundred Million Yen Homeland Creation”, amid pressure and restraint from the central government. The former allowed local autonomy on the production of agricultural commodities over which a town has comparative advantage, and the latter permitted financial support from the central government for local development projects. According to Prof. Naiki, these programs were dubbed as “pioneers of the planning for devolution policy”. He pointed out that Oyama, the pioneer of “One Village One Product Movement”, succeeded in securing its own development policy, particularly in the field of agriculture; this has allegedly led to the transformation of the town from being one of the poorest to being one of the richest municipalities in Japan. According to Prof. Naiki, the experiences of Oyama and Yufuin paved way for further devolution and decentralization, where local governments are expected to be empowered, self-reliant, creative, and actively involved in policy formulation and implementation.

### Special Session IV

Professor Heung Suk Choi described the outlook of Korean citizens on the service delivery system of the government, as well as their willingness to pay (WTP) for public services. In

his presentation, Dr. Choi ran through the social transformation that Korea underwent during the 1990s, characterized by increasing demand for freer



self-expression. At the extreme, Korea was one of the “low-trust societies” in that period, owing to much frustration towards the newly-installed democracy after years under military dictatorship. To highlight the importance of citizen participation and involvement in government programs, Dr. Choi categorized four different types of citizens’ groups, classifying them according to the following criteria: expectations upon the government, evaluative perspectives of government behavior, and willingness to pay (WTP) for basic government services, among others. While willingness to pay for public services varies according to the type of service, this is also largely affected by trust in government, gender and knowledge on government mechanisms. Thus, Dr. Choi recommended that public administration studies should not only focus on internal governmental processes, but also on citizens’ needs and concerns.

Meanwhile, Dr. Ren Wenshuo of the Chinese Academy of Personnel Science explained how the People’s Republic of China (PRC) tackles corruption. She cited situations in Europe and the United States where government institutions highly regard professionalism and ethics in public service. She then discussed the Asian experience of battling corruption, characterized by the perfection of the legal system, stringency of institutional regulations, intensified education on anti-corruption, emphasis on the rule of law, and improved professionalism in anti-corruption agencies. Dr. Ren specifically mentioned the efforts of PRC in addressing corruption by adopting the top-level system, augmenting professional standards in civil service, and formulating an occupational culture that promotes honesty and integrity. She emphasized the need to “cleanse” Chinese bureaucracy to sustain economic gains, and to be globally competitive.



## REGULAR SESSIONS

### GOVERNMENT (INSTITUTIONS)

The sub-theme on Government includes papers that deal with institutional arrangements that aim to improve trust and government performance. This usually encompasses discussions on decentralization, globalization and changes in relationships among government institutions.

#### *Government Organizations Transparency in Indonesia: Policy, Organization and Implementation*

Presented by Dr Anwar Sanusi, the paper recognized that one of Indonesia's pressing challenges is the decreasing public trust in government. One of the biggest problems is corruption-the country has a score of 32 in the Corruption



Perception Index. This problem remains despite the efforts undertaken by the Indonesian government in recent years. Given this situation, Indonesia aims to increase people's trust in the government through enhancing transparency in public administration. This is the rationale of the country for adopting a framework for bureaucratic reforms. As the aim is to increase public trust, the framework provides that there is a need to clean the government, improve government performance capacity and accountability, and improve public services. In turn, these can be achieved through changing people's mindset and culture. The framework also provides for the need to have an evaluation and monitoring system and a mechanism for change management. Dr. Anwar elaborated on the concept of transparency. According to him, transparency comes in different forms and includes the following aspects: administrative, program, budget, policy, policymaking, public service and public information. Based on this study, administrative and policy aspects are the most transparent in Indonesia, while transparency in

policymaking and budget remains wanting. In addition, Dr. Anwar's research study found that the Indonesian government (ministries) has a low overall score in terms of transparency.

#### *Do Regime Types Matter to the Success of Managerialism?: The Case of Public Education*

Dr. Naomi Aoki, in her paper on new public management, explored how managerial reforms in the education sector affect the academic competencies of students, and to what extent do the regime types of different countries in turn affect managerial reforms. The econometrics model was used to assess the aforementioned variables. In her paper, Aoki argued that the realization of reforms in new public management is influenced by political environment.

Dr. Aoki explained that among the new public management reforms being implemented around the world, only two types work universally and are politically neutral: performance management and management by objectives. However, the contexts by which they work are yet to be fully explored, especially in the discourse of different types of regimes (e.g. liberal democracy, illiberal democracy, and autocracy, among others). Dr. Aoki looked into the relationship between managerial reforms and the types of regime by conducting a study on the Programme for International Student Assessment (PISA), which is basically a survey on 15-year old students and schools from 72 countries. Results



of the study showed that performance management and management based on objectives are negatively associated with student performance (all remaining constant). This challenges the common belief that the government should adopt private sector techniques to improve its performance. Meanwhile, Dr. Aoki stated that managerial systems, practices and performance are nonetheless affected by the type of regime, based on the following tendencies: 1) individual's acceptance or rejection of authority;

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2) commitment to the standards needed without reservation; and 3) the extent to which they are willing to participate.

### *Unintended Consequences of Institutional Transfer: Terroir and Cépage in Public Administration*



In his paper, Mr. Shuntaro Iizuka associated the transfer of institutional frameworks to the process of winemaking where the product (wine) is dependent on the relationship of the terroir (the environment of winemaking) and

the cépage (the grapevine or the grape variety). In Public Administration where transfer of institutional frameworks and practices happen, it is also important to consider the terroir and the cépage. Iizuka argued that the socio-political environment (terroir) of the recipient has to have affinity with the substance (cépage) of the transferred framework. Otherwise, the two elements may produce unintended consequences. Iizuka examined Japan's Independent Administrative Agency (IAA) with the aim of analyzing the unintended consequences of institutional transfer through New Public Management (NPM) reform. His presentation showed that there were unintended consequences of NPM in the IAA which are observed in the areas of management discretion and in terms of the "de facto versus de jure" autonomy of the agency. The presentation concluded that a method, framework or policy may only be effective depending on context which means that its effectiveness in one country or institution may not work in another.

### *Proliferation of Autonomous Regions Dilemma in Decentralized Indonesia: Participation, Budget Constraint and Performance of Newly-Formed Local Governments*

Mr. Adi Suryanto's presentation revolved around the proliferation of autonomous regions in Indonesia – creation of more but smaller regions – with the adoption of its decentralization law in 1999.

Data showed significant increase of autonomous regions from 346 to 539 (1999-2013). In particular, he looked into the implications of the phenomenon to the overall financial health of the regions, and the performance of newly-formed regions. The formation of regions is anchored on the democratization paradigm of decentralization, which "widens the space for political actors to participate in the political process as well as opens up civic participation to initiate territorial change." Moreover, there are hopes and promises for improved regional performance. The new regions provide rationales for their creation--the need to accelerate regional development, improve government service delivery, and optimize local resource management, among others--within the context of decentralization.



However, Mr. Suryanto argued that this phenomenon poses serious threat to macroeconomic stability and provide a burden to national government budget due to increase in intergovernmental fiscal transfers. The proliferation of autonomous regions weakens central government control – or oversight – over local governments, and does not guarantee better service delivery and local conditions under the new local governments. It also resulted in the decline of the General Allocation Funds (GAF) for other regions, thereby affecting their capacity to delivery services. Although GAF has been increasing over the years, Mr. Suryanto argued that on the average GAF has decreased in real terms using

2000 constant prices from (Continued on the next page)

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2001 to 2008. On the other hand, newly formed regions are spending less on operational expenditure items (personnel, goods and services) than the older regions. With the creation of new regions, the aggregate operating expenditure sharply increased from 44.8% to 65.5% of the total expenditure. All these would contribute to the performance of the new regions, which will likely not stimulate their development. He also presented social and economic indicators in the regions such as poverty levels, human development index and economic growth across regions in an attempt to relate the proliferation of autonomous regions to these factors.

In conclusion, Mr. Suryanto noted that this phenomenon has become a major policy issue of decentralization practice in Indonesia. He recommended that further study be conducted on the use of social indicators and service standards to deliver services. There is also a need to determine the optimal size and number of regions that may be established to promote economic and allocative efficiency and ease financial burden to central government; merger of local government should likewise be considered and/or pursued.

### *Regionalization -- The New Sunrise*

Prof. Forum Dave and Ms. Miraj Shah presented their paper entitled "Regionalization – The New Sunrise."



Ms. Shah started the presentation by locating the whole discourse of regionalization within the context of economic theories on public goods and fiscal federalism to maximize social benefits and welfare. She then discussed decentralization as

key approaches to growth and development, particularly devolution and the shift of accountability for subnational development to local level institutions. In pursuing

regionalization as an approach or "the approach" to development, Ms. Shah emphasized the significance of geographical or topographic conditions in the design and strategies for regional



development. The paper cited the state of Uttara-Khand in India and its regions in the Himalayas, where about 90% of its land area is mountainous. The region's topography constrains its infrastructure development. Prof. Dave for her part provided the recommendations of the paper. She noted that the state government should help regional governments develop their regional development plans. Decentralization should likewise be adopted to ensure local conditions and cultural diversities. A unique regional model and investments are desirable to suit the geographical location, which include high priorities in education and tourism infrastructure development in the lowland region, and eco-tourism, religious places, and livelihood such as animal husbandry, small-scale industries, and dairy products in the greater Himalayas.

### *Aiming for a Creative, Human-Oriented Maritime and Garden City*

Takamatsu City Mayor Hideto Ohnishi highlighted the need to transform the city in response to an aging society, where the elderly people are projected to comprise almost half of the population in 2055. Accordingly, the urban community structure has to be redesigned and redeveloped to build a compact city that will feature an eco-friendly transportation system and shopping areas, and will expect the elderly to enjoy going outside. Likewise, a compact city also envisions a sustainable community, where people want to stay, investors are coming, taxes are stable and public service maintained or improved. Mayor Ohnishi noted that efforts to revitalize the central district have been ongoing, particularly the adoption of a city ordinance to make the city a beautiful community through landscaping, promotion of green projects, environmental cleaning, and designation of smoking areas, among

*(Continued on the next page)*



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### *How to Change Subnational Territories: Cases of Provincial Division and Municipal Merger in the Philippines*



Mr. Michael Tumanut of the University of the Philippines highlighted the recent significant increase in the number of first-tier administrative units in selected Asian and African countries. He then noted that decentralization has been invoked by many policymakers to justify their preference to change territories. His presentation examined the causes and mechanisms of territorial change using several cases of both successful and failed attempts of provincial division and municipal merger in the Philippines. He considered the local government as an institution or set of rules that constrains action and transactions within its jurisdiction. He then argued that territorial change is an outcome of the interplay of institutional disequilibrium, policy stability, conformance to rules, and, more importantly, a perfect coalition among veto players. Moreover, he argued that perfect coalition is a function of the confluence of the policy entrepreneur, the united position of local elites, and social movement, through the mechanisms of advocacy, political mobilization, cuing/mirroring, norm of reciprocity, as well as bounded rationality at the individual-level analysis. His conclusion highlighted the salience of both formal and informal rules (i.e., norms), as well as that of agency (policy entrepreneur) and structure (rules). When asked about the criteria of reform for merger and division, he responded that regardless of manner (merger or division), the Local Government Code and its implementing rules and regulations provide for the criteria and requirements (particularly income and land area or population) to create a new local government in the Philippines. The definition of success and failure of territorial change, being that of attempt and not impact, was also clarified.

