

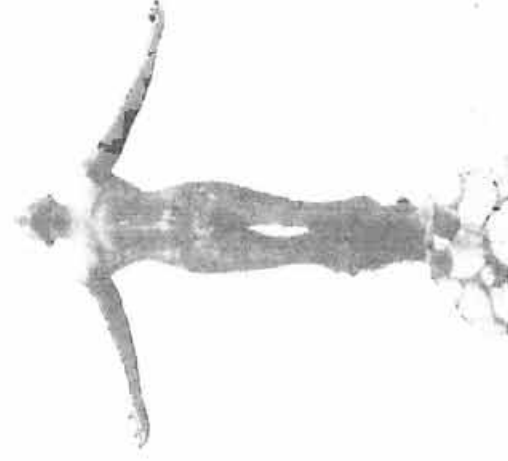
**PUBLIC ADMINISTRATION
and
DEMOCRATIC GOVERNANCE:**

**Breakout, Breakdown
and Breakthrough**

**Diliman
Governance
Forum**

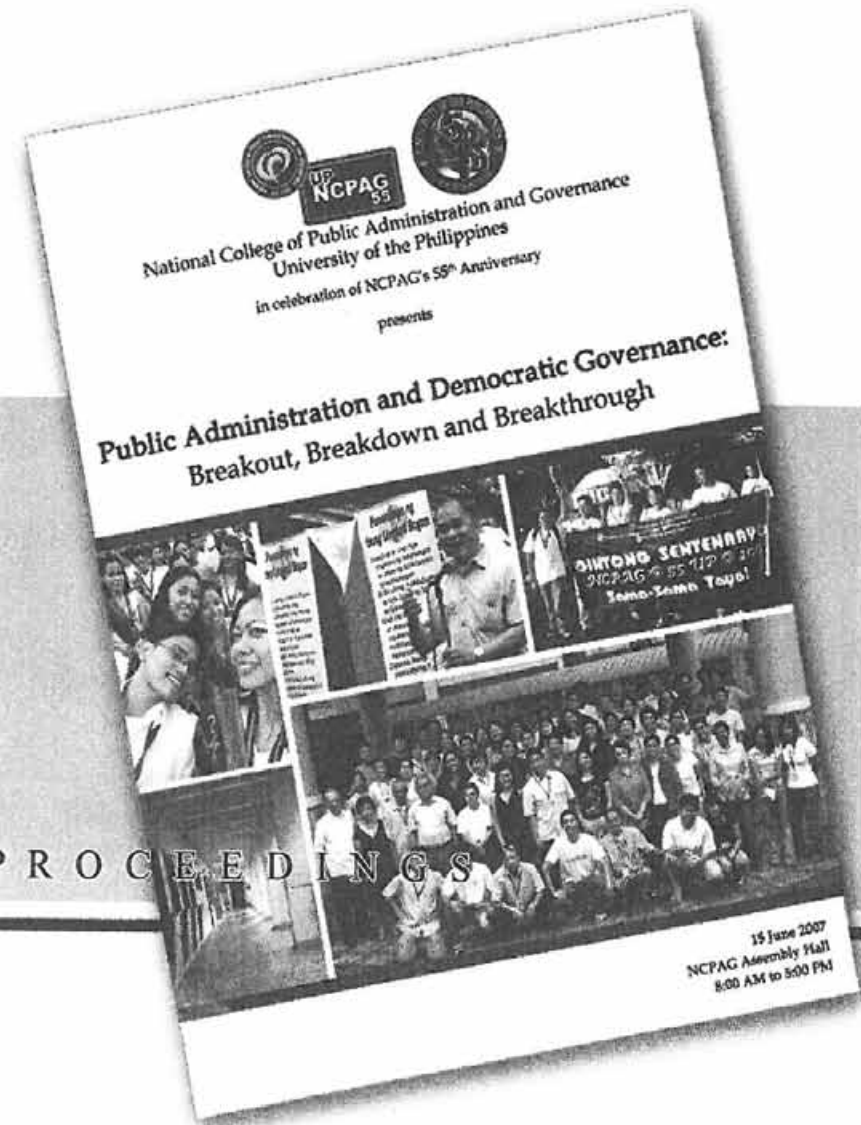
PANEL DISCUSSANTS

Herbert M. Bautista
Rafael V. de Guzman
Corazon Alma G. de Leon
Mary Ann Z. Fernandez-Mendoza
Jaime Z. Galvez Tan
Elisea G. Gozun
Ismael G. Khan, Jr.
Felipe M. Medalla
Oscar G. Yabes
Cesar E.A. Virata



**Working Paper Series No. 5
2008**

Public Administration and Democratic Governance: Breakout, Breakdown and Breakthrough



Public Administration
and Democratic Governance:
Breakout, Breakdown
and Breakthrough

Proceedings of the National Conference
15 June 2007

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In celebration of NCPAG's 55th Anniversary

Editor: Vicente D. Mariano, DPA

Editorial Assistant: Maricel T. Fernandez

Cover and Photo Layout: Ma. Cristina Aguinaldo

Text Set in New Century Schoolbook

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PREFACE

After 55 years, The National College of Public Administration and Governance (NCPAG) has created its niche as the country's premier school of learning in Public Administration. In its core is a pool of scholars and the powerhouse of talents it has produced who took the road less traveled and made a difference in their respective fields and, thus, extending the institution's culture of vigilance and genuine service to the civil administration and government. Conscious of its position as the leader of the discipline, the College continues to innovate, inspire and strive for excellence and relevance in advancing the field not only in the country but in Asia.

