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EROPA Executive Council

1 January 2008 - 31 December 2009

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Korea
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Japan
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China
India
Indonesia
Islamic Republic of Iran
Japan
Korea
Nepal
Philippines
Thailand
Vietnam

State Members

Tehran Welcomes 21st EROPA General Assembly and Conference



His Excellency Dr. Parviz Davoodi, First Vice-President of the Islamic Republic of Iran, in his inaugural address.

HIS EXCELLENCY DR. PARVIZ DAVOODI, First Vice-President of the Islamic Republic of Iran, welcomed the guests and participants to the 21st EROPA General Assembly and Conference during the opening ceremony held at the Iranian Center for International Conferences last 19 November 2007.

In his inaugural address, Davoodi highlighted the different Islamic principles in government administration in order to realize more productivity. Among those noted are value for human resource, confidence in decision making, accountability, sense of commitment, scientific decision making, performance of duty, discipline in work, equity and fairness, good political leadership, and simplicity in the bureaucracy.

Ms. Patricia A. Sto. Tomas, Secretary General of EROPA, also warmly welcomed the participants and thanked the

government of the Islamic Republic of Iran for its invaluable efforts in making the event successful. She recognized the role of the Islamic Republic of Iran in public administration as one of the earliest seats of ancient civilization. She also thanked the participants for their continuous support to the activity despite unfortunate incidents encountered during their travel.

H. E. Dr. Mohammad Hassan Pasvar, Deputy Vice-President for Management Development and Human Capital of the Islamic Republic of Iran, in his welcome remarks expressed his appreciation to the EROPA Secretariat for its support and cooperation in organizing the event. He then reiterated the fact that the theme of the conference was jointly chosen in cooperation with the Secretariat because quality services in the public sector is now one of the most relevant issues across the

(see Tehran welcomes... on page 2)



Professor Dr. Nguyen Huu Khien and Dr. Mohammad Hassan Pasvar, Chair and Vice Chair of the 52nd Executive Council, respectively, award the Plaque of Appreciation to First Vice President Parviz Davoodi.

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the globe. He went on to say that in Islam, governments are committed to serve people, and people are expected to participate and assist governments.

H. E. Dr. Ebrahim Azizi, Vice-President for Management Development and Human Capital, also delivered an address and noted that transparency in responding to people is based on responsibility.

The General Assembly was attended by participants from 16 countries, namely: Afghanistan, Australia, Brunei Darussalam, Czech Republic, People's Republic of China, India, Indonesia, Islamic Republic of Iran, Japan, Korea, Malaysia, Nepal, Philippines, Thailand, Turkey and Vietnam.

“In Islam, governments are committed to serve people, and people are expected to participate and assist governments.”

State members of EROPA were represented by the heads of delegations: Mr. Xu Yuegao (People's Republic of China); Mr. Rudhra Gangadharan (India); Mr. Ismail Mohammad (Indonesia); Mr. Mohammad Hassan Pasvar (Islamic Republic of Iran); Mr. Akio Kamiko (Japan); Mr. Lee Seung-Woo (Korea); Mr. Yuba Raj Pandey (Nepal); Ms. Karina Constantino-David (Philippines); Mr. Sombat Thamrongthanyawong (Thailand); and Mr. Nguyen Huu Khien (Vietnam).

This year's conference adopted the theme “Service Quality in Public Sector: An Outcome-Based Approach” which was divided into six sub-themes as follows:

Reinventing Government: Promotion of Quality in the Public Sector Services

This sub-theme discussed the role of reinventing government as one viable strategy in achieving quality of public services. Papers in this sub-theme shared different reinventing measures such as reorganization, rationalization and restructuring, improving public administration education, new approaches in public service delivery, quality and performance management, and total quality management, among others.

Ethics and Trust in the Public Sector

As one of the most significant issues faced by governments, ethics and trust were also discussed in the conference. Papers in this sub-theme shared thoughts, ideas and issues on ethics and trust, performance and professional ethics, trust in government as the core element of good governance, increasing trust through increasing client satisfaction,

employees' trust, and religious approaches to management, among others.

Public Service Standards: Defining Clear Targets and Key Result Areas

The conference recognized the importance of setting standards and defining targets in public service delivery. Thus, the sub-theme on public service standards paved the way for the discussion of issues on minimum service standards, relationship between standardization and quality measurement, standards of public services, quality improvement, service standardization and TQM implementation.

The Role of Public Servants Toward Achieving Quality Services in Public Sector

The role of public servants was also discussed in the conference. This was due to the idea that they are the key players and the machinery of the bureaucracy in delivering public services. This sub-theme discussed the importance of public servants, human resource development, employees' capability and service quality, and job satisfaction, among others.

The Role of ICT in Achieving Quality Service

Information and communication technology (ICT) has been a powerful tool in promoting efficiency and transparency in government. With the goal of sharing ICT experiences of various countries, the conference provided a venue for the discussions on the utilization of ICT in local governments, application of e-services towards quality improvement, e-government in administrative reforms, and online delivery of public services.

Public-Private Partnerships Toward Quality Service

Public-Private Partnership (PPP) has been widely undertaken as a strategy in promoting quality of services in the public sector. This sub-theme was allotted for the discussion of the impact of PPP on the lives of the people. Further, quality services through citizen participation, and the role of non-government organizations (NGOs) were also discussed. ✉

53rd Executive Council Meets in Tehran

The Eastern Regional Organization for Public Administration (EROPA) held its 53rd Executive Council meeting on 18-21 November 2007 in Tehran, Islamic Republic of Iran.

In attendance were officers of the 51st-52nd executive council and delegates from state members: People's Republic of China, India, Indonesia, Islamic Republic of Iran, Japan, Republic of Korea, Nepal, Philippines, Thailand and Vietnam. Also present in the meeting were delegates from the Public Service Department (Brunei Darussalam), University of Canberra, and Council of Local Authorities for International Relations, Japan as representatives of group members. Mr. Susumu Kurosawa also attended the meeting as representative of individual members.