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others. The landscaping policy of the city aims to revitalize the Ritsurin Garden by regulating outdoor advertisements to preserve sceneries. Towards the promotion of a creative city, the bureau targets the industry, culture and arts, tourism, sports

and international exchange. Prof. Ohnishi introduced several tourism resources and sightseeing spots in the area. He also shared the future nursing care or a regional comprehensive care system that will be established to complement the efforts to revitalize the community. In summary, he highlighted the need to promote decentralization, change regional community, and create a community focused on creativity and cooperation.

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### *Decentralization in the Philippines After 21 Years*



Dr. Remigio Ed. Ocenar assessed the achievements of decentralization, particularly on the delivery of basic services, and how these are supported by fiscal transfers. He started off by providing a

background of the local government structure and the legal framework for local autonomy. In assessing the basic service delivery, agriculture, one of the oldest devolved function, has improved under the devolved set-up. However, it is beset with lingering problems of capacity building, funds, and vertical coordination. Similarly, health, albeit the expansion of facilities, is pestered with issues of corruption and lack of personnel, among others. Education, he mentioned, was not a devolved function, while environment is only partially devolved. He noted that public works service has been receiving about 50 percent of the development funds. Trade, industry and tourism, which are national and local concerns, have made significant progress, particularly the establishment of one-stop shops. Good practices have also been observed, documented and promoted in the areas of local finance, people's participation and inter-local cooperation. Despite these successes, challenges abound. Accordingly, he proposes a local government reform agenda that will focus on reforming local structures and functions, strengthening local finance, enhancing corporate powers, improving national-local relations, reforming leadership terms, and continuing studies and debate on local governance. When asked about the driving force behind decentralization, Dr. Ocenar noted that a series of decentralization efforts and policies had been introduced even before the new decentralization law was enacted in 1991.

### *Trend of Dual Representative System Unique to Japan: Multilayered Check-and-Balance System*

Prof. Shunsuke Kimura's presentation dealt with the recent controversies concerning the dual representative system in Japanese local governments. According to Kimura, there is a constitutional provision for this system where check-and-balance is a primary concern. There were cases where conflicts arise out of misunderstanding and opposite perspectives of the executive and the local council. This is because the two systems of representation assert different ways of thinking as reported by Kimura. Recent events have made things more difficult where check-and-balance has been taken to the sidelines as decisions were repeatedly made by the executive independently (without consulting the council). This is in the area of appointing the deputy mayor where the mayor (executive) can use his discretion. While this is allowed in the current policy, some have viewed this as a form of abuse of discretion. In some cases, chief executives have also refused to convene the assembly despite the requirements of the latter's chairman. Such issues have been in the limelight and conflict between the executive and the local council became a burning issue in local administration.



These issues prompted for the amendment of the Local Autonomy Law (LAL) in 2012. The new policy now indicates that discretion is taken away in terms of the appointment of vice governor or vice mayor. Kimura's presentation also provided that "when the assembly does not approve decisions independently made by the chief executives on bylaws and budgets, the chief executive must take necessary measures and report them to the council."

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### *Deconcentration in Local Public Administration: An Investigation of Lower Secondary School Education in Vientiane Capital, Lao PDR*

The different styles of administrative decentralization formed the backdrop of Prof. Thomas Jones' presentation. He showed how the Laotian governance style has developed, from centralized in 1975 to decentralized in 1986 and re-centralized in 1991 to partially decentralized in 2000. His presentation focused on the education sector, particularly the lower secondary school (LSS) level, the highest level of compulsory education.

Through semistructured interviews of 22 school principals, he found three major findings. First,



there are more school principals in urban than in rural areas. Second, in the area of decision-making power, 64 percent of respondents said that the power of LSS resides with the province, rather than with the district. Third, one-third of the respondents

acknowledged the district's responsibility for appointing principals, while two-thirds were unaware of the transfer of responsibility from the province since 2009. Accordingly, he stressed the potential of the district to play a more hands-on role, which was undermined by lack of awareness, as well as noted that policy needs to be implemented with continuity and relevance. The disconnect between domestic political apparatus and the donor agencies is also a problem. He then recommended to promote and finetune the policy as well as to provide more capacity building opportunities at the district level. When asked about the benefits for international donors to encourage deconcentration, he felt that it is paradoxical for the donors to push this agenda despite the lack of key elements to make decentralization achievable.

### *Local Government Enterprises as a Public Service Dilemma*



According to Dr. Tomi Setiawan, policy reforms in public service are also responses to the pressures of globalization and global competition. By looking at the case of the Municipality

of Bandung, Indonesia, he examined the viability of local government enterprise as an alternative to public service provider. However, he found that the change from local market agencies to local government enterprise has not been significant in the area of institutional arrangement, particularly on structures, tasks, technology and human resources. While the changes have instilled new values of professionalism, time discipline and improved work ethic, morale and employee relations, the structure has become centralized, which resulted in low participation, and delayed responses to problems. Moreover, only half of the markets were viable, and turnover of traditional market declined by at most 30 percent. He noted that, in general, local government enterprise has not optimized public service, contrary to the underlying intent of the policy reform. He concluded that a local enterprise-public service dilemma in the local government has emerged.

### *ASEAN Economic Performance, Institutional Effectiveness, and Foreign Direct Investment*

Dr. Ponlapat Buracom presented a paper assessing Foreign Direct Investment (FDI) in ASEAN member countries in relation to their economic performance and institutional quality. In spite of ASEAN member countries being "relatively under-developed institutionally, there is economic growth and stability of macroeconomics." Dr. Buracom related that an empirical test was conducted to assess the relationship between FDI, institutional quality and domestic economic performance. Empirical results showed that "regulatory quality (Continued on the next page)

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and rule of law tend to have significant positive effect on FDI inflows” – referring to the way that the government formulates and implements its policies and regulations, particularly those which promote FDI inflow in developing countries.. Based on the World Governance Indicators of 2009 (Indices for Regulatory Quality and Rule of Law), ASEAN countries have lower scores than other Asian countries. Dr. Buracom noted a drastic increase in the dependency of ASEAN economies on inward FDI through the years. The inward FDI to GDP (Gross Domestic Product) ratios of ASEAN countries above the Asian average of 16.3% in 1985 were Malaysia (22.7%), Indonesia (28.1%), and Singapore (60.9%). Twenty years later, the number of countries with above-average ratios increased. FDI to GDP ratios in Malaysia, Indonesia and Singapore were at 54.5%, 38.1% and 87% respectively. In addition, four ASEAN countries, namely: Brunei (74.3%), Cambodia (45%), Laos (36.9%), and Vietnam (51.8%) registered FDI to GDP ratios above the 2005 Asian average of 31.3%. This showed the increased dependency on inward flows of FDI. With the fast arrival of the ASEAN economic integration, it is important that the ASEAN member countries focus on improving their institutional quality and reducing differences in institutional performance among countries. If ASEAN member countries were to work together and harmonize the institutional environment, as what was done in the European Union, this could bring a significant increase in FDI flows into the region and create a more attractive business environment for domestic investment.



### *Expansion of Environmental Business throughout Asia by Intercity Cooperation*

Mr. Kengo Ishida discussed how environmental issues in Japan like overcoming pollution problems led to a “quest for a leading runner of an environment -friendly city.” Kitakyushu City, a city with a population of 977,000 (2010) in an area of 487km<sup>2</sup> and a GDP of ¥3,430 Billion (2010), was identified as such a city. Through a partnership between citizens, companies and the government, concrete measures were identified to recover polluted and environmentally damaged areas in the city ; a balance of both environmental and economic policies was developed.



Mr. Ishida iterated that international cooperation on environmental issues were developed. There were partnerships with other Asian nations for mutual prosperity, and 7,059 trainees from 146 nations were trained and 166 individuals were dispatched to 25 countries. Furthermore, the city was able to develop and share improvements in social systems and environmental technologies (e.g. recycling of automobiles and home appliances, sewage water membrane treatment system, seawater desalination system and “Kitakyushu Smart Community Development Project”). With its environmental technologies and inter-city network, Kitakyushu City became one of the leaders in building low carbon societies in Asia. In June 2010, the Kitakyushu Asian Center for Low Carbon Society was established, aiming not only to transfer technologies but to construct green cities. There are currently about 40 projects in cooperation with 21 Japanese companies in 21 Asian cities.



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### *Lessons on Policy Transfer: The Philippine Experience*



In her presentation, Dr. Minerva S. Baylon highlighted the intricacies and challenges of policy making and policy transfer in the context of globalization. She indicated that recent shifts

in globalization imposed challenges to national governments, and one of which is on policy transfer. One of the examples of policy transfer is on the privatization of public services. New models for development, including equitable growth, are being adopted by the Philippine government, with focus on the market economy approach. The resulting privatization of public services yielded positive outcomes, particularly in the infrastructure and communications sector. However, Dr. Baylon said that while this type of reform earned the government revenues, they do not guarantee reliability nor sustainability. Instead, government institutions face the problem of non-recurring proceeds and non-performing assets. Policy formulation becomes vulnerable to political manipulation, and less likely to undergo multi-stakeholder consultation. Dr. Baylon presented the case of the Electric Power Industry Reform Act in the Philippines, which she considered one of the questionable deregulation policies, to show the implications of policy transfer to the legislative and executive units of the government, and as an attempt to determine the different factors that affect and shape policy transfer. Based on the results of the case study, Dr. Baylon showed how external institutions such as intergovernmental organizations and private companies molded policies as agents of policy transfer. Results of her study showed that mechanisms for accountability suffered from the apparent overlapping of functions between the executive and legislative powers of the government.

Dr. Baylon noted that conditions imposed by different international financial institutions (IFIs) most significantly affected the said law. Thus, she recommended that the government should be cautious in negotiating with IFIs and entering into foreign policy agreements that require severe conditionality. She added that “political capture” may also remain in the long run without effective political systems and institutions to properly address policy transfer. She recommended that government institutions should be able to better appraise the context wherein policy transfer is taking place. When asked on how to leverage the position of the Philippine government on IFIs, Dr. Baylon said that a strong stand against the many conditions imposed by IFIs and bilateral agencies is needed to confront the problems associated with deregulation of fiscal policies.

### *Compared Study: Science and Technology Budget Indonesia and ASEAN*



In his presentation, Mr. Syahrul Aminullah discussed the investments made by the Indonesian government on science and technology, and compared its budget allocation in this field with that of

other ASEAN member countries. Mr. Aminullah explained that the Indonesian government allots about 0.08% of its gross domestic product (GDP) on the science and technology sector. This budget allocation was found to be shared among 33 ministries, 7 government agencies, 3,185 colleges, 33 provincial/local research and technology institutions and 144 public enterprises. In comparison, Indonesia has lower budget allocation on S&T compared to other countries such as Malaysia (0.64% of GDP in 2006), Thailand (0.21% of GDP in 2009), and Singapore (2.29%). Investments in research and development are also low even in the private sector. Meanwhile, results of the questionnaire

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administered to 120 respondents showed that more than half of the participants considered S&T an important part of the budget. Mr. Aminullah suggested that Indonesia replicate the level of investments that other ASEAN countries allot for S&T, and he encouraged the assistance and contributions of the private sector to S&T. Mr. Aminullah recommended that his research study can be expanded to include not just ASEAN countries but also other EROPA member institutions and individuals. This, according to him, would strengthen linkages among EROPA member countries and organizations. In response to the question on why the private sector in Indonesia is hesitant to invest in science and technology, Mr. Aminullah explained that certain policies in Indonesia regulate or constrain S&T investments from private sector, particularly from other countries. On the other hand, Dr. Sukarno Tanggol from the Philippines commented that the need for S&T investments should be highly prioritized by governments in ASEAN.

### *Enhancing Trust and Performance in the Philippine Public Enterprise Sector: A Revisit of Recent Reforms and Transformations*



Dr. Maria Fe Villamejor-Mendoza highlighted the current conditions, performance and reforms being instituted in the Philippine public enterprise (PES) from the year 2007 until the present.