Guided by its vision of a public service founded on competence and compassion, integrity and leadership, and on values of public interest and high ethical standards; the NCPAG family and alumni are committed to serve the nation by initiating and promoting the much-needed reforms in governance.

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 roles of the private sector and civil society. It recognizes that development entails a synergy between and among the government, the business and the academe; however, the road to fostering democratic governance in the country is difficult to thread, vigilance and the drive to continuously and critically strive to meet the challenges and problems of governance is a must.

This year's theme; "Public Administration and Democratic Governance: Breakout, Breakdown and Breakthrough," is timely and relevant because after 55 years, it can now recount all its struggles and successes. Its movers and shakers (experts, policymakers, and administrators who have occupied important positions in the government) gathered together in a forum to share their unique experiences in handling and coping up with the challenges of governance. The discussion and exchange among these experts, policymakers, movers and shakers in governance surely inspired the participants to work more in working towards the emulation of good public servants and

becoming effective public administrators. This rare event is documented to present the insights and wisdom of the invited guests to reach wider audience.

The speakers identified several *breakouts* in government, such as, centralized and myopic corruption; constitutional ways of changing the president of the country; weak enforcement of laws; unresolved setback in the bureaucracy especially in the aspect of compensation and salary administration among others. *Breakdowns* were also identified which include, among others; the decreasing quality of education; lack of ethical and moral values among government leaders; loss of sense of dignity; continuous problems in Mindanao; uncoordinated policies and actions.

Major issues and concerns were identified as follows: there is a need the need to strengthen the bureaucracy; enforcement of appropriate policies; importance of institutionalizing regulations; knowing how to combat corruption; the value of building alliances and coordinating offices; ensuring that policies are correct and for the long term; ensuring that policies are sustainable; ensuring not only the extent of intervention but the quality of intervention; and learning to build on blocks laid down by previous administrations.

With the given breakouts and breakdowns, disenchantment shall not prevail, collectively, we must bank on our *breakthroughs* if we are serious in our efforts in implementing good governance, such as: the best practices in local government; reform programs that will lead to sustainable solutions and are easily understood and appreciated and enriching the curriculum with novel ideas.

In addressing the breakouts and breakdowns, mechanisms and proposed solutions were provided to bridge the setbacks towards realizing the breakthroughs: (1) sustainable government reforms that will lead to sustainable solutions (2) sustainable budget and tax policies (reduction of budget deficit, government guarantees extended to agencies, reduction in government size) (3) civil service reform (bringing back the morale of government employees) (4) collaboration between government, business and academe (5) enthusiasm and resourcefulness in seeking alternative sources of funding (6) institutionalization of public choice through public debates among others.

While the road may, at times, be bleak; there will always be hope, especially if we have a guiding vision.

Indeed, the Conference is another breakthrough for the College, made possible through the collaborative efforts of the different centers of the College, the Association of Schools of Public Administration in the Philippines (ASPAP, Inc), the Philippine Society for Public Administration (PSPA), NCPAG Alumni Association (NCPAGAA), Philippine Governance Forum (PGF), UNDP Fostering Democratic Governance Program (FDGP), and selected local government units.

ALEX B. BRILLANTES, JR.
Dean, UP NCPAG

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THE SPEAKERS



Ismael G. Khan, Jr.

Ismael G. Khan, Jr. is the former Assistant Court Administrator and Chief of the Public Information Office of the Supreme Court where he served for more than seven years as its spokesman. He retired from the Court in early 2007. He has three degrees from the University of the Philippines — B.S. Jur., LL.B and MPA which he earned as an ICA-NEC fellow in 1963. A bar topnotcher, he is a member of the Integrated Bar of the Philippines and the New York State Bar. He has also been a Bar Examiner three times in labor law and legal ethics.

He was the recipient of fellowships from the Asia Foundation, Ford Foundation, and Southwestern Legal Foundation which enabled him to take up post-graduate courses at Columbia University, the University of Oregon, and the Academy of American and International Law at the Southern Methodist University in Dallas, Texas. He had also been a member of the faculty of the UP Institute of Public Administration (now NCPAG) and the Ateneo Graduate School of Business.

At present, Atty. Khan is back in private law practice and a professor at the Philippine Judicial Academy. He has also resumed writing a column for *Business World* entitled *Obiter Diktat*. He is married to the former Eloisa T. Enriquez, a UP economics graduate. They have a son and three daughters, all of whom graduated from the University of the Philippines.



Oscar G. Yabes

Oscar G. Yabes is the Secretary-General of the Philippine Senate. He has served various government and private

institutions such as, Panay Railways, Inc., Integrated Bar of the Philippines, Philippine Coconut Authority, and the Philippine National Bank.

He finished his Bachelor of Arts in Public Administration, U.P. in 1968; Master of Business Administration, Indiana University, Bloomington, Indiana, U.S.A., 1972; and Bachelor of Laws, U.P., 1978.

Atty. Yabes is also a recipient of the Alumni Achievement Award for Government Service, U.P. National College of Public Administration and Governance (on its 50th Foundation Anniversary), 2002. He also received Plaques of Recognition from the IBP Quezon City Chapter in 2000, 2002 and from Integrated Bar of the Philippines in 2003.