His Excellency Dr. Mohammad Hassan Pasvar, chair of the Iranian Organizing Committee, extended to the participants a cordial welcome to the Islamic Republic of Iran and to Tehran and wished them a pleasant stay and a nice time in Iran.

Council Chair Professor Dr. Nguyen Huu Khien of Vietnam thanked the government of the Islamic Republic of Iran through the Vice Presidency for Management Development and Human Capital for kindly hosting the 53rd Executive Council meeting; the EROPA Secretariat and the organizing committee of the host government for their excellent preparation of the event; and the organizational and individual members for their active participation in EROPA activities.

First Session, 18 November 2007 – Neuphle le Chateau Saloon, Esteghlal Hotel

The first session of the Executive Council meeting took place in Esteghlal Hotel. The agenda of the meeting included the reports of the Secretary General,

Commissioner of Audit, and 2 of the three EROPA Centers, the resignation of two state members, proposal to adopt sector-based topics during EROPA Conferences and Seminars, proposal to establish linkage with the International Institute of Administrative Sciences (IIAS), venue for next year's Executive Council Meeting and General Assembly, and the approval of new memberships.

Ms. Ma. Estrella M. Ocampo, EROPA Deputy Secretary General for Administration and Operations, reported the activities of EROPA covering the period October 2006 to October 2007. Among these were the conduct of the 52nd Executive



Council Meeting and Seminar hosted by the government of Brunei Darussalam through its Public Service Department in November 2006; completion of two special projects—the World Report on Decentralization and Local Autonomy and seminar on “The Six Disciplines of Breakthrough Learning;” and the start of a new project, the Online Training Course on Results-Based Monitoring and Evaluation of Programs to Track Progress of Millennium Development Goals at National and Local Levels. Other activities were the preparation for the 53rd Executive Council Meeting, 21st General Assembly and Conference, putting out publications, intensification of linkages, and uploading of documents in the UNPAN network. She invited the members to visit the updated EROPA website and to give suggestions on how to further improve it.

She also gave a financial report, a report on the implementation of the budget, and the status of the Educational Development Fund.

Hon. Lee Seung-Woo, president of the Central Officials Training Institute and director of the EROPA Development Management Center, reported that COTI and the EROPA Development Management Center conducted twelve international programs for about 170 foreign officials, of which about 120 came from eight EROPA countries. They also published the 17th issue of the COTI Highlights and mailed copies to various international bodies and former participants. He reiterated that Korea will host the 22nd General Assembly and 55th Executive Council Meeting in 2009.

Mr. Akio Kamiko, Vice President of the Local Autonomy College, reported that since the EROPA Local Government Center was founded in 1964, 488 participants from 58 countries attended the group Training Course in Local Government. For 2007, 9 trainees from 9 countries attended the program. They are also preparing for the publication of the 10th issue of the Comparative Studies Series. They also hold annual meetings of EROPA members in Japan.

Hon. Yuba Raj Pandey of Nepal, acting as EROPA's Commissioner of Audit, reported that EROPA has been consistently prudent in the use of its funds for running its administrative affairs and operations.

The council took note of the recent resignation of Malaysia and expressed concern for the resignation of two state members (the other is Australia in 2006). A suggestion was made to propose a project on how to increase memberships, and understand why some state members withdrew membership. It was also noted that EROPA should try to approach public service commissions, private and public institutions, and academic institutions and invite them to be members of EROPA.

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The Council approved 1 application for regular group membership, and 12 regular and 2 associate individual memberships.

Second Session, 19 November 2007 – Damavand Hall, Iranian Center for International Conferences

Due to time constraints, some of the topics were postponed for the second session of the Executive Council Meeting. Secretary General Patricia Sto. Tomas presided over the second session.

Discussions on the second session of the 53rd Executive Council meeting were mainly on the issues of venue for next year’s meeting, adoption of sector-based themes in EROPA Conferences, and linkage with the IIAS.

Due to the resignation of Australia as state member in 2006, its hosting for the EROPA Seminar and 54th Executive Council

in 2008 was also withdrawn. Secretary General Sto. Tomas offered the Philippines as an alternative venue for the events. Further, she also requested the Executive Council to allow the Philippines to pilot-test the implementation of a sector-based and more specific theme for next year’s seminar. The propositions were accepted by the Executive Council as there were no objections recorded. The Executive Council also gave its approval to the proposed linkage with the IIAS.

Third Session, 20 November 2007 – Aras Hall, Iranian Center for International Conferences

His Excellency Dr. Mohamad Hassan Pasvar, Vice President for Management and Human Capital Development of the Islamic Republic of Iran, and Hon. Lee Seung-Woo, President of the Central Officials Training Institute of the Republic of Korea, were elected as Chair and Vice-

Chair, respectively, of the 53rd Executive Council. Mr. Park, Kyung-Bae of the Republic of Korea was appointed as the Commissioner of Audit. Public Service Department (Brunei Darussalam), University of Canberra, and Council of Local Authorities for International Relations, Japan were re-elected as group member representatives and the Career Executive Service Board (CESB, Philippines) was elected as the newest group member representative. Elected individual member representatives were Mr. Akio Kamiko and Dr. Perla Legaspi. ✉

Local Autonomy College/ EROPA Local Government Center Activities, June-December, 2007

June-July 2007 ~Group Training Course in Local Government highlighting “Policy Making and Civil Society” attended by 9 participants from nine countries: Bangladesh, Bolivia, Cambodia, China, Guatemala, Indonesia, Malaysia, Nicaragua and Syria.

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Chinese Vice Minister...from page 12.

VM Yang was interested to learn new developments in the field of public administration and in HRM both at the national and local levels.

The Chinese officials were given an overview of the Philippine CSC by Assistant Commissioner Rogelio C. Limare and an orientation on HRM in the Philippine Public Service by Director Agnes D. Padilla. Policies on recruitment, promotion, performance appraisal and training were discussed.

The visit was highlighted with the signing of the Work Plan for 2008-2009 between the CSC and MOP by Commissioner Cesar D. Buenaflor and Vice Minister Yang Shiqui, respectively, under the Memorandum of Understanding on Cooperation signed in 1992.

On 7 December 2007, EROPA Secretary General Patricia Sto. Tomas also met with VM Yang in a lunch hosted by EROPA. Commissioner Buenaflor was also present during the said lunch. ✉

Source: Philippine Civil Service Commission

EROPA Goes Local: Localizing the Global Concept of “Six Disciplines”

The Eastern Regional Organization for Public Administration (EROPA) sponsored a seminar on “The Six Disciplines of Breakthrough Learning” held at the University of the Philippines National College of Public Administration and Governance (UP-NCPAG) last 7 September 2007. The said seminar was conducted in partnership with the Center for Leadership and Change, Inc. (CLCI).

Dr. Alex B. Brillantes, Jr., Dean of UP-NCPAG and EROPA Deputy Secretary-General for Research and Publications, graced the event through his welcome remarks. Likewise, Patricia A. Sto. Tomas, Secretary-General of EROPA, shared an inspiring and challenging message to the participants.

Upon introduction by Elmor D. Juridico, EROPA Deputy Secretary-General for Training and Development, Mr. Carlos “Caloy” Bulatao, master facilitator from the CLCI, started the discussions.



Bulatao mentoring the participants during the workshop sessions.

Bulatao’s discussions were based on the book “The Six Disciplines of Breakthrough Learning” authored by Calhoun W. Wick, Roy V. H. Pollock, Andrew McK. Jefferson, and Richard D. Flanagan. Discussions included innovative ideas and approaches on how to maximize the impacts of leadership and management.

The one-day seminar was attended by 101 participants who are civil servants—human resource managers, training and personnel specialists, department and section heads and managers, directors, administrative officers, program specialists, academicians, and local government officers—from various government offices in the Philippines.

EROPA Conference on “Service Quality in Public Sector: An Outcome-Based Approach”

The conference sessions and workshops comprehensively tackled the experiences, ideas and practices of various countries on how to improve the delivery and quality of public services through the consideration of government reinvention, ethics and trust, service standards, public servant roles, information technology and partnership.

This section shares these experiences, ideas and practices as observed by various countries.

Country Experiences

AFGHANISTAN

In his paper “Good Governance Issues and Success” Dr. Sadeq Mudaber shared the experiences of Afghanistan in its efforts to rebuild the nation after the regime of the Taliban. He shared the idea that Afghanistan has come a long way with the establishment of a democratic government in close cooperation with the international community. Looking at the six sub-themes of the conference, he revealed that reinvention in Afghanistan has come through a “democratic reinvention,” ethics has been observed by making public officials accountable, role of public servants is key in building the confidence of the people, and ICT has been given importance through the reorganization of the Ministry of Telecommunications to include Information Technology. Further, Dr. Mudaber also shared success stories of Afghanistan.

AUSTRALIA

Dr. James Elliott shared the current ethical issues in Australia in his paper called “Ethics and Trust in the Public Sector: Issues in Australia.” He approached the ethical issues in the country in the context of power, politicization, managerialism, and service delivery, to name some. He noted that the use of power without ethics leads to abuse and destroys trust in government. He also said that increasing political intervention in recent years has compromised public service. Further, he

noted that breach of promises from elected officials has brought damage to trust in government. Due to these issues, Elliott proposed that public service must follow ethical conduct not only to win the trust of the citizen but also the trust of political leaders.

CHINA

Mr. Xu Yuegao discussed his paper on “Civil Servant and Public Service – The Enlightenment of China.” His paper dealt with the reasons and mechanisms on the promotion of public service in China. He emphasized that the promotion of public service in China was driven by four important demands, namely: demand of developing market economy; demand of improving democratic politics; demand of building a harmonious society; and demand of achieving administrative innovation. Mr. Xu also discussed the different mechanisms and efforts undertaken by the Chinese government in meeting the mentioned demands toward promoting public service. He stressed that the main strategy to doing these was through focusing on the role and development of civil servants.

INDONESIA

Dr. Ismail Mohamad, in his paper called “Minimum Service Standard as Public Service Improvement Efforts: The Indonesian Experience,” shared the practices, strategies and experiences of Indonesia in terms of implementing the Minimum Service Standard (MSS). He discussed the strategies adopted for this effort which include decentralization, capacity building for local government, integration of basic services in national and local planning and budgeting, and provision of technical and financial support, among others. He also identified the best practices of some local governments in the implementation of the MSS. In conclusion, Mohamad claimed that MSS is in fact the actualization of the Indonesian decentralization policy.

ISLAMIC REPUBLIC OF IRAN

Dr. Mohammad Ali Shafia, who introduced the main theme of the conference, talked about his paper on “Bridging the Gap Between Perceived and Expected Public Service Quality of the Operations in the Islamic Republic of Iran.” He said that safeguarding the delivery of quality public service seems to be the main promising goal to satisfy public needs and raise the degree of a nation’s loyalty to the government. He also identified what citizens like in the process of service delivery and these are: efficiency, accountability and fairness, awareness of people’s needs, responsiveness, reliability, consistency, and respect to individuals. Dr. Shafia also discussed what the Iranian government has undertaken to respond to the needs of Iranian taxpayers. These undertakings include: logical downsizing of government institutions; reviving the organizational structure; amending and updating managerial systems; evolving the government human force recruitment system; planning to improve employees’ training and development system; applying value streaming in governmental processes and procedures; and valuing and honoring the service receivers.

Dr. Abbas Monavarian discussed his paper on “New Approaches in Public Service Delivery.” He highlighted in his presentation the recent trends in public service delivery which include New Public Management (NPM), Governance or Partnership Approach, and E-government as a tool for NPM and Governance. He concluded that there is no one best way to improve public service delivery and emphasized that public service should be at the heart of any undertaking towards improvement.

Dr. Majid Pesaran Ghader discussed his paper on “A Contingency Model for Reforming the Administrative System in Iran: ‘VALUED STREAM’ Model.” Dr. Ghader proposed that the “VALUED STREAM” model – which stands for Vision, Alternatives, Leadership, Utility,

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E-governance, Developing Human Resource Management, Organizational Structure, Trueness, Responsibility, Rules and Regulations, E-governance, Accountability, and Methods – will lead to efficiency, effectiveness, employee satisfaction, client satisfaction, and society satisfaction, that would in turn lead to total productivity.

Dr. Sadegh Bakhtiari presented his paper on “Service Quality in the Public Sector and Its Impact on Economic Growth and Development.” Dr. Bakhtiari talked about the importance of quality services, the role of private sector in economic development, and the role of public sector in encouraging the private sector for investments. Further, he noted that governmental decisions and major public services like public safety, education, and highway and transportation have effects on economic development. Therefore, he discussed that high quality of public service is important and this can be achieved if the services are well-organized and efficient, accountable and fair, aware of users’ needs, reliable, consistent and clear, easy to use, and delivered by a knowledgeable staff.

Dr. Mojtaba Khalesi presented the paper “Quality Disaster Management in Asia and the Pacific: The Role of ICST.” Dr. Khalesi showed that Asia has the most recorded disasters among the different regions, resulting in most damages. He reported that previous efforts on disaster management in the region are not sufficient. He therefore suggested utilizing the ICST-based disaster management which requires information, communication and space technology (ICST), technical tools for communication and information exchange, and capacity building towards effective disaster management.

Ms. Melika Shirmohammadi presented the paper “A Survey of the Influence of Intergovernmental Relations on the Pace and Quality of Public Services” which she co-authored with Dr. Ali Ashgar Pourezat. The presentation argued that the pace and quality of public services are influenced by the requirements of complex government structures and

procedures in national problem solving. The complexity in policy-making is also increased by factors like level of target society, type of service needed, and complex governmental systems. The authors therefore suggested that the design of various sets and applicable policies which are specific to various regions depending on the needs of the citizens should be implemented.

Dr. Mehdi Darvish delivered his paper on “A study on concurrent criterion validity of cognitive and non-cognitive variables in relation to responsibility in work trainees of some companies affiliated with a government organization.” He found that responsibility is to a great extent a matter of personality. He suggested that strengthening the sense of responsibility in people may be better realized through personality characteristics such as thinking before acting, being considerate, respecting ideas of others, being flexible, avoiding aggression, and strengthening self-esteem, among others.

Mr. Mohammad Ramezani presented the paper “Increasing Client’s Satisfaction – An Effective Element to Increase Trust into Organization” which he co-authored with Mr. Ali Safdari. He described the Iranian government’s efforts to increase public trust in government. Through a national survey, it was found that many people have relatively high trust in government and service providers. The authors recommended some measures in order to further increase public trust: building efficient workforce; holding employees accountable; increasing employees discipline; following regulations; equity in service delivery; and increasing commitment to customers.

In his paper “Looking for an Islamic Approach to Service Quality via Excellence Management in Public Sector,” Dr. Hedayat

Kargar Shouroki acknowledged the importance of service quality for customers. However, he noted that the choice of a proper model or technique in the public sector remains to be a problem that hinders the achievement of service quality. Therefore, he suggested the FACT Model as an excellence management approach in the context of the Islamic Republic of Iran. The FACT model stands for Faith, Acting right, Commending to the truth, and Tolerating (patience). For his conclusion, Dr. Shouroki stated that “FACT model provides information for



Islamic government managers that might wish to establish a religious and domestic model to enhance quality in public sector.”

Dr. Kamran Rezaie presented the paper “The Relation between Standardization and Service Quality Measuring in Public Sector: According to ISO 9001.” He articulated that TQM in the public sector is further than customer point of view about a product or service, while in the private sector, quality includes price, durability, reliability, time delivery, function

ability, support ability, external shape, popularity, safety and social effects. He also said that management has to see to it that customer requirements and needs are identified and provided. He also noted that a successful quality management in services improves efficiency of service and customer satisfaction, enhances profitability and efficiency, reduces costs, and adds to market share.

Dr. Mohammad Zayandeh presented his paper on "TQM Implementation in Hospitals: A Case Study in the Islamic



Republic of Iran" which featured the efforts and achievements of the country in terms of TQM implementation in hospitals. He started with the definitions and characteristics of TQM, and then proceeded to the discussion of the experiences of the country in implementing such in hospital services. He reported that the implementation of the TQM led to efficiency in patient discharge, standardization of languages used for better communication, knowledge of key hospital persons in doing things using a

scientific framework, development of teamwork among physicians, nurses, and staff, and the preparation of a strategic plan for 2008 to 2011, among others.

Dr. Abolhassan Faghihi delivered his paper on "Quality Management and Excellence in Higher Education: Towards Developing a Generic Model." The paper examined how modern quality management approaches could be applied at universities in order to improve education, learning and research. Dr. Faghihi reviewed the relevant theories and models of quality management in higher education. He also discussed the role that higher education leaders should play to enhance quality of their organizations. Finally, he suggested a comprehensive model that is based on learning organizations and puts an emphasis on the cooperation as well as collaboration of main stakeholders of higher education.

Dr. Mohsen Alameh shared the paper on "The Characteristics (Attributes) of Servant Leadership in Public Sector from the Islamic Value System Perspective (with emphasis on Nahjul Balaghah)." Dr. Alameh reviewed the literature on servant leadership and identified some characteristics a servant leader should have: vision, credibility, trust, service, model, pioneer, appreciation of others, and empowerment. He also noted that values is the essence of public administration. Further, he related the concept of servant leadership to Islamic values and ideologies. He regarded rendering service as an introduction to divine esteem and a kind of worship under the Islamic ideology.