She related that government-owned and controlled corporations (GOCCs) in the Philippines were initially established to augment economic weaknesses and keep away foreign control over the market. However, GOCCs nowadays confront certain problems such as contradictory objectives, severe political influence, poor implementation of regulations, lack of transparency and accountability, and inefficiency. Instead of being agents for economic growth, these

public enterprises were dubbed by Dr. Mendoza as being “financial millstones” and agents of corruption. Dr. Mendoza posited that under the regime of new public management, reforms in the PES and GOCCs were implemented since Corazon Aquino’s administration to improve their performance and eradicate corruption. Changes were specifically made in the areas of policy, financial discipline, compensation reforms, performance evaluation, privatization, and rationalization. Despite these reforms, issues such as weak regulations, absence of a clear authority implementing state ownership and monitoring systems still prevail. She hoped that with the GOCC Governance Act of 2011 and the Governance Commission, with their salient features for combating inefficiencies and corruption in the PES, government reform would soon be attained.

### *Nonlinear Effects of Citizen Satisfaction*

In his presentation, Professor Yu Noda discussed the multidimensional relationship between public service delivery and citizen satisfaction. Noda posited that such relationship goes beyond whether the citizens are satisfied or



not, and that citizen opinions on satisfaction are highly subjective and may either be prone to attribution or assessment errors. He presented the Kano model of marketing, which posits that discrepancies or gaps between service delivery and citizen satisfaction results in non-linear outcomes. According to Professor Noda, the model includes other attributes that determine satisfaction, classified into the “must-be” quality elements, which most of public services must fulfill, and the “attractive” quality elements. Based on results of the survey conducted on 2,997 Japanese residents in Tokyo, Professor Noda pointed out that in the management of broader regional government services (BRGs) and the basic local government services (BLGs), clarity of services largely determine citizen satisfaction. (Continued on the next page)

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Along this line, Prof. Noda asserted that people often tend to overlook the government and rather focus on the services delivered to them. He recommended that citizen satisfaction must be measured both in terms of the clarity of services, level of government, and perhaps even beyond the traditional indicators of citizen satisfaction.

### *Co-Governance and Creation Efforts in Yokohama City and Evaluation Measures on Designated Companies for Public Facility Management*



In his presentation, Mr. Tohru Hashimoto described the collaboration between the city government of Yokohama and the private sector in public service delivery, known as “co-governance”.

He explained that the

Office of Co-governance and Creation was established to encourage more active participation from the private companies in an effort to address the current problems of the city. Its major activities include dialogue/consultations with different stakeholders, fostering of new business operations and employment opportunities, and promotion of Yokohama’s initiatives for regional revitalization. The office is also working on Y-PORT, or International Technical Cooperation using PPPs, as an avenue to promote business growth, provide assistance on urban development inquiry, and promote Yokohama City. This is mainly done through the Co-Governance and Creation Forum and Desk. Citing the experiences of the Co-Governance and Creation Office, Mr. Hashimoto called for a systematic collaborative mechanism between the government and private companies to ensure accountability and sense of ownership among institutions involved in public service delivery. He also recommended that women should have equal opportunities as men to address ageing population in the long run.



Mr. Arnel Palabay, 2012 EROPA Outstanding Young Practitioner Awardee, is handed a plaque of recognition by (left-right): Hon. Francisco T. Duque III, Chairman of the Philippine Civil Service Commission; EROPA Secretary-General Orlando S. Mercado; and EROPA Executive Council Chairman Mr. Morio Sakamoto. (Photo: LAC)

### **Palabay is first EROPA Outstanding Young Practitioner**

Mr. Arnel G. Palabay, supervising economic development specialist at the National Economic and Development Authority (NEDA) Regional Office I, was conferred the EROPA Outstanding Young Practitioner Award in a short ceremony on 16 October 2013 at Local Autonomy College, Tachikawa City, Tokyo, Japan.

Mr. Morio Sakamoto, President of Local Autonomy College and the incoming Chairman of the EROPA Executive Council, joined Dr. Francisco T. Duque III, Chairman of the Philippine Civil Service Commission, Philippines, and Dr. Mercado in presenting a plaque of recognition to Mr. Palabay.

Mr. Palabay developed computer programs that automated personnel records at NEDA Regional Office I in the Philippines. Through the electronic information systems developed by Palabay, personnel management in NEDA Regional Office I became more efficient in terms of cost and performance.

Mr. Palabay was recognized by the Philippine Civil Service Commission in 2010 for his outstanding achievements in public service.

## Government (Institutions...)

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### *Disequalizing Equalization Transfers: Politics of Intergovernmental Transfers in Khon Kaen Province*



The team presentation of Drs. Achakorn Wongpreedee and Tatchalerm Sudhipongpracha showed the extent to which Thailand's current intergovernmental fiscal transfers system help achieve horizontal

fiscal equity among Thai local governments. Dr. Wongpreedee laid the institutional framework for decentralization and local public finance in Thailand. He located their paper within the theory of fiscal federalism and the role of national government in addressing the vertical and horizontal imbalances in using intergovernmental fiscal transfers. He also presented the research method and statistical model for their study. The study draws its quantitative and qualitative analyses based on a case study in Khon Kaen Province. Dr. Sudhipongpracha argued that the current design of fiscal transfers, which is politicized, does not address the horizontal imbalances across diverse local governments in Thailand. The study argued that "resource-rich communities receive more national government transfers than those with cash-strapped communities." They concluded that the formula for fiscal transfers in Thailand is inconsistent with theory and that it exacerbates imbalances, thereby resulting in the absence of basic needs (e.g., potable water) and poor local service delivery. Moreover, the process of determining the amount of transfers is clouded by the political dynamics between national



and local politicians as well as central government bureaucrats. The local governments in the province resort to extensive borrowing to finance their programs and projects. Based on their findings and arguments, Wongpreedee and Sudhipongpracha suggested the need to design intergovernmental fiscal transfers to alleviate horizontal fiscal equity.

### *Globalization, Public Sector Reform and Vicissitudes of Nation-States*

Dr. Danilo Reyes' presentation explored the ramifications of institutional and structural responses—and outcomes—of nation-states in the context of globalization and new world order, where relationships are characterized as "supraterritorial." Dr. Reyes impressively connected terminologies, viewpoints and theories of phenomenal scholars and leaders to explain the evolution of and patterns in nation-states, institutions, bureaucratic structures, administrative systems and processes, and international arrangements and connections around the world in the past century. He posited that, "over the years, the state has assumed many incarnations dictated by the exigencies and demands of the eras that enveloped it" with reference to the "big government, minimalist state and hollow state." Dr. Reyes concluded with a challenge and research agenda for the study of public administration to capture and articulate new theories, concepts, prescriptions and principles as a result of globalization and the new international order. Focus may be given to theories on new institutionalism, network, international governance and the role of international organizations as they affect public administrative systems and processes. These will provide better understanding of the new frontier of public administration as a discipline as well as deepen the base for pursuing public sector reforms.



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### *Strengthening Taxation Politics Through Devolution of Urban and Rural Property Tax: Constraints, Challenges and Opportunities*

The presentation of Professor Haula Rosdiana and Ms. Murwendah provided an assessment of readiness and implementation of the urban and rural property tax collection authority of local governments in Indonesia, which was enacted in 2009 and due for full implementation by January 1, 2014. This is anchored on strengthening fiscal decentralization and transferring greater taxing power to local governments. Dr. Rosdiana noted its very slow progress with only 18 or 3.8% of the local government having levied urban and rural property tax. More than 50% of the regional governments are still in the process of formulating their respective Local Government Regulation (legislation), while some have not even started. Her study identified the following factors for this: i) need for bureaucratic reform of local taxing authority as a pre-condition for effective property tax devolution to address organization capacity concerns and rent-seeking behaviors; ii) problematic model or design of local tax collection particularly on incentives and the sharing between central and local government; iii) inconsistencies in tax collection policy; and iv) human resource constraints. Dr. Rosdiana concluded the presentation with recommendations to pursue bureaucratic reforms to improve local government capacity in local tax collection. She also urged the idea of addressing the social and economic inequality through the design of fiscal transfer as tool or instrument for effective fiscal decentralization.



## GOVERNABILITY (MANAGEMENT)

What follows are papers dealing with the management aspect of government. They include issues in human resource development, e-governance, and crisis management, among others. Most of the case studies presented under this theme dealt with experiences of Japanese local government officials and their constituents on disaster risk management and response in the wake of the 2011 Great East Japan Earthquake.

### *Harmonizing e-Government in the Philippines through the Budget*

In his presentation, Dr. Erwin Alampay described the current Philippine government strategy called the Medium-Term Information Technology Initiative (MITHI) and how the approach espoused by the Department of Budget and Management (DBM) with the Information and Communication Technology Office can address inter-operability across sectors and at the same time make more use of IT investments in government. Dr. Alampay recognized that there is an existing Design-Reality Gap composed of different systems and restricted access or absence of inter-operability among Philippine government agencies. Moreover, he discussed inherent challenges to 1) integrate the organizational and technical processes of different but interrelated administrative units; 2) technical standards defining a more complex functional perspective associated with the involved organizations, and overcome a myriad of issues that include the importance of information integration and inter-operability in the conception and deployment of e-government projects. Lastly, he mentioned problems brought about by inter-operability and issues on sustainability of the MITHI initiative, should there be a change in leadership.



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### *Innovation and Creativity of Public Services in the Integrated Licensing Services Board of Bandung City*

Dr. Dayat Hidayat discussed the ways by which information and communication technology (ICT) is used to augment the quality of licensing services delivered by the Integrated Licensing Services



Board (BPPT) in Bandung, Indonesia. Dr. Hidayat earlier explained that citizen satisfaction is one of the most important determinants of an effective public service delivery system. He asserted that the use of ICT could address citizen satisfaction and contribute to the performance of local government institutions in a decentralized government system.

Dr. Hidayat gave an overview of the BPPT, including its functions, main tasks and services. He iterated on the use of information technology (IT) in the management information system (MIS) implementation. He noted positive changes in the BPPT after the implementation of IT-based services: 1) revenues from licensing services have increased; 2) behavior and performance of staff and personnel have improved; and 3) a system of checks and balances was improved, with the citizens now being able to monitor the progress of BPPT services. Dr. Hidayat hailed the BPPT as a breakthrough innovation and recommended that appropriate infrastructures for ensuring transparency and promotion of the BPPT should be put in place.

### *The Role of Municipalities in the Social Security and Tax Number System*

This year, the Japanese government decided to adopt the social security and tax number system in order to: 1) enhance social security to serve people who

truly deserve it; 2) achieve equitable distribution of the financial burden associated with payment of taxes; and 3) develop efficiency in both collection and administration. In his treatise, Tomohiro Nomura proposed that the Japanese Social Security and Tax Number System be implemented via the cooperation of municipalities. He believed that



local officials (i.e. mayors and governors) will contribute to its success—depending on their respective competencies. He adds that the system will be beneficial to other local governments as well since relevant information can be accessed between and among them. He shared the delegation of roles among administrative units and clarified why municipalities play a big role in its success.

Dr. Andy Al Fatih inquired if there is a prerequisite for introducing the system particularly at the national level. According to Mr. Nomura, ten years ago, citizens were not able to comprehend the network system. However, today they are beginning to recognize its importance. Although he confirmed that the system was originally envisioned to serve local governments, national government agencies can also use the network system in order to improve efficiency. He believed that it can be applied throughout Japan.