Cesar E. A. Virata

Cesar E.A. Virata is the Chairman and President of the C. Virata and Associates, Inc. Management Consultants (1986-present), Director (1988-present), and Corporate Vice Chairman of Rizal Commercial Banking Corporation. Concurrently, he is Director and/or Chairman of various organizations, such as, RCBC Savings Bank Inc., RCBC Capital Corporation, RCBC Forex Brokers Corporation, RCBC Realty Corporation, RCBC Land, Inc., Malayan Insurance Company, Inc., Nippon Life Company of the Philippines Inc., Business World Publishing Corporation, Belle Corporation, Coastal Road Corporation, Luisita Industrial Park Corporation, Manila Electric Company, Pacific Fund Inc., Mapua Institute of Technology, Bankard Inc., AY Foundation, Inc. and YGC Corporate Services, Inc.

Mr. Virata's distinguished career in government includes: Prime Minister from 1981 to 1986, Chairman of the Committee on Finance of the Batasan Pambansa (National Assembly) from 1978 to 1986, Secretary of Finance from 1970 to 1978, and Minister of Finance from 1978 to 1986. He was Professor and Dean, College of Business Administration, University of the Philippines (1960 - 1968).

Mr. Virata was born on 12 December 1930 in Manila, Philippines. He graduated in 1952 from the University of the Philippines with degrees in BS in Mechanical Engineering and BS in Business Administration (Cum Laude). He completed his Masters in Business Administration, major in Industrial Management, in 1953 from the University of Pennsylvania.



Jaime Z. Galvez Tan

Jaime Z. Galvez Tan has the rare combination of the following areas of expertise: solid grassroots community work in far-flung doctorless rural areas; national and international health planning and programming, a faculty of colleges of medicine and health sciences; clinical practice combining North American European medicine with Asian and Filipino traditional medicine; national health policy development, national health field operations management, private sector health business development, research management, and local government health development. He has worked with NGOs, international development agencies, the academe, and government agencies.

Dr. Galvez Tan is a Professor of the University of the Philippines College of Medicine; and the President of Health Futures Foundation, Inc. He served the Department of Health as Secretary in 1995 and as Undersecretary and Chief of Staff from 1992-1994.

He acquired his Bachelor of Science at the University of the Philippines, Diliman in 1970; his Doctor of Medicine, as one of ten most outstanding clinical clerks, University of the Philippines College of Medicine in 1974 and internship at the Philippine General Hospital in 1975 as one of ten most outstanding interns. He earned his Masters in Public Health, with a Letter of Excellence, at the Prince Leopold Institute of Tropical Medicine in Antwerp, Belgium in 1984 and Fellowship 2000 at Bill and Melinda Gates Institute of Leadership and Management at Johns Hopkins Bloomberg School of Public Health, Maryland, U.S.A.

Felipe M. Medalla

Felipe M. Medalla is a professor at the School of Economics, University of the Philippines, where he also served as Dean from June 1994 to June 1998. He was the Secretary of Socio-Economic Planning and Director-General of the National Economic and Development Authority (NEDA) from July 1998 to January 2001 and served as Chair of various government agencies, including the Population Commission, Philippine Institute for Development Studies, and NEDA Board Committees.

Dr. Medalla is a member of the Japan Bank for International Cooperation Advisory Committee since January 2006. He was also a consultant to projects, such as, the rationalization of tax incentives and fiscal sector taxation reform. He was also a recipient of the Ford Foundation UPSE Fellowship, Japan Foundation Grant, and Rockefeller Foundation Fellowship.

He obtained his Ph.D. in Economics from the Northwestern University, Evanston, Illinois, USA and his MA Economics from the University of the Philippines.

Elisea G. Gozun

Elisea "Bebet" G. Gozun's commitment to public service and her passion for the environment has given her the energy to overcome obstacles, persuade disbelievers, and shape alliances. She is one of the seven awardees of the 2007 Champions of the Earth Programme that is being given every year by the United Nations Environment Programme (UNEP). Her leadership in World Bank projects resulted in tangible results, such as, the introduction of pollution charges for industrial effluents in the Philippines, the establishment of the ECOWATCH program – an innovative public disclosure program of environmental performance of priority industries – and the "Brown Fund"- the

first tripartite funding source for local urban environmental initiatives, jointly managed by non-governmental organizations (NGOs), business, and government.

Ms. Gozun has had numerous involvements in the government, private sector, and international organizations. Currently, she is a consultant for PADCO – a contractor for United States Agency for International Development - RDMA and Asian Development Bank (ADB) for the Environmental Cooperation in Asia (ECO Asia) project serving as the secretariat of the Asian Environmental Compliance and Enforcement Network (AECEN). She is also the Project Director for the City Development Strategy 3 Project (CDS3 Project) of the League of Cities of the Philippines with the World Bank and the Cities Alliance.

She has served as Secretary of the Department of Environment and Natural Resources (DENR) from December 2002 to September 2004.

Mary Ann Z. Fernandez-Mendoza

Mary Ann Z. Fernandez-Mendoza rose from the ranks, starting as Researcher at the National Manpower and Youth Council (NMYC), now Technical Education and Skills Development Authority (TESDA) in 1972, and becoming Assistant Secretary at the Cabinet Secretariat, Office of the President in 1989. In 1995, she became an Assistant Commissioner of the Civil Service Commission (CSC). In May 2006, she took her oath of office as Commissioner of the Civil Service Commission to serve for a period of seven years.