Dr. Seyed Kamal Vaezi delivered his paper on "The Role of Knowledge Management for Reinventing Administrative Processes in Public Sector."

The paper highlighted the Iranian government's efforts to enhance the quality of service through a knowledge-based administration and management system (KBMS). It focused on the management of information resources in order to achieve policy and service quality, and reinvention of managerial procedures. The development stages of knowledge-based administration systems are implementation, adaptation, activation and maturity. Dr. Vaezi emphasized that KBMS can help Islamic countries, especially Iran, to improve public service processes like maintenance of domestic order, provision of public goods and services, promotion of economic growth and development, operation of social programs to eradicate poverty, and protection of civil liberties.

In his paper "Human Resource Development and Public Services Quality," Dr. Seyed Ahmad Tabatabaei discussed the importance of customer satisfaction and how government and private organizations can adopt strategies to achieve this goal. This means paying attention to efficiency, management, empowerment and quality of public services delivered. Dr. Tabatabaei explained that achieving quality of public services would require among others, re-engineering of responsibilities and missions of organizations, efficient human resource development infrastructures, participation of civil institutes for more accountability and transparency, adopting international standards and global accountability, and using market mechanisms in delivering public services, with the government playing minimum role in the development process.

Mr. Morteza Rassol Rowaisi's paper entitled "Is It a Time to Digitalize Public Sector Services?: Proposing a Suitable Model for Developing E-Government in Iran" shared that "in spite the huge investment in the ICT sector, there has been little progress in the context of fostering efficiency and transparency in the public sector services of Iran in different stages of e-government maturity." He stated that "practical realization of e-government requires reconceptualization of government."

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In the end, he proposed “an appropriate and dynamic model of Iranian e-government National Portal to be developed and extended to regional levels and enabling all citizens to have access to variety of services delivered by government agencies.”

Mr. Ahmadreza Ashrafologhalaei presented his paper on “Progress of E-Government and Administrative Reform in Iran.” He emphasized the role of E-Government in delivering government services and information to the public. Iran’s plans and practices in the field of E-Government were also reviewed. These plans and practices include: the Iranian Majlis’ (Parliament) allocation of over 100 million dollars for the development of ICTs for March 2003 to March 2004; the Cabinet’s ratification of a detailed program for implementing national information and communication projects; and the Management and Planning Organization’s (MPO) preparation of an action plan for accomplishing the e-government project. He identified some problems and obstacles in this undertaking, which include: IT illiteracy among the majority of government employees (even for University graduates), non-familiarity with the English language, inadequate communication infrastructure to support the needed contacts, lack of clear, well-thought-of, coordinated and citizen-centered e-government strategies, and lack of laws and legal frameworks for the use of IT to name a few.

Mr. Alireza Shapari shared his paper on “Electronic Government and Improving the Quality of Service Delivery to People.” He discussed the concept of e-government as a tool in achieving quality service. Further, he shared two cases of e-government, which are the e-Seva project of Andhra Pradesh in India and the Iranian National Portal Project (INP). Toward the sustainability of the INP, Mr. Shapari recommended that government offices should be computerized using online workflow procedure, all government employees have to be trained in their area of operation, and government servers should be connected to the internet to make them accessible to all citizens.

Dr. Behrouz Riyahi presented his paper on “New Theory of TQM in Iranian Public Sectors.” Dr. Riyahi pointed out that the main axis of effectiveness in Iranian public sector is God’s satisfaction, followed by Citizen’s satisfaction, Creation of social investment, and Stability of Islamic and believing values. He further emphasized that TQM conceptual model in Iran should be towards gaining God’s satisfaction before gaining customers’ satisfaction as individuals. With this specific Islamic context, he identified factors that would lead to effectiveness. These factors include: considering client’s opinion, flexibility in servicing, confidence-oriented servicing, correctness in servicing, staff capabilities, regarding value and believing concerns, responsiveness in servicing, and respect to clients. He recommended the implementation of TQM in Iran public sector, training of counselors and auditors for implementing the TQM system in public sector, and preparation of excellence management manual in public sector, among others.

Mr. Mohammad Souri, Chairman and CEO of the National Iranian Tanker Company (NITC), discussed his article on “NITC Achievements as a Result of Privatization.” Included in his discussion are: the increase in NITC clients, substantial increase in the value of NITC assets and profit record, increase in ship building orders, increase in joint ventures, achievements as top tanker operator, standard certifications and awards achieved, improvements on working conditions and reward system for employees, improvements of methods and systems, cost saving and enhancement of NITC services. Mr. Souri also noted that NITC ranked number 7 worldwide in 2007 from being number 11 in 2000. The NITC also aims to be at the fourth rank in 2009.

The paper titled “Quality of Public Services Through Citizen Participation” authored by Dr. Abbas Monavarian and Ms. Akram Khaleghi focused on the role and expectations of citizens to improve public services. The authors emphasized that citizen participation, service-profit chain for the public sector, and serious attention to ethics and values are the

main issues for improving public services to citizens. They also said that “a total commitment to quality service is necessary and this could be achieved by involving citizens in the process, by empowering all to help in decisions, and the entire organization becoming committed to citizen satisfaction; where, in the case of the public sector, citizens defined ‘satisfaction’ not the employee.” Considering citizen expectations, the authors recommended that “public officials must be encouraged to see themselves as serving a tangible public with clear rights and preferences, not a self-perpetuating bureaucracy.”

JAPAN

Dr. Akira Nakamura presented his paper on “Reinventing Government by Reinventing Public Officials: Experiences in Teaching Public Administration as an applied Science in Japan.” He discussed how Public Administration became a dynamic field from being a static one. As Public Administration continues to change, Nakamura contended that there is also a need to change the basic format in studying and teaching the field. According to him, Public Administration should belong to the domain of applied science by bringing together practical issues, coming up with applicable solutions, and considering the importance of the code of relevance. Nakamura also encouraged the teaching of subordinates to respect punctuality as an element of reinventing government.

Dr. Kosaku Dairokuno delivered his paper on “Trust in Government: The Core Element of Good Governance.” Dr. Dairokuno recognized the importance of history within a society, as he believed that no policy will be effective if history is disregarded. He took note of corruption as the case in point to present the role of trust in government. He argued that eradicating poverty is a prime goal, but it is not the prime goal as there are other important considerations and values. He finished his discussion by concluding that eradicating corruption will not be achieved without effective governance, which in turn depends upon people’s trust in government.



Mr. Akio Kamiko's paper on "Utilisation of Information and Communication Technologies by Local Governments in Japan" described the present situation of local governments in Japan with regard to the use of IC technologies and showed what difficulties local governments are facing in this regard. Mr. Kamiko discussed that the Ministry of Internal Affairs and Communications revealed the four main problems of ICT application in the local governments of Japan. These problems are: utilization of ICT in municipalities has not progressed far enough for the people to appreciate it; the economic efficiency of those ICT-related affairs has not yet optimized; new ICTs have not yet been fully utilized to solve local problems; and sufficient security measures have not yet been taken. Kamiko also observed that ICT utilization has been realized to a considerable extent inside the government, but the main challenge remains to be the ICT utilization and application of online procedures between the government and the people.

PHILIPPINES

Dr. Perla E. Legaspi tackled the reorganization experience of the Philippines' Department of Health (DOH) in her paper on "Restructuring the Bureaucracy: Some Problems and Insights of the Implementation Process." She discussed the policy framework and guidelines for reorganization and the mechanisms for the implementation of the strategy which involved an oversight committee, a reengineering secretariat, various task forces, and the reengineering desk. She also reported the problems encountered by employees including unclear policies and uncertainties concerning employment. Nonetheless, she noted that employees in the DOH observed improvements in public service delivery. Finally, she shared the lessons learned in the reorganization process which include the necessity for social preparation and capacity building on employees' new roles, the need to look at changes at the job level, and the need for incentives and rewards systems to motivate employees.

Atty. Ariel Ronquillo discussed his paper on "Ethics in Government: The Philippine Scenario." He discussed the nature, scope and characteristics of the Philippine Civil Service Commission (CSC), as well as the problems and issues confronting it, including graft and corruption, patronage politics and red tape. He then proceeded to the discussion of the different efforts of the CSC to address the issues. These efforts include programs like Mamamayan Muna Program, TEXTCSC, and Public Service Delivery Audit (PASADA), among others.

Atty. Ma. Anthonette Velasco-Allones delivered her paper entitled "From In-Line to Online: How ICT Facilitates Services Beyond the Front Desks." Ms. Allones described the experiences of the Department of Labor and Employment (DOLE) and Naga City in their efforts to implement ICT as a form of reinventing organizational processes. Through ICT, the DOLE was able to implement e-government programs and projects which resulted in efficiency, less processing time, and more accessible employment opportunities, among others. Naga City has also implemented its I-Governance program which is composed of the City web and the Citizen's Charter. This project has made possible the reduction of transaction costs and efficiency in the city government's operations. In her closing statement, Allones made clear that ICT is just a means to achieve efficiency, effectiveness and equity and it is still always very important to clarify purposes and goals, collaborate with other agencies, create a culture of customer engagement, and train personnel to enhance commitment to ICT utilization.

Dr. Gloria Lee shared her paper on "Public-Private Partnership: Its Implications on the Quality of Service to the Poverty Alleviation Programs/Projects for the Indigenous People." She discussed how the private sector and non-government organizations as well have helped in improving the lives of the people, particularly indigenous peoples of some areas in the Philippines. She focused on the impact of public, private and NGO partnerships in delivering education and housing services. Partnerships in education services include programs like 57/75

Movement, Adopt-a-School Program, Alternative Learning System, No Teacher Left Behind Program, Madrasah Program, and Philippine Institutional University Cooperation. On the other hand, partnerships on housing services were observed through the adoption of the "Gawad Kalinga" framework.

NEPAL

Mr. Yuba Raj Pandey discussed his paper on "Ethics and Trust in Public Sector: Nepalese Experiences." He first discussed the context of pursuing ethics and trust in Nepal in terms of political, economic, socio-cultural and administrative contexts. He disclosed the Nepalese experiences which include efforts to move towards political stability, restoration of peace and security, partnership approach in service delivery, involvement of private sector and non-government organizations, corruption control as a main agenda, concern on accountability and transparency, promotion of public sector ethics and legal framework, among others. He also identified the issues and challenges faced by Nepal in its efforts to increase trust in the public sector. To address these challenges, Pandey suggested that the government should define core values in public service, define clear mission, safeguard values while adapting change, empower citizens, bring government closer to the people (decentralization), use new technology, prioritize access to and delivery of services, empower civil society, and uphold transparency and accountability to combat corruption, among others. ☒

LAC Activities...from page 4

29-30 October 2007 ~Training program on local autonomy attended by 10 Cambodian government officials; part of Japan International Cooperation Agency's (JICA) mission for international cooperation.

August-December 2007 ~hosted country visits by exchange students from Kobe University, central and local government officials from Bangladesh, and officials from National School of Administration (China) and National Institute of Public Administration (Indonesia). ☒



Mr. Akio Kamiko
Vice President
Local Autonomy College
Japan

The conference in Tehran was the eleventh EROPA conference I ever attended so far. The first one I attended was the one in Bangkok in 1986, if I remember correctly. I worked in the secretariat for the seminar in Tokyo in 1987. I made my first try at a presentation at the conference in Seoul in 1992. After that I attended conferences in Kuala Lumpur, Macau, Manila, Bangkok again, New Delhi, Hanoi, and Bandar Seri Begawan.

The conference this year took me farthest from Japan. It was as smoothly run as ever, and for that I am grateful to the Iranian hosts and the EROPA Secretariat.

The snow on the nearby mountains around Tehran was a surprise to me. Not that snow is something I rarely see. We have plenty of snow in Japan, but somehow I could never associate snow with Iran. The trip to Iran corrected many such inaccurate notions in me. At the same time, I had some regrets. In EROPA conferences, I made quite a number of acquaintances. But they have thinned away over time. I hope that EROPA's new experimental way in next year's conference will bring in a new wave of people.

I am looking forward to coming to Manila for the conference in 2008. ☒



Dr. Ismail Mohamad
National Institute of
Public Administration
Indonesia

The commencement of the 21st EROPA General Assembly and Conference in Tehran, Islamic Republic of Iran, last 18th – 21st of November 2007, has eloquently produced various lessons learned for the advancement and development of public administration in general, as well as specifically for the member countries. Besides its various high quality discussion papers and presentations, this conference has also created conducive atmosphere and environment for discussions and exchanging experiences among the participants in the midst of impressive hospitality of the organizing committee, the government, and the people of Iran.

Although this conference is relatively short-lived, it has strengthened the relationships development as well as information exchanges among participating member countries which are expected to stimulate and foster the development of public administration in each member country. The EROPA's long journey through various activities in various member countries has enabled the development of thoughts and paradigm of public administration in each member country. This can be reflected from various papers and presentations in several activities during the conference as well as from various articles

and publications produced by the general secretariat of EROPA.

Nevertheless, although there were agreed concepts and thoughts of public administration within the discussions during the conference, there are still concerns on the practices of government administrations which are not in line with the principles of good governance. There are several EROPA member countries of which still project negative impressions to the world due to their increasing rate of corruption practices, increasing level of poverty, and other aspects which reflect the unsuccessful government management and administration.

This condition should become main concerns and priorities to be solved in the topics of discussions in the next EROPA conferences. For this reason, I support one of the results of the 53rd EROPA Executive Council meeting in Tehran, the Islamic Republic of Iran on 18 November 2007, namely, improving the quality of the EROPA's next conferences on the issues of public health service delivery, environmental protection, education reforms, judicial reforms, and social securities. In these conferences, there will be presentations from actors of good governance, that is, practitioners, governments, private sectors, and leaders of communities in the experiencing countries so the lesson learned gained would be very practical and implementable. ☒

5th UNPAN e-Knowledge Management Training, Korea e-Government Workshop held in Seoul

The United Nations Department of Economics and Social Affairs (UNDESA), the Ministry of Government Administration and Home Affairs (MOGAHA) of the Republic of Korea, and the United Nations Governance Centre (UNGC), held the 5th UNPAN e-Knowledge Management Training and Korea e-Government Workshop on 23-26 October 2007 at the Koreana Hotel in Seoul, Korea.

Hon. Choi Yang-sik, Vice Minister of MOGAHA, graced the program and cordially welcomed the participants to

Seoul. Likewise, Mr. Myungsoo Cho, UNGC Director, welcomed and wished the participants a pleasant stay in the city.

The said activities were organized to provide a venue for the sharing of experiences of various UNPAN online regional centers (ORCs) in terms of UNPAN's knowledge management know-how and for the training of new UNPAN members, and to introduce the progress of Korea's e-Government and expand exchange of ideas in the e-government sector.

Session 1 (23 October) of the training-workshop was allotted to the experience sharing of UNPAN ORCs. ORCs from the different regions of Africa, Arab States, Asia-Pacific, Europe, Latin America and Caribbean, and North America shared the opportunities, practices and challenges they encountered in the conduct of UNPAN activities for the last three years.

During Session 2 (24 October), officials of the Korean Government

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R E F L E C T I O N S ' C O R N E R



Dr. Lee, Seung-Woo
President
Central Officials
Training Institute
Korea

First, I would like to take this opportunity to offer my congratulations to the Government of the Islamic Republic of Iran on the successful hosting of the 53rd Executive Council Meeting and the 21st General Assembly and Conference on "Service Quality in the Public Sector: An Outcome-Based Approach."

It was my great honor to be elected as vice-president of EROPA General Assembly as well as vice-chair of Executive Council. During my tenure, I will do everything possible in my capacity to fulfill the goals of EROPA.

The Korean delegates benefited considerably from the exchange of ideas, opinions and insight offered by the diverse experience assembled in Tehran for the EROPA meeting. For the Korean delegates, our stay in Tehran was very rewarding. I believe that the 2007 Tehran meeting will provide fresh impetus to the growth of EROPA.

The Republic of Korea became a state member of EROPA in 1962. Since then, Korea has been actively participating in all EROPA's activities. Korea hosted the 3rd General Assembly, the 16th General Assembly, and the 39th Executive Council



31 December 2007. Plate-hanging ceremony at the Central Officials Training Institute, Kyenggi-do Province, Korea.

Meeting and Regional Seminar. I am very pleased to report that Korea is taking the necessary steps to host the 22nd EROPA General Assembly and Conference in Seoul in 2009.

The EROPA Development Management Center was established at COTI in November 1966 as an affiliated agency under EROPA to make contributions to effective development and improvement of organization and management program in public administration in the region. As a part of our efforts to foster EROPA activities at DM Center level, COTI held a plate-hanging ceremony on 31 December 2007 with COTI staff members in attendance.

I look forward to your continued support and interest in COTI's EROPA DM Center activities. ☒

The Eastern Regional Organization for Public Administration (EROPA) has been an UNPAN ORC since 2000. As such, EROPA, along with the Regional Cooperation Office for City Informatization in Asia and the Pacific (RCOCI) and the Asian Development Bank (ADB), is responsible for uploading recent public administration developments in the Asia-Pacific region to the UNPAN portal. Mr. Prejean Prieto, researcher at the EROPA Secretariat, attended the training as EROPA's representative.

Finally, Session 4 (26 October) was allotted to the field trip. The participants were toured to the Hwaseong Gasiri Information Network Village, SAMSUNG Electronics in Suwon, and Government Innovation Center of MOGAHA in Seoul.

In addition to the field trips, cultural activities were also experienced by the participants through the Han River tour boat, a walk along the Cheonggye Stream in Seoul, and a night visit in one of Seoul's popular malls. ☒

Upcoming Events from page 12....

Title: 33rd International Symposium on Public Personnel Management
Date: 4-7 May 2008
Venue: Phuket, Thailand
Organizer: International Public Management Association for Human Resources
Contact:
 Neil E. Reichenberg
 Executive Director, IPMA-HR
 1617 Duke Street, Alexandria, VA 22314 USA
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5th UNPAN e-Knowledge.... from page 10

presented lectures for the Korea e-Government Workshop, namely: IT Policy and e-Government Strategy in Korea; Knowledge Administration in Korea; Business Process Innovation in Government; Local e-Government in Korea; Best Practice of e-Government System; and Best Practice of e-Government. The lectures highlighted the current status of Korea's e-Government, achievements, best practices, innovation strategies, success stories and future directions.

Session 3 (25 October) was allotted to the training of the different ORCs' representatives on the UNPAN System, which included training on the latest UNPAN Conference/Training Database and training on the UNPAN Online Training Centre. The training of the 38 participants were conducted by Ms. Haiyan Qian, Chief of UNDESA's Knowledge Management Branch, and Mr. Deniz Susar, Associate Public Administration Officer at UNDESA, with assistance from Ms. Elvira Doyle, also from UNDESA. The training was supplemented with an evaluation to check on the participants' learning of the subject. ↗



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

EROPA is an organization of states, groups and individuals in the general area of Asia and the Pacific, which came into being in 1960, devoted to the development of public administration in order to advance the economic and social development of countries in Asia and the Pacific.

EROPA endeavors to achieve its objectives through regional conferences, seminars, training programs, special studies, surveys, researches and publications. Its activities are carried through the EROPA headquarters in Manila, as well as through its three regional centers, namely, the EROPA Local Government Centre in Japan, the EROPA Training Centre in India and the EROPA Development Management Centre in the Republic of Korea.

EROPA has been accorded consultative status by the United Nations, further emphasizing the cooperative relationship between the UN headquarters in New York and EROPA.

EROPA has also been accredited as one of the Online Regional Centers of the United Nations On-line Network of Regional Institutes for Capacity Building in Public Administration and Finance (UNPAN).

Eastern Regional Organization for Public Administration

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Upcoming Events

Title: Pan African Conference of Ministers of Local Government - Leadership Capacity Building For Decentralized Governance and Poverty Reduction in Africa

Date: 5 May 2008

Venue: Yaoundé, Cameroon

Organizer: UNDESA, MDP, UNDP & UNCDF

Contact:

Jonh-Mary Kauzya
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Administration Branch
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Tel: 212 963 1973
Fax: 212 963 2916

(see page 11 for more events)

EROPA participates in China-ASEAN Forum

The China-ASEAN Forum for Cooperation in Human Resource Development was held in Nanning, China last 7-8 November 2007. The forum's main theme was "Human Resource Development and Regional Economic Cooperation: China—ASEAN Cooperation in HRD."

Co-sponsored by the Ministry of Personnel of the People's Republic of China and the People's Government of Guangxi Zhuang Autonomous Region, the forum was attended by government officials, experts, scholars and entrepreneurs from China and ASEAN countries, and representatives from international organizations, involved with human resource management and development.

Regional Forum on Reinventing Government Held in Jakarta

The Regional Forum on Reinventing Government was held in Jakarta, Indonesia from 14-16 November 2007. The said event was organized by the United Nations Governance Centre (UNGC) in cooperation with the United Nations Economic and Social Affairs (UNDESA), United Nations Development Programme (UNDP) and the Government of Indonesia.

With the theme "Toward Transparent and Accountable Governance," the forum was attended by representatives from government, civil society, academe, and international organizations.

Dr. Alex B. Brillantes, Jr., EROPA Deputy Secretary General for Research

Chinese Vice Minister visits Philippine CSC

Vice Minister Yang Shiqui of the Ministry of Personnel (MOP) of the People's Republic of China (PRC) visited the Philippines on 6-7 December 2007. Accompanied by four other officials—Mr. Fu Xingguo, Director General, Department of Civil Service Management; Mr. Hao Bin, Deputy Director General, Department of International Exchange and Cooperation; Mr. Song Xin, Officer, General Office; and Ms. Ren Xiuli, Interpreter, Department of International Exchange and Cooperation—the Vice Minister visited the Philippines to

The sponsors invited EROPA to participate in the said forum. In response, Mr. Elmor D. Juridico, EROPA Deputy Secretary General for Training and Development, and an expert in HRD himself, delivered a speech on human resource development. Juridico discussed the role of human resource development as a tool for achieving national development through effective governance, commitments in public service, accountability and transparency in government, and integrity of civil servants.

Ms. Mary Ann F. Mendoza also attended the forum in her capacity as Commissioner of the Philippine Civil Service Commission. Mendoza is also a Senior Advisor to EROPA. ✉

and Publications and Dean of the University of the Philippines-National College of Public Administration and Governance (UP-NCPAG), attended the forum and delivered a context presentation on Service Delivery and Access. In his presentation, Dr. Brillantes discussed the challenges facing service delivery and access in developing countries at present, challenges facing public managers in service delivery and access, issues and concerns in governance and service delivery and access, issues with respect to decentralization and local governance, and lessons from international experiences on how to improve service delivery, among others. ✉

strengthen the bilateral relations between the two countries, particularly the Civil Service Commission (CSC) and MOP. The visit was also an opportunity for both the CSC and MOP to exchange experiences and learnings on Human Resource Management (HRM) with emphasis on recruitment, promotion, appraisal and training.

As requested by the Chinese Officials, the CSC organized briefings at the Quezon City Government and Career Executive Service Board (CESB).

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