### *Implementation of Management Information System for Integrated Sub-District Service Administration (SIMPATEN): The Need or Opportunity?*

Dr. Etin Indrayani looked into the implementation of the Management Information System for Integrated Sub-District Service Administration (SIMPATEN), which aims to improve



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licensing services in the Sragen district in Indonesia. Dr. Indrayani presented the organizational structure and procedures in the sub-district governments, and the role of the sub-districts as prime movers of bureaucratic reform. She iterated that the management innovation or “paten” is mandated by the Ministry of Home Affairs to simplify and make more efficient the administrative procedures in sub-district government institutions. She asserted that incorporating information and communications technology (ICT) into the “Paten”, thus creating “SIMPATEN”, translates to efficiency in public management.

Three sub-districts, namely: Ngerampal, Gemolong and Plupuh, served as study sites for Dr. Indrayani’s study. She found that there is a conflict in operations between the new management information system and the old system of SIMPATEN. Dr. Indrayani stressed the need to improve budget allocation to support both the old and the new systems. She also noted that staff complement should be augmented, and that the sub-district governments should implement capacity-building initiatives for personnel. Lastly, Dr. Indrayani suggested that the local government should work with academic institutions and private companies for the implementation of SIMPATEN, and the citizen awareness, participation and education should be broadened to raise competencies of end-users. She noted that the experience of the Sragen district in using SIMPATEN can be replicated in other districts in Indonesia.

### *Performance Management and Human Resource Development - The Experience of OECD countries and its implication for Asia and the Pacific*

Professor Bunzo Hirai of Asia University in Japan discussed in his paper the significance of performance management and evaluation in



improving the competencies of staff and personnel. He particularly looked into the following: 1) performance appraisal for managers; 2) performance enhancement by providing performance-based incentives; 3) implications of performance management on human resource development; and 4) improving competencies of managers in choosing the right personnel.

Professor Hirai delved into two perspectives of performance appraisal: organizational performance, on one hand, and individual career official, on the other. In view of these perspectives, Hirai said that to improve organizational performance, the systems that make the institution work effectively, as well as the means by which personnel contribute to the goals of the organization should be considered. He mentioned several management theories that he deemed applicable with human resource development initiatives in OECD countries. These theories, according to Professor Hirai, give an idea of how personnel performance is evaluated or assessed. Meanwhile, Professor Hirai voiced out his concerns on performance appraisal in OECD countries. He noted that financial incentives, i.e. performance-related pay (PRP), can only do much to encourage employees to perform better in the workplace. Prof. Hirai emphasized that other factors such as opportunities for career development, have more impact on the employees’ performance. Based on the documented insights and experiences from the Network on Performance and Employment of the OECD Public Governance Committee, Prof. Hirai concluded that performance appraisal and management in the OECD region has yielded positive outcomes. Meanwhile, he suggested that in order for these initiatives to become effective, institutions must pay attention to goal and objective setting.

### *Effective Public Administration and Governance of the Local Government as a Strategy for Tourism Development: The Case of the Local Government Unit of Naga City, Philippines*

Dr. Malu C. Barcillano of the Ateneo de Naga University, Philippines discussed the role of public administration and

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governance in improving tourism. Citing the case of Naga City, Philippines, Dr. Barcillano explained that tourism industries significantly contribute to economic growth and development. She related that the tourism development approach

adopted by the city government allows it, as well as other institutions and citizens, to be more actively engaged in related tourism projects and be accountable to the said programs.

Dr. Barcillano then described, based on the experiences of Naga City, the ways by which local government institutions effectively mobilize and manage resources and operations to promote tourism development. She indicated that local governments serve a two-fold function: first, in the implementation of government programs, and second, in the enactment of marketing strategies. Dr. Barcillano concluded her presentation by lauding the initiatives of the city to improve governance practices and tourism development.

### *Human Resource Development in Civil Service: The Case of Nepal*

Mr. Durga Nidhi Sharma of the Ministry of General Administration in Nepal highlighted the opportunities and challenges of the Government of Nepal in implementing



initiatives for human resource development. He discussed the various laws, policies and the overall context under which key actors and institutions work together to build capacities of civil servants.

According to Mr. Sharma, human resource development in Nepal has four main aspects: 1) personal development; 2) professional development; 3) performance management; and 4) organization development. Mr. Sharma explained the constitutional and legal provisions that mandate civil service in Nepal, and the functions carried out by agencies such as the Public Service Commission (PSC) and the Ministry of General Administration (MOGA) in carrying out these policies. Mr. Sharma noted some of the major hindrances to the success of human resource development in Nepalese civil service, which include lack of balanced scope of HRD efforts, weaknesses in HRD policies and programs, missing linkages and coordination among existing HRD programs and institutions, and poor capacities of individual personnel as well as institutions. Mr. Sharma iterated that the government is conducting initiatives to review recruitment approaches, enhance training, and develop capacities of various HRD institutions. Sharma recommended that the government needs to have a holistic human resource development plan that not only consolidates policy and legal framework, but also connects human resource development with other functions.

### *China's Energy-Saving Practices in its 11th Five-Year Plan (FYP): A Transition Management Perspective*

Mr. Dawei Liu of the University of Tokyo focused on the People's Republic of China's energy saving and emission reduction policy in line with its 11th Five-Year Plan (2006-2011). China was determined to develop stringent



energy-saving goals for its economic activities. To understand changes in socio-technical systems, Liu elaborated on a multi-level perspective: 1) landscape (macro-level), 2) regime (meso-level); and 3) niche (micro-level). Developments occur on all levels, causing an interaction, (Continued on the next page)

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and resulting in a transition. PR China identified a transition vision for the 11th Five-Year Plan; it strategically identified energy conservation and eco-friendly Chinese society as a goal. The Chinese government targeted 20% reduction in energy intensity. A transition arena was established in search of transition paths. According to Mr. Liu, possible paths for energy conservation are the following: 1) industry, 2) building construction, 3) transportation, and 4) industrial structure optimization.

### *Efforts Towards Reconstruction*

On behalf of Mayor Masanori Yamamoto, Vice Mayor Ichiro Nagoshi revisited the experience of Miyako City when it was struck by the March 2011 earthquake and tsunami which resulted in fatalities, financial losses, and destruction of houses. Showing photos of the city taken before, during and after the disaster, Vice Mayor Nagoshi expressed how saddening that situation was. Despite such tragic event, Vice Mayor Nagoshi showed how the city remains strong to rebuild itself and be back on track. According to its Basic Reconstruction Plan for the period of 2011 to 2019, Miyako City is in the process of promoting reconstruction projects and community rebuilding. The city's community rebuilding plans for its districts were spearheaded by the residents themselves. Vice Mayor Nagoshi shared that opinions of residents were highly valued in the process, which means that citizens are in the heart of the city's governance. The specific efforts in Miyako City's reconstruction include building of houses in safe areas to ensure a safe community, reconstructing basic infrastructure in order to bring back people's lives to normal, and the reconstruction of the economy and industry. Again, Vice Mayor Nagoshi emphasized the role of citizen participation in this endeavor.



### *The Roles of Community and Communal Law in Disaster Management in the Philippines: The Case of Dagupan City*

Taking off from his other paper on disaster management, Dr. Ebinezer Florano discussed the concepts of community and communal law, and community-led disaster management and, through a case study,



how the same were applied, or are being applied, in the Philippines. To be able to look deeper into this subject, he also explored under what conditions community involvement result in effective disaster management. The case showcased in the presentation is that of barangay (village) Mangin in Dagupan City of the province of Pangasinan. Dr. Florano called the barangay a “model community for disaster risk reduction and management”, after having won national awards and received international citations. According to Dr. Florano, impacts of climate change such as rising sea levels, disturbance in climatic patterns, stronger typhoons and surges, flooding, and water shortage/drought have been felt in Dagupan City and barangay Mangin is the most vulnerable from among the city's villages. This was one of the reasons why the village was a recipient of the Project PROMISE (Program for Hydro-Meteorological Disaster Mitigation in Secondary Cities in Asia) implemented by the Center for Disaster Preparedness (CDP) in partnership with the community under a grant from the USAID. Dr. Florano listed the accomplishments of the project in terms of both quantifiable and non-quantifiable indicators. The former include 0% casualty, 100% compliance to evacuation efforts, 100% community participation, and 100% efficiency of the early warning system, while the latter includes minimal dependence on the city for assistance, increased capacity, increased ability for program sustainability, and fast flow of communication in an actual evacuation. The presentation concluded that co-management has effectively taken place in this case under the conditions of (Continued on the next page)

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disaster awareness, strong community bonding, and strong adherence to participatory governance. While saying that co-management lasted only during the actual project, Dr. Florano noted that it was because the village has already learned how to sustain the program. He also cited the roles of other stakeholders in the process, but the larger credit was given to the CDP and the community.

### *Enabling Multilevel Responses and Resiliency for Climate Change Adaptation: Adaptive Management and Adaptive Governance in Local Initiatives, Nueva Vizcaya, Philippines*

Prof. Cristina Salvosa shared in her presentation the local initiatives for climate change adaptation and resiliency of Nueva Vizcaya, a province in the Philippines. She highlighted a number of challenges that the province faces in environmental management. Among these is poverty, which becomes an excuse for abuse of natural resources, and results in watershed degradation, increased hazards from landslides, flooding and drought.

Prof. Salvosa discussed the role of the provincial government in environmental management, particularly in providing technical assistance and avenues for information management to municipalities and cities relative to their climate change action plans.



Prof. Salvosa outlined some of the good practices that the province has been implementing over the years. This includes the Nueva Vizcaya Watershed Co-Management Program, the 300-hectare Provincial Forest Park, and the Municipal Forest Park. Prof. Salvosa recommended that, to be more effective in climate change adaptation and environmental management, the provincial government should create

localized climate change institutions and develop GIS-based tools for climate change adaptation.

### *Reality of Disaster Damage Sustained by Minamisanriku Town in Miyagi Prefecture and Challenging Efforts to Reconstruct the Town*

Mayor Jin Sato of Minamisanriku, Miyagi Prefecture reflected on the town's tragic experience with the March 2011 tsunami. He also talked about the disaster response of the municipality in the aftermath of the tsunami. He noted that Minamisanriku town is in the process of recovery based on its Disaster Recovery Plan which envisages "a town where nature, people, and work weave together peace and excitement" by March 2021. The ten-year recovery plan hopes to involve everyone in the town in the process of creative recovery. Mayor Sato noted that the plan has three goals: security and protection of human lives; nature and coexistence in community building; and work and excitement in community building. As of presentation time, accomplishments under the recovery plan include the completion of the temporary town hall and clinic. Other identified tasks for recovery are continued personnel sources, housing, railroad restoration, and recovery from population drain.



### *Crisis Management: A Case Study of Flooding Management of Pakkret City Municipality, Nonthaburi, Thailand*

Professor Pathan Suvanamongkol described the Flooding Management initiatives in Pakkret, Nonthaburi, Thailand. Prof. Pathan presented the "Pakkret Model", which showed how the municipality's Center for Flood Prevention and Problem Solving conducted various mitigation activities, such as surveillance and inspection, public relations, coordination and community-based warning, relief and mental health (Continued on the next page)

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care, habitation, situation evaluation and emergency relief, community participation, daily flood evaluation, and post-flood preparation. These functions are undertaken by the center's various units.



There was an emphasis on the initiative of the people themselves in preventing or at least minimizing the flood through the preparation of sand bags. The presentation noted that everyone was involved in this undertaking, including the monks.

Prof. Pathan ended his presentation by sharing the key success factors in Pakkret flood management. These factors are: effective leadership in preparing emergency plan and coordination of various sectors; participation of partners and the community; clear communication between the government and the community; and the fair treatment of both flood-affected and non-flood-affected citizens. After his presentation, Prof. Suvanamongkol used his remaining time with a video presentation showcasing the experience of Pakkret.