Her education and training background is multi-disciplinary: a Bachelor's Degree in Foreign Service from the University of the Philippines and two (2) masteral degrees: one in Public Administration also from UP, and International Development Education, Stanford University, USA.

Ms. Mendoza aspires to live by the principles of integrity, continuous learning, balance and holistic development; to build and sustain relationships based on trust and respect; and, to serve with joy. She continues to advocate the following: ethics, integrity, transparency and accountability in the civil service; principle-centered leadership; gender equality; work/life harmony in the workplace; and participatory approaches in human resource management.

Corazon Alma G. de Leon



Corazon Alma G. de Leon is the Secretary General of the Philippine National Red Cross, a leading international humanitarian organization. She was the former Chair of the Civil Service Commission (CSC) and the former Secretary of the Department of Social Welfare and Development (DSWD). She is a founding member of the Philippine Association for Volunteer Effort, and Vice Chair of the Asian Disaster Preparedness Center (ADPC) based in Bangkok.

She is a faculty member of the Asian Social Institute, Development Academy of the Philippines, and the Ateneo School of Government, and formerly, with the National College of Public Administration and Governance, University of the Philippines. She was honored as Outstanding UP Alumni for year 2000. She served as President of Philippine Association of Social Work Inc. (PASWI) and Chair of the Board of Social Work of the Professional Regulation Commission.

She has a master's degree in Social Work and a master's degree in Public Health, both from the United States and is pursuing her doctoral program in Public Administration in the University of the Philippines - National College of Public Administration and Governance (UP NCPAG).

Herbert M. Bautista



Herbert M. Bautista is one of the youngest officials of the country who has had a long and fruitful experience in government and the youth movement.

From 1986 to 1989, he was President of the Kabataang Barangay National Federation and was appointed ex-officio City Councilor representing the Youth Sector of Quezon City. From 1992 to 1995, he was elected City Councilor of Quezon City and was concurrently Chairperson of the Committee on Tourism and Cultural Affairs. He was the youngest Vice Mayor of Quezon City elected in May 1995.

In 1992, he graduated from the San Beda College of Manila with a baccalaureate degree in Philosophy and Letters. He was adjudged Most Outstanding Centennial Bedan Alumnus. He also has a Master of Arts degree in Public Administration from the University of the Philippines National College of Public Administration and Governance (UP NCPAG). He is also an alumnus of the National Defense College of the Philippines (NDCP), where he obtained a Masters in National Security Administration degree.

Vice Mayor Bautista is also in the reserve force as an Army Lieutenant Colonel and the Chairman of the Vice Mayors' League of the Philippines, National Capital Region.



Rafael V. de Guzman

Rafael V. De Guzman is an alumnus of the University of the Philippines National College of Public Administration and Governance (UP NCPAG), with undergraduate and masteral degrees in Public Administration. He also holds an MBA degree from the Asian Institute of Management, aside from completing the full-year Strategic Business Economics Program from the University of Asia and the Pacific. He was a recipient of the UP NCPAG Alumni Achievement Award in 2002.

At present, Mr. de Guzman is the Senior Vice President and Senior Executive Officer in the Office of the Chairman of the Board of United Laboratories, Inc. (UNILAB). His major scope of work is senior policy and strategic initiatives, in general, and new ventures and business development, in particular.

Mr. de Guzman is a Life-Member of the Eastern Regional Organization for Public Administration (EROPA) and the Financial Executives Institute of the Philippines (FINEX). He was a Founding Member of the UP Integrated School Foundation, Inc. and has been a member of the Board of Trustees of the UP NCPAG Alumni Association, Inc. for the past five years.

NCPAG 55th Anniversary
**“Public Administration and Democratic Governance:
Breakout, Breakdown and Breakthrough”**
15 June 2007

OPENING PROGRAM

The program started with Hon. Cesar Virata, Hon. Jaime Galvez-Tan, Hon. Felipe Medalla, Hon. Elizea Gozun, Chancellor Sergio Cao and Dean Alex Brillantes at the presidential table.

Dean Brillantes opened the program by welcoming the guests and expressed his gratitude for their attendance. He then introduced Chancellor Cao to deliver his welcome message.

Chancellor Cao started his message by greeting the speakers and the guests with a warm welcome. He expressed his appreciation for the privilege given to him to deliver the welcome remarks. He said that the occasion (the conference) marks another milestone in the tradition of the National College of Public Administration and Governance (NCPAG) since it highlights successes for us to learn from previous experiences and to chart a common future. He elaborated and discussed the theme of the program “Public Administration and Democratic Governance: Breakout, Breakdown and Breakthrough.” He explained the concept of decentralization and how the distinguished speakers may contribute to the discussion ahead. Furthermore, he said that the messages of the speakers will serve as both inspiration and food-for-thought for the students and practitioners of Public Administration.

At the end of his speech, he congratulated the NCPAG on its 55th year of building and strengthening ties with local and international bodies engaged in public administrative education and in the improvement of governance. Also, he hoped that the College would continue to take the lead and would bring into new heights its role of promoting excellence and relevance in the

study and practice of public administration, executive leadership and administrative research. Finally, he invited the guests to participate in the year-long activities of the University in its centennial celebration in 2008.

Mr. Cesar E.A. Virata
Prime Minister (1981-1986)
Keynote Address

Mr. Virata started his presentation by congratulating the NCPAG for celebrating its 55th anniversary while stating that he came from another and older College of Business Administration which was created in 1916. He expressed his appreciation for the effort of NCPAG to educate the government leaders in the country, especially on how to serve the public rather than to gain money, which he lamented, has become a national disease these days. He greeted the alumni and faculty members and acknowledged the presence of Dr. Jose V Abueva with whom he said he would have something to relate to. He recounted his brief connection with the Institute of Public Administration (IPA) starting when he went to Wharton University in the United States and found himself on the same plane with two IPA staff, namely, Jose V. Abueva and Ramon Portugal who were sent to the University of Michigan in the United States as part of the contract for the creation of IPA in 1952 with the Mutual Security Agency and now United States Agency for International Development (USAID). When he came back in 1953, he was detailed by then Dean Belmonte to accompany Dr. Lilian Gilbreath of the distinguished Visitors Program of the IPA to various government, business and rotary meetings to talk about work simplification which he also extensively studied at Wharton University.

He mentioned that he started teaching at the College of Business Administration in October 1953 and due to the shortage of faculty members he had to teach about five to six subjects.

The Conference's theme "Public Administration and Democratic Governance: Breakout, Breakdown and Breakthrough" impressed upon him as being analytic as he was supposed to classify the activities that broke out, broke down, and broke through. He then shared some examples in each classification.

On the activities that broke out, he cited the following:

- Corruption which broke out of the standards of public administration earning the country the shameful record of almost number one in the world;
- Constitutional ways of changing the President which made the military to think that it has the permission to do so; and
- Deep changes in the civil service every time the President is changed which should not happen except at the top level positions to maintain the institutional strength and memory as well as continuity of programs.

On the activities that broke down, he offered the following:

- Continuous problems in Mindanao;
- Ethical and moral values that allow the people to be corrupt and feel a lack of sense of service, so unlike the revolutionaries who fought for the country and did not even get paid for it;
- Management of forestry which enabled the millions of hectares to be ravaged by temporary timber license and, in turn, endangered the water supply hence the need to rebuild the watersheds;
- World Forum Report stating that the Philippines is losing its competitiveness, which is necessary in investments, due to lack of infrastructure;
- Quality of education is going down as it cannot cope with population increase, required level of facilities; he doubts that the broadband network which is being advertised can help improve the quality of education; and

- Supreme Court Chief Justice Puno's recent speech saying that there is no freedom for many and of a loss of sense of dignity.

On the activities that have broken through, he identified the following:

- Sustained population increase due to the decline in death rate resulting from the Department of Health's campaign;
- Shining examples of local government units which he hopes may rub off to the national government; and
- National government corporations like the National Steel Corporation which has managed to evade the acidic effects of corrupt atmosphere.

Given the problems he discussed earlier, he posed a question to himself on what he could possibly propose during the Conference. In response to his own question, he urged the country to take advantage of the following:

- Advances worldwide in the areas of transportation, communication and biotechnology, for failure to do so will confine the country to a dim future as what NCPAG studies have shown;
- Opportunities that globalization of products and services bring even as some call for protectionism, but which he believes will bring no good to the country;
- Countries forming alliances, such as, the Eastern Europe, former United Soviet Socialist Republic (USSR) countries, Association of Southeast Asian Nations (ASEAN), even as the conflict in the Middle East has not declined; and
- Lastly, he advised the audience to be wary of the new phenomenon of terrorism. He was glad though that one terrorist was recently captured in Indonesia.

He stressed that while the country faces so many challenges, there are also many choices to solve them. He added that if the country cannot solve its problems, then it has to learn to live with them. Related to this observation, he asked his fellow panelists to propose reforms that will lead to sustainable solutions, in contrast to non-sustainable solutions, like selling of properties which solves budget deficits only in the meantime. While he acknowledged that the Country may not reach the First World status 20 years from now as it is difficult to attain that level, he believed that everybody had his own bank of knowledge which could help contribute in solving the problems. To illustrate his point, he cited a quotation, which Dr. Jose V. Abueva used in one conference, which says:

The future is not some place we are going, but one we are creating. The paths to it are not found but made, and the activity of making them changes both the maker and the destination.

He underscored that the processes leading to the national goal of a better Philippines is very complex and, hence, needs time and patience. The population of the country which is at 87 million now, he said, is halfway through the 160 million mark it is expected to reach sometime in the future, while that in other countries is going down. At the rate it is going, he believed that the Philippines is ready to populate the world. On the other hand, he expressed concern that if the current population level cannot be sustained with useful activities, how much more when it doubles. According to him, the situation indicates two types of population, one that is connected to the mainstream of activities like services, and another that is unconnected and belongs to the rural poor.

He cited some of the problems that affect the people, such as, the roads in Metro Manila which are supposedly good only during holidays, endangered power generation due to lack of investments, lack of quality education that inhibits the people to take advantage of technological advances, inflexible labor laws, at other times changing labor laws, migration which leads to loss of skilled labor, and high agricultural production costs which affect food supply. He likened the loss of skilled labor to sending the country's best logs abroad exacerbated by the fact that the present quality of education is not capable of replacing those who left to gain the country's competitiveness.

Moving on to fiscal policies, he said that sustainability of the budget and tax policies are good for the economy but not for the politicians as they can lead to electoral loss like what happened to Sen. Ralph Recto. He believed that in democratic governance, it is the political party's responsibility to stand by its principles, rather than delegating such responsibility to the concerned or particular person. He identified other fiscal concerns, namely, the reduction of budget deficit, government guarantees extended to agencies, and reduction of government size. A case in point is that the Department of Public Works and Highways (DPWH) employs 35,000 to 40,000 people making it a management company of projects, while the same office in Australia employs only 5,000 workers. If the DPWH projects are outsourced to the private sector, he believed that the savings to be generated can be used to hire more teachers and health workers to cope with the needs of increasing population.

The big population size puts so much pressure on the environment despite the presence of 9,500 public laws and the 10 commandments. Weak enforcement of these laws, for instance, worried him on what will happen to the coastal areas.

He ended his presentation by acknowledging that the management of things is difficult due to complex circumstances surrounding them and likewise issuing a challenge that if other countries like the so-called Asian economies succeeded, why could not the country. He hoped that it would not miss the opportunity to ride to sustainable development.

Dr. Jaime Galvez Tan
Secretary (1995)
Department of Health

Dr. Jaime Galvez Tan shared some stories and practical lessons he learned from his experience as Undersecretary and Chief of Staff of the Department of Health (1992-1994) and Health Secretary in 1995. These were divided into the three sub-themes of the Conference: Breakout, Breakdown, and Breakthrough.

According to Dr. Galvez Tan, when he and Dr. Juan Flavier were appointed by then President Fidel Ramos as Undersecretary and Secretary of Health, respectively, it was a big *breakout* into a

Department that was so hostile. He felt they were entering a hostile environment because it was the first year of the implementation of devolution under the Local Government Code of 1991 and DOH was anti-devolution.

He recalled entering the Office of the Health Secretary for the first time sometime in July 1992. It was a very different environment for Dr. Galvez Tan and Dr. Flavier who have long been exposed to grassroots community work in far flung rural areas of the country. As traditionally perceived, the Health Secretary's office was only for "special people," e.g., high-ranking officials, and going there was a "no-no" for subordinates or rank-and-file health personnel who would normally find themselves in there only during times when they have committed a misdemeanor and to be reprimanded by the Secretary.

With that scenario confronting them, Dr. Galvez Tan suggested to Dr. Flavier to have a change of style in managing the Department, and in the way of treating people in its various units or offices. They used this strategy to familiarize themselves with the "environment," and to know the "kiliti" (Achilles' heel) of the majority of the people working in the Department; thus, establishing good relations with workers in DOH; hence, they began receiving positive feedbacks from the provinces and learned that these people are happy with the changes, although some have remained unhappy and wanted recentralization of health personnel.

From this experience, Dr. Galvez Tan acknowledged a very significant lesson he learned - the importance of establishing relations with people you work with through friendship. This process involves nurturing the value of friendship and this can only be achieved by reaching out and by going to their place of work instead of asking people to come to you.

Dr. Galvez Tan then shared how breakdown in government can be dealt with, based on his experience with DOH during his term. He said, their guiding principle, in providing public service was that, "we are here to serve the people" and not to "catch" or "purge people." This is key to establishing an environment that is conducive for people to work together to be able to genuinely serve the public. He made it clear, though, that it is a different story with people who are caught involved in corruption. Indeed,

they "caught in the act" a regional supply officer about whose corrupt practices brought numerous complaints from the province as well as requests to have him dealt with accordingly because he has been destroying the image of the Department. This case took about six months of hearing and investigation before the culprit was finally adjudged guilty and was dismissed from service. With this verdict, the official concerned and his wife personally appealed to Dr. Galvez Tan, claiming innocence of the accusation and asking not to dismiss him. This prompted a reinvestigation of the case, only to reconfirm the facts and proving that the health officer was indeed guilty as charged and deserve to be purged from public service.

Another case that Dr. Galvez Tan mentioned pertained to a hospital director whom they also dismissed upon receiving complaints about him and after conducting the necessary investigation of the case. When the dismissal order was served, the hospital director naturally denied the allegation and even showed about a hundred images of the Sto. Niño as proof that he is a religious man, and, being so, he is not capable of doing what he had been accused of; but, the investigation and pieces of evidence gathered proved otherwise. At the end, the officer involved was also dismissed from service.

With this last account on *breakdown* at the Department, Dr. Galvez Tan emphasized that "we have to differentiate between religiosity and spirituality." He said it (corruption) is a reality; temptation to commit corruption is really there, e.g., case when you would be offered an "envelope" or something; but, the most important thing is to show that "we are a no-nonsense people." For his own share of "temptation" to commit malpractice in government, he recalled a senator (name he did not mention) asking for a car from the DOH and a "favored person" whose appointment to a position in the Health Department was asked by a "padrino" senator (name he did not mention also). The lesson learned here is the importance of having the firmness to say "no" whenever confronted with the temptation to engage in corruption or be used as an accessory by some officials to achieve their corrupt purposes; hence, they never accepted any of those "envelopes" nor given any special favor to anybody, Dr. Galvez Tan declared with conviction.

In terms of *breakthrough* that took place in the Department of Health, Dr. Galvez Tan stressed that "every time there is a new program to be implemented, then Health Secretary Dr. Flavio would always ask if it would be easily understood (and appreciated) by the farmers, the urban poor women, or any ordinary person," if not, he would not support it. He inquired, for instance, about the meaning of the Expanded Program on Immunization (EPI) to the ordinary women in the barangay. To be effective in popularizing the health programs, Dr. Galvez Tan said they had then what they called a "creativity club" that involved famous showbiz personalities as volunteers, like the Apo Hiking Society, film director Gil Portes, and Mr. Shooli. The major aim of this "club" was getting "what clicks." The volunteer group would come to help DOH people launch or promote health programs, like "Oplan Alis Disease" in different "patak" centers.

The use of this strategy proved that "creativity breeds creativity," as demonstrated by the great success of the various programs that were implemented, resulting in a total of about 15 million women who visited the "patak" centers three times a year then. With this, the Philippines became the first country to be visited by fifteen (15) ministers from different countries. Ironically, this prompted a congressman from the south (name was not mentioned) to ask Dr. Galvez Tan's help in making him win as senator. "Isa lang ang makakapagpanalo sa akin as senator, ikaw Dr. Galvez Tan," quotes the politician. Evidently, this congressman-turned-senator was thinking of the 15 million women who would flock to the "patak" centers as potential voters during the senatorial race; and eventually he won as senator.

Finally, Dr. Galvez Tan noted the decreasing number of health workers in the country today. He said changing this trend requires great policy; thus, he challenged the NCPAG to push for the adoption of relevant policies.

To conclude his sharing, Dr. Galvez Tan said his ten years of experience working in rural areas were the happiest moments in his life. At present, apart from serving as Professor at the University of the Philippines' College of Medicine in Manila, he practices acupuncture/alternative medicine at the Philippine General Hospital and hosts a radio program at 774 AM radio.

Hon. Felipe M. Medalla
Secretary-General (1998-2001)
National Economic and Development Authority

Dr. Felipe M. Medalla started his presentation by saying that the name change of "NCPAG" from "CPA" was aptly done since it rhymes with "ang sipag" and that is what NCPAG stands for, being industrious. He then narrated his experiences as an administrator for the University of the Philippines, being a former UP Vice President for Planning and Finance. He recalled that during his term, he encountered a problem with UP Los Baños regarding the STFAP. He was made to decide on which family should be classified as high or low income; who should receive a stipend and who should pay higher tuition fees. He also mentioned that during this time, they increased the tuition fee from P60 per unit to P300. In all of these decisions, he said that decisionmaking required technical support.

In decisionmaking, Dr. Medalla noted that it is important to know what you want and how you would get there. He added that "where you are going" is a product of the heart and mind; decisions should factor in unanticipated costs, path changes, and it must be considered that objectives may change too. He pointed out that development is self-discovery, it is important to learn from mistakes and successes as well. Dr. Medalla also mentioned that in decisionmaking, it is hard to separate the personal from the institutional. There will be times when the personal gets into the act.

Dr. Medalla moved on by asking what is wrong with our country. He recalled that the Philippines used to be richer than Thailand; however, he explained that Thailand did better because the Philippine Government intervened too much in the economy which caused it to slow down. In contrast, he compared Thailand to South Korea. Ironically, he said that South Korea is now richer mainly because its government intervened too much in its economy. In these two cases, Dr. Medalla said that the lesson lies not to the extent of intervention; the essential factor is the quality of the intervention. In order to have quality intervention, he said that we must prevent bad things from happening and, at the same time, make good things happen.

In making things happen, Dr. Medalla said that we should ask "who is my boss?" He said that the worst case scenario is "my boss is my family," meaning, what dictates public decision is the vested interests of small private groups which run counter to the public agenda. He opined that graduates from UP are not like that; but he said that there are times when the right things only happen if public interests coincide with the small private groups. A case in point is the exchange rate policy of the nationalist economic movement, which he averred is heavily influenced by the US. He said that Americans own Philippine industries and they want to make profits from the exchange rates.

A dilemma raised by Dr. Medalla was, "what do you do when your boss does not have the same point of view with your assessment on what is good for the country?" He said that if you argue with your boss, there is a possibility that you might lose your influence in the decisionmaking process altogether. One should ask him/herself on what wars he/she should fight. It would be good if one is part of a coalition; but the more important thing to do is to push for the institutionalization of public choice through public debates. He cited that a bad example is the world view of President Hugo Chavez of Venezuela, which has a closed economy; however, President Chavez is confident with his views because his economy is backed by local oil. In contrast, Dr. Medalla said that the best example is South Korea. Hyundai is the best and largest shipping company in the world and, at the same time, it is one of the world's biggest makers of cranes. This is consonant with the government's vision for South Korea as a ship building country. The South Korean government helped in developing its infant industries in order to realize its vision. In contrast, he said that in the Philippines, infant industries are still wearing diapers; the government offered lots of support without demanding anything in return. Dr. Medalla said that this is bad arrangement for attracting future investments to the country.

Another issue pointed out by Dr. Medalla is the inefficient planning for infrastructure development. As an example, which was focused on road networks, he mentioned that in the Philippines, we can see roads that lead to rivers without bridges and at the same time, there are bridges without roads. He also noted that in some road constructions, for every four kilometers of road constructed, there would be a gap of one kilometer each.

He also cited the case of the North and South Luzon Expressways (NLEX and SLEX) which are connected by EDSA, traversing from Makati to Quezon City. He said that this is very inefficient since it would mean monstrous traffic jams for metro commuters and those traveling from the northern to the southern part of Luzon and vice versa. He mentioned that the solution undertaken by the government was to construct C5 but he lamented that it passes through the Ateneo de Manila University where traffic is heavy during peak hours and this defeats the very purpose of serving as an alternate route from northern to southern Luzon and vice versa.

In another example of bad governance in the country, Dr. Medalla said that the government spends little amount all over the country but forgets to complete the whole network. He discussed the congestion happening at the North Harbor and he suggested that this could be eased by the Batangas Port, which is currently underutilized. He said that while in NEDA, he had a better understanding of the concept of public. He mentioned that there is a missing link between Lipa to Batangas, and also, to Sto. Tomas. This meant that goods coming from Mindanao are shipped to the North Harbor instead of Batangas Port; thus, decreasing the benefits for farmers in the South and consumers in Metro Manila. This also means that the traffic situation keeps worsening because the North Harbor is not decongested.

Dr. Medalla said that we do not share a common vision to where we are going. In our current setup, he said that instead of the bureaucracy doing technical evaluations of government programs and project, the suppliers do the studies. There is a need to have a common vision which the people would support.

In order to improve the situation and strengthen the government, he said that we must address how we allocate our resources to achieve a common vision and instill discipline by rewarding those who have contributed to our development and punishing those who sabotage it. Contrary to the latter, he said in jest that in our case, if you steal a lot, you will not go to jail.

In dealing with the country's economy, Dr. Medalla said that slight improvements in the inflation rates and reduction in the budget deficits do not really matter. His point in this was, the important thing is to prevent it from reaching extreme levels.

At that juncture, Dr. Medalla discussed about the government's myopia in the education sector. In trying to deliberately decrease the budget deficit, the government resorts to underspending on education and infrastructure. He said that it is trading the future of our country for some fiscal gains. He also mentioned the existence of 120 plus state universities in the Philippines. He lamented that this is a tragedy since public funds are not maximized and the quality of education decreases. He said that this is confirmed by the University of the Philippine's 342nd place in the 1000 top universities worldwide. He said that nobody cares in the proliferation of state universities even if they are weak. He attributed this to some people in Congress who want a state university in his/her own district.

In tandem with myopia, Dr. Medalla discussed the corruption in the government. He said that in the prioritization of 20 projects, it is typical that only projects 1 to 10 are implemented due to resources constraints. However, due to corruption, it is possible that instead of projects 1 to 10, projects 40 to 50 are implemented. This would mean that meager resources are used for projects which are not urgent. The worst scenario, however, is when the suppliers and contractors are friends/associates of those who contracted them. This would mean that projects are not done properly, or go unfinished at double the price. This is what Dr. Medalla referred to as "double whammy." He also talked about the "roving bandit" as opposed to a "stationary bandit" in government. The former wants to destroy everything; he or she wants to have a strong economy so he or she could steal more. In contrast, the stationary bandit does not want to kill the goose.

After discussing the issues, he posed a question on what would drive us to get out of this hole. He challenged the audience on what we should do as a University and as a College to get out of this system. He added that individuals could only do so little to change the system. What institutions should do is to take the longer route. He said that we do not need a large bureaucracy. As an example, Australia has only 2,000 employees in their public works department in contrast to the 40,000 employees of the Department of Public Works and Highways. He said that what we need is not a large bureaucracy but people who take a long view, people with integrity, and people with technical capacities.

Dr. Medalla also discussed about how a parliamentary form of government could develop our political parties. He said that in the presidential form, if there is a strong president, political parties tend to be weak because human nature takes hold where the president do not want strong parties which could compete for power; however, the problem in this shift scenario would be the winners in parliamentary elections, who would be mostly made up with the usual suspects in Congress. This would mean a bad head start for the parliamentary system as this could mean the continuation of the vicious cycle of myopia and corruption in government.

In conclusion, he challenged the audience to ask themselves on what were their contributions to the development of our country. Were they able to do their best? Were they able to find and create alliances to do better? The academe and the bureaucracy are needed to create an merit but on *padrinos* – those who have the strong political backers are sure to get promoted. On the enforcement of laws, especially unpopular ones, government employees cannot even rely on their employer, the government, to defend them.

Hon. Elisea G. Gozun
Secretary (2002-2004)
Department of Environment and Natural Resources

Former DENR Secretary Elisea Gozun started her talk with stories of her first quarter storm experiences in the University. She then shared how the environment sector, through the Agriculture Department and the Ministry of Environment, has paved the way for her first entry in government in 1986. From these short stints in the government, she realized that the things she hated in the bureaucracy were the things she wanted to change; thus, when appointed as Secretary in 2002 she ensured courtesy on letters sent to the department by requiring offices to acknowledge the letters within 24 hours. She also launched a system that enables her office to track the corresponding actions made by respective offices on the documents/requests. This means, she pointed out, that every month, her office has a list of all letters sent to the regional offices and a separate list for letters not acted upon for 3 months yet. This way, regional offices are prompted to pressure the PENROs who would then pressure the local environmental officers; but when she left DENR, the tracking system also left with her because the personnel are no longer making use of it. This made her realize that it is still people who make systems work and not the other way around.

The second point that Ms. Gozun highlighted was that government employees have lost their sense of service. The fault is not on the people alone but perhaps on the organizational culture as well. In DENR as an example, enough incentive mechanisms are not in place. Stepwise increases are too small and employees are not properly recognized for their commitment and diligence. Promotions are no longer based on merit but on *padrinos* – those who have the strong political backers are sure to get promoted. On the enforcement of laws, especially unpopular ones, government employees cannot even rely on their employer, the government, to defend them.

Ms. Gozun specifically stressed the problem on law enforcement and absence of support from the government. She made mention of "a forest guard" in Agusan del Norte who was responsible for catching a truck-full of illegal logs that passed by the DENR checkpoint. He knew that the truck was owned by a very powerful figure in the town, the municipal mayor, but he still insisted on doing the right thing. