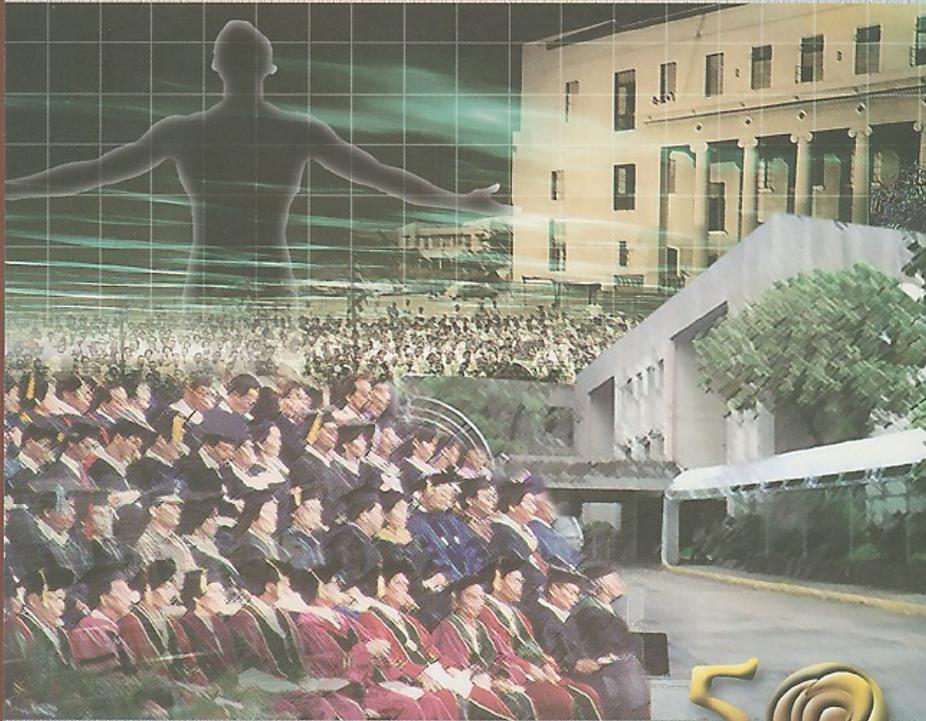




**International Conference
on Public Administration *plus* Governance**
Assessing the Past, Addressing the Future

October 21-23, 2002
Manila Hotel



National College of Public Administration & Governance
University of the Philippines

The College@50

WELCOME TO THE INTERNATIONAL CONFERENCE ON PUBLIC ADMINISTRATION *PLUS* GOVERNANCE: ASSESSING THE PAST, ADDRESSING THE FUTURE.

The International Conference on “Public Administration *plus* Governance: Assessing the Past, Addressing the Future” is the culminating event in the yearlong celebration of the 50th founding anniversary of the National College of Public Administration and Governance (NCPAG) of the University of the Philippines.

The transformation of the College to “National College of Public Administration and Governance” in 1998 is a recognition of its being a premier institution of higher learning in public administration and governance in the country. It has continually enriched the public administration discipline in theory, content and methodology through periodic review and fine-tuning of its academic offerings, thus, ensuring their continuing relevance to the needs of the times. Its substantive concerns have encompassed

- the improvement and reform of management in its traditional domain, the civil service;
- the recognition and enhancement of the public role and management of other organizations involved in governance; and
- the creation and strengthening of partnership of the state, market and civil society.

Its teaching-learning techniques cover the whole spectrum, ranging from

- the development and assessment of participation and community-based processes,
- service learning and voluntarism,
- the application of high-end technology, and
- their combinations.

Its work is animated by striving for

- excellence in education,
- commitment to democratic governance in pursuit of national goals for the common good, and
- solidarity with global concerns for sustainable development, environment, human survival, and the general welfare.

It has published since 1957 *the Philippine Journal of Public Administration*, a quarterly publication of international circulation and stature.

The NCPAG’s commitment to the improvement of governance for the public interest has been evident in its assistance to national government agencies, local government units, other academic institutions, nongovernment organizations, and the citizenry at large through consultancy, training programs and extension services. It has been recognized as a full-pledged center for professional training and education, research and information, and consultative services on public administration and governance in the country and in Asia. It maintains extensive linkages in the Executive and Legislative Branches of government as well as with local government units in different parts of the country. In its 50 years, the NCPAG has achieved significant milestones in the discipline and practice of public administration education. Specifically, these include, among others, the following:

- a) the expansion in the traditional scope of its discipline to include curricular offerings on **public policy and program administration, public enterprises, voluntary sector management, and spatial information management**, the latter being the newest addition to the fields of specialization offered by the NCPAG;
- b) its pioneering effort to expand the reach of its academic offerings in the region through the system of “**flying professors**” which has resulted over the years in the increase of schools offering graduate program in Public Administration, and as a consequence, the College now has embarked on reviewing these curricular offerings, teaching methods and materials to ensure quality standard in Public Administration education;
- c) the broadening of its discipline and operational framework **from administration to governance** as a demonstration of its efforts to be continually relevant to developments, events and changes in the national and global environment by serving as key actor and catalyst in the processes of social transformation which it performs on its own or together with the civil society and the market;
- d) its sustained work and contribution in **local governance**, from its pioneering project on local government research to the creation of the center for local government and its transformation into local and regional governance center; it has continually promoted and advocated its commitment to local autonomy and fully realized this commitment through its participation in the drafting of the 1991 Local Government Code; it has sustained its commitment to build capacities of local government officials and enhance their values of development orientation through its longest running training on local administration development program and other forms of technical assistance;
- e) its pioneering work in offering **Voluntary Sector Management** as a field of specialization as part of the College efforts in the capacity building for civil society - a field that the College has developed expertise over the years through its UP *Pahinungod*, its research on the nonprofit sector, and its immersion in civil society organizations;
- f) the conduct of **pioneering and continuing research studies** in areas such as:
 - **negative bureaucratic behavior** in the country and in Asia (referred to as graft and corruption during the Martial law period), with its research interest in this area being sustained by looking at the broader issues of accountability and ethics in public service;
 - **administrative policies, processes and reforms** to include administrative culture, re/organization and management studies, red tape, and decentralization studies;
 - **political policies, processes and reforms** such as decision making, leadership, citizenship, election processes, participation, and re/democratization;
 - **economic policies, processes, and reforms** such as economic planning, debt policy, fiscal policies and administration;
 - **regulatory management** such as studies on public enterprises, competition policy;
 - **program/sector studies** such as health, population, agriculture, agrarian reform from the perspective of a general policy or program implementation or both;

- and
- **over-arching policy issues** such as disaster management, poverty alleviation, social reform agenda, minimum basic needs, women and children issues.
- g) its pioneering work and sustained publication of **major textbooks, casebooks, and course readers in public administration** which are used extensively not only in the College but also by other schools offering Public Administration;
- h) its sustained work in the **conduct of training programs and provision of technical assistance** through its centers in collaboration with national government agencies including military organizations, with government-owned and controlled corporations, and with nongovernmental organizations; and
- i) its pioneering work in offering **distance education in public administration** with Master of Public Management at the graduate level, through the U.P. Open University.

With aforesaid milestones and more, the College celebrates its golden anniversary with this international conference. The International Conference aims to assess how far the discipline of public administration has evolved and responded to the different challenges of public administration *plus* governance. Hence, the conference discussion will revolve around the sub-themes of a) developments in the discipline of public administration education and research; b) development financing; c) public sector reforms in the areas of public enterprises, graft and corruption, poverty alleviation, civil service, decentralization; and in government-civil society relations.

It will bring together experts in the discipline in the country and abroad to share their ideas, knowledge, and experiences on cultures, civilizations and economies which can serve to incite meaningful exchanges on new and/or relevant meanings, theories, and perspectives to the study and practice of public administration.

The International Conference is indeed a fitting occasion to review the contribution of the NCPAG as an premier institution of public administration education in the country and in Asia to the discipline and practice of public administration and governance and impact to society, to affirm its responsibility to raise the standard of public administration education, and to renew its commitment to improve governance.

The U.P. NCPAG is grateful for the support extended by our foreign partner-institutions led by the **United Nations Development Programme**, the **Ford Foundation**, the **Philippine-Australia Governance Facility-Australian Aid**, and the **British Council**. We likewise acknowledge the assistance given to the conference by the **Office of the President**, the **Department of Budget and Management**, the **Government Service Insurance System**, the local government of **Quezon City**, and the **Tan Yan Kee Foundation**.



PROF. LEONOR MAGTOLIS BRIONES

Professor, NCPAG, U.P.,
and Secretary-General
NCPAG International Conference



MA. CONCEPCION P. ALFILER

Dean
National College of Public Administration
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NCPAG Guiding Philosophy

A Tradition of Excellence

The National College of Public Administration and Governance (NCPAG) has been the pioneering leader of the discipline in the Philippines and in Asia since its establishment as the Institute of Public Administration in 1951.

In performing its three-fold function of instruction, research, and extension service, it has expanded its scope from governmental management to the broader concerns of governance, including the *role* of other state institutions and civil society.

Vision

The NCPAG envisions a public service founded on competence and compassion, integrity and leadership, and on values of public interest and high ethical standards. It commits itself to serve the nation by initiating and promoting the requisite reforms in governance. To these ends, it seeks to build and maintain a highly qualified faculty and staff and a well-equipped, pro-active organization.

Mission

As the premier school of Public Administration in the Philippines, the NCPAG,

- strives to promote excellence and relevance in the study and practice of public administration, executive leadership, and policy and administrative research;
- serves as a social critic as well as a purveyor of policy advice and technical assistance in government and nongovernmental agencies;
- seeks to build and nurture ties with international as well as local bodies engaged in the improvement of governance; and
- continuously and critically strives to meet the challenges and problems of governance.

In pursuing all these ends, it upholds the primacy of public interest and high ethical standards.



Office of the President
REPUBLIC OF THE PHILIPPINES

MALACAÑAN PALACE
Manila

MESSAGE



It is my pleasure to greet the speakers, participants and supporters of the National College of Public Administration and Governance (NCPAG) 2002 International Conference on Public Administration Plus Governance in culmination of UP-NCPAG's 50th Founding Anniversary celebration.

UN Secretary-General Kofi Annan once said that good governance is perhaps the single most important factor in eradicating poverty and promoting development. To this, I would like to add that the quality of governance is the most important determinant of society's history and is a crucial barometer of a nation's greatness.

Amidst the continuing redefinition of governments' role in this changing world environment, one thing remains certain – governments will continue to be at the forefront of social transformation. It is imperative that we have a clear understanding of how much we have attained in the past, where we are now and where we want to be, in our efforts to preside over the progress of our country.

This conference, with the theme, "*Public Administration Plus Governance: Assessing the Past, Addressing the Future*" is a perfect venue to reflect upon the lessons and successes of the past. It is an opportune time to crystallize the role of Public Administration as a discipline and profession and how it can better serve the society in general. Let me, thus, express my appreciation to the entire NCPAG family for organizing this event and extend my warmest congratulations on your golden anniversary.

May you keep up the good work and remain committed to the ideals of your institution in the service of our countrymen. *Mabuhay!*

MANILA
21 October 2002
ren/ncpag @ 50


GLORIA MACAPAGAL-ARROYO



University of the Philippines
Quezon City

OFFICE OF THE PRESIDENT

M E S S A G E



The *2002 International Conference on Public Administration Plus Governance* is the culmination of a whole year celebration of the 50th anniversary of the National College of Public Administration and Governance. As one of its first graduates, I have vivid memories of the early years when it was still a small and relatively unknown college in Padre Faura. I started my academic career in what was then the Institute of Public Administration.

Public service has fallen into disrepute lately, as the ideologues of neo-liberalism vigorously and quite effectively peddled the policies of liberalization, deregulation and privatization. Government is equated with waste, inefficiency, and graft and corruption while the private sector is projected as the paragon of economy, efficiency and honesty. I don't understand why the practitioners and scholars in field of public administration are taking all this without complaint; in fact, many of them have accepted the claims of neo-liberalism as the truth.

In broadening its scope to embrace that nebulous concept of "governance," I hope the NCPAG will also take a critical look at the management of private sector and the non-governmental organizations. The evil practices now ascribed to government apparently pervade the whole society. The Philippines faces a systemic problem. It is not the government alone that needs reform.


FRANCISCO NEMENZO
President

2 October 2002



REPUBLIC OF THE PHILIPPINES

Department of Budget and Management
Malacañang, Manila

M E S S A G E

I wish to express my support and congratulations to the UP-NCPAG for sponsoring the International Conference on Public Administration and Governance on October 21-23, 2002.



This year's Conference theme "Public Administration Plus Governance: Assessing the Past, Addressing the Future" is very fitting at this time when our country is in dire need of reform measures for greater transparency, predictability and accountability in government operations in order to improve efficiency and effectiveness in government operations, thereby renewing public confidence in government. As one of the country's premier institutions of learning, the College can be a valuable partner of the national government in harnessing the talents and capabilities of public administrators to better serve and provide the basic services needed by Filipino people.

May this conference show your unwavering support to President Gloria Macapagal Arroyo's call for effective governance to make our country economically competitive.

More Power!

EMILIA T. BONCODIN
Secretary



Republic of the Philippines

Civil Service Commission

Constitution Hills, Batasang Pambansa Complex, Diliman, 1126 Quezon City

MESSAGE



The dynamic nature of public administration in the Philippines has been a most interesting subject — multidimensional, transcending a broad range of concerns, at times creative but most often controversial. Governance has emerged as a byword not only in public offices but even in the corporate realm during the past few years.

Thus, the theme of the conference “Public Administration Plus Governance: Assessing the Past, Addressing the Future” provides a fitting backdrop to the ebb and flow of public administration. The lessons of the past give us guideposts as we endeavor to work for an improved government for the people. Filipinos today are experiencing a renaissance of the public spirit; they are conscious of how public office should be. They fight for an administration they can trust, a government manned by dependable and upright individuals with equally dependable and upright leaders providing direction and order.

Perhaps we can assume this reality as we forecast the coming trends of public administration and governance. More and more individuals are assuming more active roles in matters affecting society, expressing their passion for a functioning system that would alleviate the lamentable conditions of public service. This spirit is contagious. It is my ardent wish that this convention will provide the impetus in keeping that spirit burning.


KARINA CONSTANTINO-DAVID
Chairperson



GOVERNMENT SERVICE INSURANCE SYSTEM
GSIS – Kahit Saan, Kahit Kailan Maaasahan.



In an era of rapid globalization, a responsive science of government must identify the rationale for, and set directions to achieve, the great public purposes of an evolving Philippine democracy. Management of government in this new millennium demands extensive utilization of diverse expertise, productive policy ideas, and regulatory frameworks. This formidable task makes public administration indispensable.

The GSIS is pleased to be a partner institution of UP-NCPAG at a time of significant developments in governance. Indeed, we need now more than ever to evaluate what public administration was, improve its present conditions, and plan for what it should be.

Recognizing that a reliable public service is a pre-eminent necessity in achieving a government responsive to the times, the GSIS puts a premium on adaptability, responsiveness, accountability, and best practice in all of its endeavors. Like the UP-NCPAG, we are an advocate of the development of an overall national strategy which supports a public administrative machinery that sustains growth in the new globalized environment.

The GSIS fully supports the UP-NCPAG in its aim to advance public administration by integrating policy and practice and using concepts from a diversity of intellectual and practical perspectives. We fully support their vision of the future of public administration – a future that recognizes the context provided by global developments and the evolution of our democratic society.

WINSTON F. GARCIA
President and General Manager
Government Service Insurance System



National College of Public Administration and Governance
University of the Philippines
Diliman, Quezon City
Philippines

Monday, September 30, 2002

Dear Dean Alfiler,

Congratulations on bringing together another successful conference. PAGF is confident that this exciting conference “Public Administration Plus Governance: Assessing the Past, Addressing the Future” will provide the same learning and sharing experiences as the previous successful NCPAG conferences we have had the pleasure of attending.

AusAID, through the Philippines Australia Governance Facility (PAGF) is delighted to support this conference and to enjoy a strong bond and friendship with the NCPAG faculty. The Philippines Australia Governance Facility, like NCPAG is working towards improving the standards of public administration in the Philippines.

AusAID and PAGF see conferences such as this as an excellent way for committed practitioners to share their ideas and learn from the experience of others. AusAID and PAGF wish you every success in this conference and all such endeavours in the future and are proud to be associated with NCPAG in sponsoring this conference.

Yours sincerely,

Ross Worthington

Dr. Ross Worthington
Facility Director

TAN YAN KEE FOUNDATION, INC



07 October 2002

MESSAGE

Congratulations to the faculty and staff of the National College of Public Administration and Governance (NCPAG-UP) on its 50th anniversary. The Tan Yan Kee Foundation hopes that it was able to contribute, in small measure, to the success of the International Conference on Public Administration and Governance which you are now holding.

This international conference reflects our society's deep concern over the pressing issue of governance. Like you, we believe in the importance of public administration due to its direct impact on our country's recovery efforts.

We take note that the thrust of the conference is to assess the past and address the future of public administration and governance in the Philippines and how it relates to the rest of the world. The theme is both timely and relevant given perceptions that despite our vast potential, we cannot seem to get our acts together as a nation.

Your chosen topics on globalization, privatization, deregulation and liberalization, public sector reform, graft and poverty alleviation, among others, are of great interest to us as businessmen and concerned citizens. Where we are now, where we are going and how are we going to get there are questions begging for answers. Intellectual discourse on these topics in a free academic setting will certainly guide us on how we do business and how we live our lives as private individuals.

As the principal philanthropic arm of the Lucio Tan Group of Companies, the Tan Yan Kee Foundation is also particularly interested in discussions relative to poverty alleviation. While we have been trying our best to help in our own small way, we'd like to know how we could be more effective in the exercise of our Corporate Social Responsibility (CSR). We look forward to receiving copies of the papers presented in this regard.

It is my sincere hope that the meaningful exchange of ideas in this international conference will be translated into action not just by government but also of companies and individuals who wish to make the Philippines a better place to live in.

Again, congratulations and more power.

A handwritten signature in black ink, appearing to read 'Lucio C. Tan'.

LUCIO C. TAN
Chairman and President