### ***Blame Game, Hindsight and Oblivescence: Impediments against Post-Emergency Investigations***

Mr. Kazuyuki Sasaki studied the three major challenges around the post-emergency investigation conducted on the Dai-ichi Nuclear Power Plant accident in Fukushima. Being part of the investigation teams that looked into the nuclear accident, Sasaki explained these three issues as the following:



1) "Blame-game", wherein the stakeholders became hesitant to fully cooperate with the investigation for fear of losing their reputation; 2) "hindsight", wherein stakeholders instead focus on what should have been done to prevent or act upon the accident; and 3) oblivescence (memory gap), wherein stakeholders "forget" what happened in the crisis response.

According to Sasaki, these three factors posed difficulties on the part of the investigation teams in looking into the accident. Despite these challenges, the post-emergency investigators involved in the Fukushima nuclear accident put in all their efforts to proceed with the investigation. He reiterated that impartial and fair post-emergency investigations are essential to ensure efficient assessment of the extent of damage and casualty from a disaster.

### ***The Role of Higher Education Institutions (HEIs) in Local Government Administration***

Prof. Joan Carinugan presented her examination of the higher education institutions that offer training programs and degrees to officials of local government units (LGUs) in the Philippines. In her paper, Prof. Carinugan explored whether the LGU capability-building programs of these HEIs contribute to the enhancement of the capacity of LGUs in local government administration. Using the case study approach, the paper looked at five HEIs in the country's National Capital Region (NCR). The five HEIs under study are development-oriented and offering either both degree and/or non-degree programs that are designed to help local government officials increase their knowledge and strengthen their skills in the area of local governance. The research noted that for some of the programs to be realized, partnership with the LGU or LGU groups (leagues) is necessary. Conducting a survey with the program graduates as



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respondents, Prof. Carinugan found that the programs have enhanced the capacity local officials in the performing their functions. Respondents reported that the impacts of the training programs were manifested in the improved delivery of services in their respective localities. However, the innovations and creativeness that local officials have applied in their respective LGUs were, only partly attributed to the HEIs' programs. The research recommended that the HEIs should complement—not compete with—each other in order to maximize the benefits out of these capacity building programs.

### ***Collaboration Testing: Open, Onsite, Government-Citizen Collaboration Practice in Saga Prefecture***

In this presentation, Mr. Kohzo Iwanaga discussed an innovative mechanism for CSO participation in the Saga Prefecture called the “Collaboration Testing.” This program allows the participation of and collaboration with CSOs by means of outsourcing some government

functions. According to Mr. Iwanaga, the increasing demands and needs of the public prompted the local government to expand the participation avenues of CSOs which include the citizens and other community-based

groups. Collaboration testing is based on the principles of disclosure of information (openness), mutual understanding (onsite), and strong will to realize collaboration proposals. Mr. Iwanaga cited the Saga Genki Hiroba general counter at the Prefectural Government Office, which is outsourced to CSOs. Figures from the presentation indicated that visitors to the Prefectural Government increased by 43% one year after the Saga Genki Hiroba started its operations. Because of this innovation, the Saga Prefecture won the 2010 UN Public Service Awards under the

***“Because of Saga Genki Hiroba, the Saga Prefecture won the 2010 UN Public Service Awards under the category ‘Fostering Participation in Policymaking Decision through Innovative Mechanisms.’”***

category “Fostering Participation in Policymaking Decision through Innovative Mechanisms.”

Although this mechanism has been on-going for years now, Mr. Iwanaga related that there remain some problems and challenges. These include the lack of capability of the CSO particularly in financial and manpower resources. Another challenge is the lack of government budgetary provisions in some cases, so CSOs become dissatisfied when approved collaboration proposal projects are not implemented.

### ***Improving Public Service Motivation in Vietnam: The Role of Administrative Leadership***

Professor Thu Trang Nguyen analyzed the role of administrative leadership and individual competence of the administration leader in Vietnam within the context public sector motivation (PSM) and human resource development. She

hypothesized that: 1) low quality of administrative leadership is associated with the decrease in work motivation of the public service; and 2) improving administrative leadership contributes to a higher level of PSM. Professor Nguyen pointed out that the low level of PSM in Vietnam has resulted in heavy “brain-drain” in the public sector, with about 16,000 voluntary resignations recorded from 2003 to 2008. Moreover, there is difficulty in attracting highly competent new entrants and retaining skilled and experienced officers. In 10 years, only 103 out of 1203 young talents were accepted in Hanoi public organizations. Based on a World Bank study, among the reasons cited for leaving the public sector were: improper remuneration (50%); no encouragement, reward, and development (36.1%); unexpected experiences (20.8%); seeking opportunities to show off capacity (18.1%); and discrimination (12.5%). These are all related to work motivation and environment, which



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are critical to attracting and retaining good civil servants. Professor Nguyen added that administrative leadership quality is affected by the dependence on political leadership. Party officials are involved in executive activities, and state officials are bound by Party policies. There is inadequate individual competence of individual leaders in terms of knowledge, skills, and PSM. In conclusion, she noted that, to a certain extent, the hypotheses advanced in the study were proved to be correct. The quality of administrative leadership has to be improved. She further recommended the following: review and fix legal framework to include motivation as a key task of public organization leaders; and conduct motivation-related trainings.

### *The Correlation between Emotional Intelligence And Social Support Work Life Balance: A Case Study on Indonesia Public Worker*

Prof. Iskandar Anwar Istiqomah started her presentation with the rationale that career women face the challenge of balance dual role – work, and personal and family life – in the Indonesian context. In line with emotional intelligence and social support concepts, she attempted to show the relationship between EI and social support vis-à-vis work-life balance of career women. She used two indicators from surveys conducted by the International Social Survey Programme and the Europe Social Survey. The results showed that, on the one hand, “there is no relationship between emotional intelligence and work–life balance”; on the other hand, “there is a significant relationship between social support and work-life balance among women workers.”



### *How Far is Bureaucratic Responsiveness Established in Local China? Building of Half-Baked Responsiveness in Wuhan*

Prof. Bennis Wai Yip So's presentation investigated on the responsiveness of government in PR China, with Wuhan as the case in point. He first discussed the concepts of accountability and responsiveness and how these are observed in PR China. According to him, there are two general forms of accountability: vertical accountability (which is the accountability to political executives) and horizontal accountability (or the accountability to the general public).

As for responsiveness, he categorized this into communication response, action response, and satisfactory outcome—the first being the lowest degree

***According to Prof. So, top bureaucrats and high-level government officials are disengaged from public accountability. He also observed that there is lack of social trust and reciprocity.***

of responsiveness and the last being the highest. Reports from the government indicated promising results of the remedy movement leading to satisfactory rate of handling citizens' complaints and addressing 10 major

problems. This is a big leap in terms of government responsiveness. For Prof. So, however, this responsiveness is half-baked. While local governments become more transparent, there remains a conflict between vertical and horizontal accountability.

According to Prof. So, horizontal accountability is subservient to the other. In addition, top bureaucrats and high-level government officials are disengaged from public accountability. So also observed that there is lack of social trust and reciprocity.

### ***E-democracy Through Mobile Phone: Opportunities and Challenges for Indonesia***

Being an archipelagic country, there is a wide geographic gap between the people and the government institutions in Indonesia. Thus, in her paper, Ms. Susy Ella explored the possibility of using information and (Continued on the next page)

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communication technology (ICT) as a mechanism for participation in governance. Because Indonesians are active in the use of mobile phones, Ms. Ella believes that citizens can use their mobile phones to reach out to their government officials. In addition to the increasing number of users of mobile phones in all provinces in Indonesia, another factor that allows for an opportunity for people to express their aspirations to the government is the improving services and infrastructure of the country's telecommunications companies. According to Ms. Ella, the technology brought by mobile phones can be an effective mechanism to implement e-democracy in Indonesia. She suggested harnessing this opportunity by working with the private sector and the citizens, and supporting infrastructure development. However, along with this opportunity are challenges that may hinder or slow the implementation of e-democracy. Ms. Ella identified these challenges as the following: political will of leaders, the costs and requirements of information management, and issues of what she calls "socialization", which includes lack of national and local government coordination and the various characteristics of the Indonesian people.

### *Efforts by Kyoto Prefecture to Reform its Administrative Management System*

Mr. Satoshi Harada shared the experience of Kyoto Prefecture Government in addressing public service demands and adapting to the challenges of local service delivery requirement. In particular, it reformed the local administration system infrastructure – both at the prefectural and municipal levels – through the use of data centric information and communications technology (ICT). It adopted new methods to achieve the most efficient local government support services with least possible cost. It was able to institute better collaboration and information sharing among its municipalities, and was able to engage stronger partnerships with the private sector in the provision of local government frontline services. Overall, the reform efforts achieved operational collaboration and enhanced administrative efficiency to the best possible

level through the use of digital canal, electronic approval system, integrated GIS system, municipal-based administrative support system and integrated financial management. The efforts likewise achieved and reformed local tax administration, lower operating system cost, and partnership with the private sector through outsourcing the pay calculation system, thereby, further improving local government efficiency, and effectiveness.



### *The Government's Methods of Acquiring Professionals for the Crisis Management and Reconstruction*

Mr. Koichi Kawai of Waseda University described the professionals that deal with crisis management and reconstruction. He eventually identifies individuals that governments should provide in a critical situation like calamities and other disasters. He then describes formal and informal institutional frameworks to secure the professionals that Japanese municipal governments utilize in disaster risk reduction management (i.e. calamities). Municipalities create and use the frameworks for their efforts to support post-disaster reconstruction. Next is the analysis of primary documents provided by municipal governments indicating institutional frameworks. However, the author admits that it is difficult for municipal governments to secure professional staff with expediency since every local government experience severe staff shortage. Finally, Mr. Kawai points out the implication of his analysis and practical agenda.

## GOVERNANCE (POLICY ISSUES)

The section on Governance (policy issues) focuses on public-private partnership and regional management. The papers under this theme mainly present issues on population management, ageing society and welfare, and other relevant policy challenges.

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### *International University-Community Cooperation for Environmental Sustainability*

Dr. Victoria Valenzuela's presentation is a sharing of their initiative that aims to address the capacity gaps at the village level to promote sustainability concepts through the collaboration with the provincial government of Bulacan and industry associations, coordination with Bulacan Environment and Natural Resources Office, a cement company, and with a few industries such as tanneries and paper companies. Moreover, their initiative intends to operationalize the concept of corporate social responsibility through the adoption of cleaner production innovations, which improve workplace safety and minimize risks. Their action also aims to enhance the capacity of local institutions by learning to integrate economic progress, social development, and environmental protection. She then shared the concrete steps that they recently undertook: seminar-workshop on lean and clean manufacturing, visit to Angat River and watershed, and study tour to a tannery industry in Bulacan. Such activities helped developed camaraderie and teamwork among the 30 participants from private sector, government and industry. To sustain their efforts, she proposed an plan of action: develop consensus, adopt cleaner production, introduce concepts of industrial technology, integrate the concept of environmental sustainability, analyze regulations, and develop case studies. She ended by stressing the importance of cooperation and leadership at the national level. She invited everyone to work for the promotion of international university-community cooperation.



### *Top-Down Policy Process for the Decentralization of Adult Social Care: Legacy and Innovation in the National Care Insurance System in Japan*

Ms. Kyoko Ohta discussed how the system on adult social care was designed by the central government and implemented by local governments in Japan. This has been a policy response to Japan's aging society social problem, which will ensue as the "2025 crisis" with more Japanese – including the so called 'baby-boomers' – belonging to over 75 years old bracket. The system reformed Shochi – state subsidy and measures by municipalities for the care of the elderly in the 1950s – to long-term care insurance to "localization" policy. The central government introduced a new "localization" policy of elderly care, and it was not a graduate shift. The new localization policy covers combining finance (municipalities as insurer), services (supply-side), systems, workforce and demand side pursuing a shared principle. However, Ms. Ohta argued the "localization" is actually not shared. Under this policy, the Ministry of Welfare promotes community general support following an ideal set-up – team approach, care team, protection measure, community general support and center's management council, among others. Ms. Ohta shared some practices and innovations in selected local governments on small-size multi-function care facility (day care), community integrated care, and home care services in old houses. She also identified key factors that affect performance including the importance of local leaders – and their linkages with the central government – as a key factor in the success of the program. The leaders are asked to become members of the advisory committee for the central government. Other factors include demographics, political, institutional, and financial factors. Although there may be some competing forces that affect implementation of the localization policy for elderly care like multiple actors and functions,



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the potential and success of the top-down process to localization may be attributed to the bureaucratic character of Japan. Ms Ohta concluded by noting that state bureaucracy is very strong in Japan, but flexible to persuasion, and may encourage interest groups and policy actors.

### ***Key Factors Affecting the Success of Organic Agriculture in Thai Communities: Three Case Studies in Ubonratchathane and Srisaket Provinces***

Using case studies, Prof. Pasupha Chinvarasopak examined the success factors of organic agriculture, despite the very slow adoption rate in Thailand, which is lower than the average in Asian countries. In her framework, she introduced the key concepts of policy implementation, social capital, and sufficiency economy philosophy, a model of which was shown by highlighting the interacting concepts of sufficiency, reasonableness and self-immunity. With this model, she proposed a new theory in agriculture. Key findings of her cases include the following: reduced cost, increased income (but debt remains), benefits of organic farming (better seed, environment, health, self reliance, etc.), increased group power (knowledge sharing, helping one another in farm work, increased negotiating power, easy access to support, and creation of a friendly working environment), increased support systems in the areas of knowledge, certification, tools and equipment, and market. She concluded that, despite the power, groups need support in every aspect. She added that organic agricultural policy should be tailored to groups, and be supported by other players, particularly the government. When asked about the role of the government, she said that the government provides training and education on the shift from chemical to organic, as well as site visits to demonstration areas;



however, the government does not support much in terms of marketing. When asked about the initiatives to increase domestic consumption, she stated that in rural areas, organic produce are available at flea markets at a cheaper price.

### ***Political Economy of Local Roads Development: The Case of Eastern Samar Province***

Mr. Jose Tiu Sonco's paper explained that policy design and implementation of intergovernmental fiscal transfers to the efficiency, effectiveness, and accountability of local roads development (LRD) under a decentralized regime. Local roads are critical rural infrastructures that remain un-developed – poor network and uneven investments – in the Philippines. Mr. Tiu Sonco located his presentation within the context of rural poverty, infrastructure investments, and decentralization. He referred to seminal works of respected academics (economics and political science) on the mixed impact of decentralization in the Philippines thus far. The decentralization law of the Philippines as currently designed has been unable to correct fiscal imbalances between tiers of local governments, which resulted in the uneven performance of local governments. The evidence suggested that Eastern Samar's critical constraints to local roads development are:

1) low levels of investment on rural infrastructure and poor local roads network as a result of national policy design and low levels of local revenues; 2) high vulnerability to and costs of corruption as a result of poor and lack of accountability; 3) poor institutional and organizational capacity of the local government; and 4) lack of citizens/ civil society engagement. He suggested that the evidenced-based analyses of the impact of decentralization in the Philippines and elsewhere should combine both macro and by tier of local governments to capture its real effects and policy issues,



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thereby providing policy options at the appropriate institutional level (i.e. national or sub-national). The pitfalls of decentralization including its impact measurement should likewise be recognized. He therefore argued the need to map, measure and (re) design intergovernmental fiscal transfers for local roads development, rural infrastructure as well as other local service delivery functions. There is also a need to conduct a comprehensive assessment and development plan for local roads at the provincial, municipal and barangay levels; and to promote collaboration between the province and municipalities, and central-local governments. At the national level, it is important to revisit fiscal decentralization policy to finance rural infrastructure including local roads development and improve financial allocation, utilization and accountability for inclusive growth and development; and to address fiscal gap for local roads development through a design of an intergovernmental fiscal transfer instrument, primarily for provinces and municipalities with clear resource pool, allocation and administration, funds flow and accountability mechanism. He ended his presentation by advancing a framework for local governance reform and sub-national strategy to strengthen local governance institutions through local roads investment.

### ***Problems and Prospects of Public-Private Partnership***

In his presentation, Dr. Pratyush Mani Tripathi plotted the differences between traditional procurement and public-private partnership (PPP). Tripathi's report indicated that PPP can be adopted in many sectors that require infrastructure such as power, transport, urban, education and health. He also explained that PPP allows for availability of private sector financing, increasing value for money through efficiency gains (faster implementation), benefit from private



sector efficiency, augmenting government resources, customer service orientation, and improving access to service delivery. Similarly, it provides the private sector with business opportunities. Despite the benefits of PPP, there remain problems that hinder its realization. This includes the global financial crisis which would result in more specific problems of financing and economic slowdown. There are also other challenges including complexity, the possibility of higher user charges, and the non-suitability of some projects under the PPP framework, among others.

### ***Actualizing Public Private Partnership (PPP): A Unique Brand of Governance***

In her presentation, Dr. April Teodosio narrowed down on the success of one growth area in the country via the realization of PPP in infrastructure development including non-traditional infrastructure sectors.

The LGU concerned revealed that PPP could best exist and operate when there is a prevailing competitive and healthy business climate along with good governance initiatives in place. Armed with investor confidence, she shows how PPP can facilitate increased capital inflow that in turn translates to better economic forecasts for local governments.



### ***What Can Improve Local Public Services?: An Empirical Analysis of the Philippines***

Presented by Dr. Kenichi Nishimura, this paper looked at the case of the Philippines in terms of governance styles in the Philippines. A survey of 300 respondents (mayors and municipal/ city planning and development coordinators) was conducted to explore this inquiry. Nishimura reported that Philippine mayors have generally two styles of governance: efficient governance with strong leadership; and constituent participatory (Continued on the next page)

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governance. Dr. Nishimura's presentation provided that majority of mayors give importance to political will as a factor in good local governance. They also subscribe to the idea of people's participation as evidenced by their focus and attendance to the selection of NGOs

/ POs as part of the local development council. Mayors are also more into meeting with NGOs than with business groups. Nishimura also noted that many of the mayors are concerned with staff development.

While positive findings were laid out in the presentation, negative observations were also made. Among these are the prevalence of "political families" in local governments and the process of "knowing" the NGOs and POs for the mayors to impose a certain degree of control over them.

### *An Inappropriate Esprit de Corps (A Review on Some State Institutional Policy Issues Towards Corruption Eradication in Indonesia)*

In his presentation, Dr. Andy Al Fatih argued that as a matter of public policy, the spirit can also awaken the commitment of an organization or a country (Indonesia in this case) to protect the interest of organization members and the organization itself. However, the commitment to organization is not necessarily absolute. Al Fatih continued that the policy to keep esprit de corps among the members of an organization ought to be used for the purpose of the good reputation and the honor of an organization. He pointed out the case of one of the extraordinary



policies made in Indonesia reform era: the Corruption Eradication Commission (CEC). This institution has an extremely huge power to eliminate or minimize corruption, collusion and nepotism. The CEC can serve the country effectively in combating shenanigans in government. However, numerous interest groups affected by its operations push for the central government to eliminate this body. For Dr. Al Fatih, it is an inappropriate esprit de corps and majority of the Indonesian people are against moves to abolish the CEC.



### *Promoting Gender-Responsive Budget in Development Programs*

Dr. Ambar Widaningrum featured in her presentation the gender issues that affect social welfare and basic human rights in Indonesia, as well as the installation of a gender-responsive budget for development. Citing data on gender-related economic and social vulnerabilities in Indonesia, Dr. Widaningrum pointed out that most women in Indonesia suffer from poverty, poor access to credit, low wage rates, low employment opportunities, and lack of active participation in the community and labor sector. Women also bear the burden of maternal mortality and malnutrition, with progress in the aforementioned areas being generally slow. Dr. Widaningrum asserted that these problems need to be quickly addressed. Drawing from the role of budget policy in addressing socio-economic problems, Dr. Widaningrum argued that gender budgeting may help empower both men and women as partners and beneficiaries of development. She said that the gender-specific budget does not provide



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for a separate allocation for women; rather it promotes a gender-equitable budget where both men and women reap the benefits of development. Government institutions, non-government organizations, civil society, and other concerned stakeholders, should be committed to contributing to a gender-specific budget.

### *Searching for a New Mode of Civic Governance in the Post-NPM Era*

In his presentation on new public management, Dr. Osamu Koike explored the prospects of using the civic governance model to improve public service delivery after the emergence of new public management in Japan. He posited that while market-oriented new public management scheme can improve citizen satisfaction in terms of the quality of public service delivery, it may adversely affect the performance of local government institutions. He said that a new form of governance should be able to address the needs of local governments, particularly in the field of environmental conservation. In his study, Dr. Koike looked into the case of the rural landscape or “satoyama” conservation program in Kanagawa to determine the feasibility of civic governance as either a complement or supplement to market-based, post-NPM governance. Dr. Koike described the arrangements and collaboration between farmers, prefectural governments, action groups and other stakeholders, working together for the conservation of the satoyama landscapes. Gauging from the results of the evaluation study conducted on 14 satoyama conversation areas, Dr. Koike argued that community-based environmental conservation is still a relevant form of governance even in the market-based public management area. He recommended that community-responsive policy measures should be formulated for conservation of the landscapes.



### *Public-Private Partnerships and Governance Challenges in Thai Municipalities: Perspectives of Chief Administrators (palat thesaban)*

Dr. Ploy Suebvises’ presentation talked about the public-private partnership (PPP) in Thailand as a new public management approach to improve service delivery. She drew the perspective of local administration in policy design and implementation of PPP in the country. PPP in Thailand has undergone many types of reforms since early 1990s in view of the shifting role of the government and transferring of its service provision function to the private sector. Over the years, there has been an increasing involvement of the private sector in the provision of utilities such as energy, telecommunications, and water, among others, not only to improve efficiency but also to share the risks and improve collaboration with the private sector. Recent developments in Thailand look at opportunities for increased PPP undertaking at the local government level.

The study examined the governance concepts, contributing success factors, identified problems and documented perspectives from local government administrators on PPP. Dr. Suebvises



emphasized and elaborated the following contributing factors for the success of PPP in Thailand: congruence of objectives, commitment, communication and trust, flexibility, transparency and good leadership. In conclusion, she suggested the design of a new law or policy to streamline procedures and guidelines on PPP particularly on encouraging private sector participation, improving accountability and increasing citizens’ engagement.

### *Enhancing the Delivery of Basic Services through the Community-Driven Development Approach*

Prof. Joel V. Mangahas’ presentation aimed to formulate a conceptual model to analyze the benefits of CDD as

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well as to share experiences in the Philippines. His model integrates perspectives from public choice theory, integrated approach to local development, and modalities of decentralized systems. He noted that CDD is directly related with decentralization, community empowerment, participatory governance, social capital, and local economic development. Most CDD projects share features of community planning, direct control of funds, community execution of projects, and community audits.

He identified several conditions under which CDD is successfully implemented: service delivery must take place in a decentralized milieu run by local governments; it must target local areas; local autonomy must be accompanied by effective systems of accountability; and citizens have to demand accountability and provide incentives for local governments to be responsive. His findings in the Philippines show that CDD targeted the poorest, reduced incidence of corruption, achieved economies of scale and significant economic rates of return, and lowered project cost. Moreover, it reflected the needs and preferences of the people, enhanced full sharing of financial information, and strengthened local planning councils, among others. In his summary and conclusion, he stressed that CDD pushes the envelope for both local government autonomy and accountability, and complements and enhances decentralization. Prof. Mangahas also remarked that, when done correctly, CDD reinforces good governance and improves service delivery.

***CDD pushes the envelope for both local government autonomy and accountability, and complements and enhances decentralization. Prof. Mangahas also remarked that CDD reinforces good governance and improves service delivery.***

## ***Significance of Collaboration among Citizens, Academics, Industry and Public Sector in Resolving Regional Issues—Case Study of Mitaka City, Tokyo***

Recently, Mitaka City's administrative affairs has been drawing national attention since it has been formulating policies based upon collaboration between the local government and its citizens. Examples of multi-lateral collaboration as described by Mayor Keiko Kiyohara are the Regional Care Networks and the Mimamori "Support" Networks—both of which target supporting the elderly and disabled. Moreover, he institutionalized the Community School System designed to mobilize the community's power to support local public schools. Mayor Kiyohara also introduced the Mitaka Machizukuri (Urban Planning) Discussion, which is a citizens' forum enabling people to discuss administrative plans in the city, where the people's voice is being heard and considered by the city government. The case of Mitaka City is widely perceived as extraordinary efforts by local governments to promote citizens' participation in their respective policy formulation. The author points out that what started as citizens' participation in policy planning transformed into a solid framework for collaboration where citizens share the goal and responsibility with the city government in solving local issues.

***The case of Mitaka City is widely perceived as extraordinary efforts by local governments to promote citizens' participation in their respective policy formulation.***

## ***In Search of Effective Functional Assignment: The Case of Decentralization in Indonesia***

Dr. Agus Pramusinto argued that the concurrent function, embodied in the Indonesian decentralization law, brings about several challenges for the local governments as functional assignments overlap across different government tiers. Thus, he asked the question "how should functional assignment be formulated and implemented?" Before providing his answers, he explained the importance of decentralization in a country like Indonesia. (Continued on the next page)

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He also presented several conditions that must be met for its effective implementation. Some of these conditions are: capacity, economies of scale, differing local demands, and no spillovers. He likewise explained the role of functional assignment, which consists of the concurrent, obligatory and optional functions. According to him, the problems facing functional assignment include: absence of linkages with sectoral laws, conflict with other laws, assumption of uniformity, inconsistency in grouping, overlapping responsibilities in functions (particularly on poverty alleviation), and unclear functions and delineation of functions, particularly of the provincial government, which receives a large sum of transfer from the central government. In addition, local governments tend to grab lucrative functions (e.g., infrastructure and investments), and avoids costly ones (e.g., social welfare). Accordingly, Dr. Pramusinto suggested, that due to small size, economies of scale can be achieved through amalgamation, increase in service provision by the provincial government, and motivation for district and city governments to provide minor services. Although symmetry is the principle adopted in devolving authorities, conditions of local governments vary. In conclusion, due to fragmented nature of functions, he advocated the consolidated model of functional assignment.



### ***Public Perception of the Quality of Government in Japan: A Preliminary Assessment***

Professor Masao Kikuchi started his presentation by stating the quality-quantity dilemma, where the former can be better understood from a cynical viewpoint. Despite the growth in research on the quality of government (QoG) and the gradual increase in reform practices, there is little consensus

on the definition of the quality of government, thus the need for a theoretical consideration. To define QoG, he adopted the concept of impartiality, which also relates to corruption and rule of law, where he believes the former can be better defined as a violation of impartiality principle, while the latter, as impartial application of rules and rights to all citizens. In conjunction with public service quality, he identified five major dimensions of the quality concept: conformance to specification; fitness for purpose; aligning inputs, processes, outputs and outcomes; meeting customer expectations; and passionate emotional involvement.

Moreover, he adopted the SERVQUAL model in service

quality, which is composed of reliability, tangibles, responsiveness, assurance and empathy. He mentioned other models, such as ISO and Japan Quality Award, of which Mita City is a recipient, as well as indicators of governance worldwide, which relates closely to the QoG concept. In his findings, the level of QoG differs according to government level, such that citizens judge municipal governments better than the national government. Moreover, the trust in local government increased after the 2011 earthquake. In the analysis of the quality in issuing residence certificate, he found that reliability has a negative effect on satisfaction, which runs counter to the theory. He highlighted the different values that are central to different concepts: i.e., impartiality in the quality of government, quality of life in the quality of governance, and good public service in the quality of public service. As enhancement of QoG is imperative for the future shape of government, he stressed the need to invest more in the investigation of the concept.



### ***Achievements after 20 years of Health Park Scheme***

Mr. Tadahiko Fujiwara is the mayor of Kawakami village in Nagano, which is known for its lettuce production, for having (Continued on the next page)

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the healthiest elderly in Japan, for having the lowest medical cost in Nagano, and for having the highest subscription rate to insurance in Japan. Historically, Nagano had not been a suitable place to growing agriculture due to its topography and climate, but Kawakami has been able to successfully produce lettuce and cabbage even in summer. He stated that, to achieve a higher level of overall satisfaction, there must be a shift from an agriculture-based to a life-based community, thus the adoption of a health park scheme.

The effectiveness of the scheme is a function of four factors: 1) advanced medical care, 2) natural environment, 3) human relationship, and 4) integration of public health, welfare, medical and nursing services. He then



showed how different professionals integrate and collaborate through a unique daily health park liaison meeting. The other salient feature of the scheme is its comprehensive support on care prevention, which is implemented through the promotion of care prevention, enhancement of home-care services for the elderly, and the provision of nursing-care insurance. After two decades of continuing efforts, the rate of healthy elderly has increased (many people in their 70s are still active farmers). Similarly, there has been an increase in the rate of people who spend their last days of life at home. Moreover, medical costs were reduced, and the health park can function as an alternative to a regional core hospital. He concluded by saying that there is no best way to provide health services to citizens, and that local governments must continue to innovate in this area.

### *Policies for Public Transportation in an Aging Society: Case Studies of the US Federal Government and the Commonwealth of Massachusetts*

Dr. Hiroka Mita's study seeks to ascertain factors that promote public transport policies to respond to local needs through case studies of public transportation in the US. The US federal government has allocated funds to transit systems in states and local areas since the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) was enacted during the Bush administration. This policy direction of the federal government has been largely continued despite administration change in 2008. Also, states like Massachusetts have lessened their roads construction budget, while increasing allocations for alternative public transport modes.

Why has the federal government continually supported the investment in and the rehabilitation of public transportation in states and local areas? Why did the ratio of transit budgets change? Dr. Hiroka Mita showed her hypotheses to analyze the policy change in public transportation. She also discussed case studies of the process of ISTEA enactment and allocation change in Massachusetts. She further analyzed the factors affecting the cases. Lastly, she showed the problem of local government in Japan according to the factors found in the case studies she earlier discussed.

***Why has the federal government continually supported the investment in and the rehabilitation of public transportation in states and local areas? Why did the ratio of transit budgets change?***

### *Free Health Service Policy in South Sumatra, Indonesia: Analysis on the collaboration between South Sumatra Government and private hospitals*

Dr. Radiyati Umi Partan stated that, despite the basic need of health (and as such, a key parameter to measure human index), it is not easily fulfilled due to poverty, high cost of service and low quality of life-based services, among others. As politicians

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use certain issues to get reelected, the incumbent governor also used health issues during his campaign, which led him to issue a decree to implement a free health service program in Palembang City, Indonesia.

For her analysis, she adopted the three principles in policy implementation: that implementation must accurately reflect the provisions in the policy, raise the commitment from policy implementors, and fulfill the public's wishes. She likewise adopted three key measurements (degree of compliance, smoothness of routine functions, achievement of desired performance and impact) in analyzing the program implementation in Muhammadiyah private hospital, which freely offers 23 different types of medical treatments. She found that the program is successful. However, she concluded that, despite its success, the quantity rather than quality is emphasized in the development of the program. She thus recommended that human resources and in-patient rooms be increased and improved, both quantity and quality of medicine be enhanced, and that the remuneration of doctors be improved to encourage more doctors to participate in the program.



### ***Policy on Decentralization of Public Health in South Sumatra, Indonesia***

As democratic governance emerged worldwide, both the international donor community and to a lesser extent, newly democratized governments, have become increasingly concerned about the creation of more open, responsive and effective local governments and the enhancement of community based participation.

In January 2008, the Local Government of South Sumatra initiated the "Free Health Policy" for indigent citizens. The policy forwarded a comprehensive

social security bill to the Parliament and declared the introduction of social health insurance a high priority. Dr. Andries Lionardo maintained that the new policy is essential for improving the low health status of the population and reducing poverty related to inadequate health care.

### ***Aiming to become a town whose natural beauties, traditions and cultural assets are passed on from the elderly to the young***

Mayor Yasushi Hanamoto presents his formula for encouraging the influx and/or permanent stay in Kamikatsu town, while revitalizing it to encourage others to stay on. He shared that Irodori is an agricultural hit product developed by the Kamikatsu town. Basically, it is a coloring, mainly used as a meal garnish. There was a movie documentary on how Irodori is made, with ordinary townsfolk, especially the elderly and women, playing roles in it.

Moreover, in order to make Kamikatsu more livable and environment-friendly, he embarked on efforts to prevent global warming wherein he attempted and succeeded to reduce the amount of waste that is set for disposal. Mayor Hanamoto also was able to reduce CO2 emissions by recycling wood chips for use as fuel for boilers.

### ***In order to make Kamikatsu more livable and environment-friendly, he embarked on efforts to prevent global warming wherein he attempted and succeeded to reduce the amount of waste that is set for disposal.***

Lastly, he sponsored an ordinance that aims to preserve the beauty of the town by preserving its natural beauty and build a community where residents can continue to exist in harmony without any threat or fear from danger or bodily harm.

### ***The Implementation of Urban Community Empowerment Program in Jakarta Province***

To set the context for her topic, Prof. Ika Sartika noted that Jakarta is the most populous city in Southeast Asia, where many

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good enough, involvement from the public particularly the poor communities themselves has to be further strengthened. Prof. Sartika added that a deeper understanding of the importance of UCEP is likewise crucial to its success.

***Exploring Policy Innovation and Diffusion of the Bookstart Program in Taiwan: An Information-based Approach***

Dr. Yu-Chang Ke seeks to ascertain the role of the decision-making process in the diffusion of the “Bookstart Program,” which promotes parent-child reading by distributing books to families with children under three years old. Specifically, Dr. Yu-Chang Ke would like to: (1) combine policy information and knowledge utilization to explore the policy innovation decision process; (2) investigate the policy ‘information network’ of policy member of the Bookstart Program in Taiwan; and (3) investigate the characteristics of the policy information and policy members, including the influences of these characteristics on knowledge utilization. In the course of the presentation, Dr. Thomas Edward Jones asked Drs. Ke and Kiyohara why there is both a high level of trust in Mitaka City and Taipei, respectively. Dr. Kiyohara replied that participation follows collaboration, and governance is the product of the two. Meanwhile, Dr. Ke said that it is difficult for them to evaluate the program since they are hampered by budgetary constraints.

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migrants remain unemployed and homeless. Thus, the government introduced the Urban Community Empowerment Program (UCEP) in Jakarta to alleviate poverty and create jobs. Whether or not it is effective is the main thrust of her presentation. She used a qualitative approach and the evaluation aspects of content, input, process and product. Her respondents, which were selected from various villages representing all five municipalities in Jakarta, were divided according to facilitators and users, and at different phases of the program implementation. Some of her key findings include the following: the understanding of UCEP is limited and needs to be improved; respondents are doubtful that it will alleviate poverty; mapping of the poor is incomplete, budget is limited; facilitators dominate the process; and the quality of products needs to be properly evaluated. She concluded that, while implementation has been relatively good, self-reliance of poor urban communities remains weak. Moreover, while the involvement of stakeholders in implementation was

# EROPA holds 2nd Stories to Share Session



Left-right: Secretary-General Orlando S. Mercado, Chair of the Stories to Share session; Mr. Kamon Iizumi, Governor of Tokushima prefecture; Ms. Agnes P. Dycoco, former Mayor of Libon, Albay, Philippines; and Dr. Le Dang Doanh, former senior adviser to the Vietnamese government and NAPA visiting fellow.

Three renowned public administration practitioners shared their experiences and expertise during the 2nd EROPA Stories to Share: Views from the Frontlines session. The event was held on 18 October 2013 as part of the 2013 EROPA Conference in Tachikawa City, Tokyo, Japan. The speakers were: Honorable Kamon Iizumi, Governor of Tokushima prefecture; Ms. Agnes P. Dycoco, former Municipal Mayor of Libon, Albay, Philippines; and Dr. Le Dang Doanh, Visiting Fellow at the National Academy of Public Administration, Vietnam, who is also former senior adviser to the Vietnamese government. The session was chaired by Dr. Orlando Mercado, EROPA Secretary-General.

The speakers altogether tackled themes on disaster management, crisis management and problem solving in local governments, and public administration in line with economic reform.

## *Turning crisis into opportunity*

In his presentation, Mr. Kamon Iizumi, Governor of the Tokushima prefecture, cited two main examples of how the prefectural government of Tokushima was able to transform recent crises into opportunities. One of these is the Hikari broadband project, Okoku-Tokushima. The prefectural government promoted this project in response to the digitization of terrestrial television programming and eventual reduction of accessible channels from other regions. Using the best fiber-optic network in Japan, the project has attracted investment and is aiming to reinvigorate remote villages.

Accordingly, a dozen ICT-related companies set up offices in the prefecture and has generated thousands of jobs.

Mr. Iizumi also presented the preparation activities of Tokushima for a major earthquake in

the Nankai Trough, which is expected to hit the area within the next 30 years. He remarked that he aimed for zero casualty through disaster prevention and mitigation. By learning from the recent Tohoku earthquake experience, the prefectural government has been upgrading the road networks, building land breakwater and emergency escape routes. Home quake-proofing is also being promoted through the utilization of a municipal subsidy. Promotion of a national tax system for this cause is also being undertaken. Another prescription is the promotion of self- and mutual-help through business continuity planning (BCP), where a prefectural-led planning is being pioneered by Tokushima. Other than encouraging BCP development in companies, he is also promoting the creation of a volunteer *(Continued on the next page)*

...Tokushima transformed from a **leading problem prefecture** to a **leading-edge problem-solving** one, mainly because the government believed that **“wisdom lies in the local communities”**.

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disaster prevention organization. Lastly, he introduced the use of natural energy such as mega-solar power, which will also power evacuation shelters and facilities during emergencies.

In conclusion, Mr. Iizumi stated that Tokushima transformed from a leading problem prefecture to a leading-edge problem-solving one, mainly because the government believed that “wisdom lies in the local communities”.

### **“Culture of Zero Casualty”**

Meanwhile, Ms. Agnes P. Dycoco, former Mayor of Libon, Albay, Philippines, discussed the disaster management practices of her hometown, Libon. In her presentation, she featured the “LIBONIC: A Local Innovation for Environmental Governance, Disaster Management and the Culture of Zero Casualty”. She explained that LIBONIC was developed first as a protocol for proactive disaster response and ensuring safety of communities. In this protocol or manual, public leaders, volunteers, and other constituents of the local governance in the frontlines of disaster management in Libon are guided in preparation, mitigation, response and recovery (PMRR) operations.

Preparation activities included weather monitoring and alert systems in every barangay (village) in Libon; coordination with relevant government agencies; prioritization of highly vulnerable barangays, vulnerability assessment, and capacity building, among others. Mitigation initiatives, aside from emergency relief operations and pre-emptive evacuation measures, also include long-term activities such as establishment and maintenance of solid waste management processing centers, river slope protection, and tree planting activities. In terms of

response, the local government of Libon mobilizes relief centers to distribute relief goods and inputs to livelihood, such as seedlings, temporary shelter materials, and cash for work opportunities. The local government also ensures in a long term that livelihood opportunities are made sustainable for the residents of Libon. Finally, the recovery aspect of LIBONIC includes preparation and enactment of damage reports and action plans through funding from various government agencies and non-government organizations. Ms. Dycoco shared that recovery measures begin with community restoration in mind.

Ms. Dycoco noted that under her leadership, and with the development of LIBONIC, Libon was heralded as the first town to locally adopt the provincial climate change adaptation framework. She found value from tapping direct experiences to develop environmental

**“Local governments, the first level of government connected to communities, are the best-positioned catalysts for transformation. Thus, they need to be supported.”**

--Ms. Agnes P. Dycoco, former Mayor of Libon, Albay, Philippines

governance and disaster management initiatives that stayed true to the needs and interests of residents in Libon. From her experience, she concluded that local government institutions, being directly connected to communities, are the best catalysts for transformation. She explained that it takes skill, time, political will and constant practice for local government leaders to implement environmental governance and disaster management initiatives. Lastly, she remarked that with constant changes in context and leadership, both the local government and their stakeholders must be united in envisioning peace, security and prosperity in the community.

### **State Reform**

Dr. Le Dang Doanh, former senior adviser to the Vietnamese government and now a visiting fellow at the National Academy of Public Administration (NAPA), Vietnam, discussed the Doi Moi economic reform in Vietnam in the 1980s, and how it influenced state reform, particularly (Continued on the next page)

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decentralization. He explained that the Doi Moi reform process transformed the economy of Vietnam to allow private enterprises and industries a hand in producing goods and services. However, he noted that the centrally-planned economic infrastructure remained highly bureaucratic, allowing only decision making at the higher level without clear delineation of responsibilities. This triggered the call to decentralize some of the functions of the government to the localities.

Dr. Doanh enumerated a number of necessities and requirements for economic reform in Vietnam: 1) international integration and commitment to international laws and agreements; 2) political reform; and 3) public administration reform.

Dr. Doanh pointed out that the Vietnam government has, since the Doi Moi, responded to the call for public administration reform. Many laws and decrees were revised to simplify administrative processes, allow for fiscal autonomy, clearly define civil service functions, and promote transparency and accountability. Since the implementation of Resolution 08 in 2004, most of the functions of the central government in planning and management of resources, social services and public enterprises were devolved to the provinces. This allowed local governments to take the lead in administering public services and participate in decision making processes.

However, Dr. Doanh remarked that decentralization of some of the functions of the central government posed serious implications, particularly on the ability of local governments to perform the devolved functions. He emphasized the importance of capacity building in local governments for decentralization to be more effective. He also pointed out the need to “foster a culture of change” in the government institutions.

## Mendoza is new EROPA Deputy Secretary-General

Dr. Maria Fe V. Mendoza, Professor and Dean of the UP National College of Public Administration and Governance (NCPAG), is the new EROPA Deputy Secretary-General for Research and Publications. She



succeeded the former NCPAG dean, Dr. Edna A. Co, who ended her term last 31 July 2013.

Prior to serving as NCPAG dean, Dr. Mendoza, was Vice Chancellor for Academic Affairs at the UP Open University from 2007-2013. She obtained her Bachelor of Science degree in Education (major in Mathematics), with *summa cum laude* honors, in 1978 at the Philippine Normal College, Manila. She finished her Master of Arts degree in Demography at the University of the Philippines in 1984, and earned her Doctoral degree in Public Administration in 2003 at the same university. She pursued her Masters degree in Development Studies at the Institute of Social Sciences, The Hague, Netherlands, in 1990, before attaining a Certificate in Public Enterprise Reform and Privatization at the University of Manchester, U.K.

Dr. Mendoza teaches undergraduate and graduate courses on public policy, public enterprise management, development models, administrative theories and governance. Moreover, she has written, edited and published journal articles, chapters and books on public sector reform, public policy, regulation, privatization, corporate governance, distance education, open universities, co-creation of knowledge, and Philippine competitiveness, among others.

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(approved 14 October 2013)

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Civil Service Commission

### *Associate Individual Member*

Mr. Admir Duraj  
Lawyer/Lecturer  
Graduate School of Economics  
University of Tirana

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## **PUBLIC ADMINISTRATION E-PUBLICATIONS**

### **Governance Asia-Pacific Watch (January 2014, Issue 146)**

An e-magazine dealing with six categories of public administration and ICT development. Link: <http://workspace.unpan.org/sites/internet/Documents/GAPW%20146%e6%9c%88%e5%88%8a.htm>

### **Disasters Management System in Nepal: Law and Policy**

A document discussing disaster management issues and challenges in Nepal, and synthesizing and analyzing these issues from a sectoral perspective. Link: <http://workspace.unpan.org/sites/internet/Documents/B4NP04%20Disasters%20Management%20System%20in%20Nepal%20Law%20and%20Policy.pdf>

### **Thailand's Tsunami: Disaster Management Lessons for Australia**

The paper aims to explain a little of what the government did, largely in Thailand for that was the author direct experience, in responding, and to draw out some lessons from that which the author hope may serve to further refine our contingency planning. Link: <http://workspace.unpan.org/sites/internet/Documents/S6AU06%20Thailand's%20tsunami%20-%20disaster%20management%20lessons%20for%20Australia.pdf>



## ABOUT EROPA

The *Eastern Regional Organization for Public Administration (EROPA) Bulletin* is published biennially by the EROPA Secretariat to update its members of the latest news and developments in EROPA and in the field of public administration and governance in the Asia-Pacific region.

The Eastern Regional Organization for Public Administration (EROPA) is an organization of states, groups and individuals in the general area of Asia and the Pacific. The Organization came into being in 1960, in response to a common desire among developing countries to promote regional cooperation in improving knowledge, systems and practices of government administration to help accelerate economic and social development. It was the first organization in the region to be devoted to the development of public administration in order to advance the economic and social development of countries in Asia and the Pacific. EROPA consists of state members in the region, institutions in the area such as institutes or schools of public administration, universities, agencies and municipal corporations and individuals whose achievements in the field of governance and public administration are recognized.

EROPA endeavors to achieve its objectives through regional conferences, seminars, training programs, and publications. Its activities are carried out through the EROPA headquarters in Manila, as well as through its three regional centers, namely the EROPA Development Management Center in Kyenggi-do, Korea, the EROPA Local Government Center in Tokyo, Japan and the EROPA Training Center in New Delhi, India.

Activities of EROPA have been held in different parts of the region. Meetings, conferences and seminars have been conducted in Manila, Hong Kong, Tokyo, Bangkok, New Delhi, Seoul, Taipei, Tehran, Jakarta, Kathmandu, Kuala Lumpur, Beijing, Macau, Hanoi, Canberra, Samoa, and Bandar Seri Begawan.

As one of the leading organizations in the Asia-Pacific region, EROPA has been accredited by the United Nations Public Administration Network (UNPAN) as one of the latter's Online Regional Centers (ORCs). As such, the EROPA serves as one of UNPAN's contributors in the Asia-Pacific region in keeping an updated database of public administration developments.

### **EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION**

National College of Public Administration and Governance (NCPAG)  
University of the Philippines, Diliman, Quezon City 1101 Philippines  
Telefax No.: +632 929 7789  
Website: <http://www.eropa.org.ph>  
E-mail: [eropa.secretariat@gmail.com](mailto:eropa.secretariat@gmail.com)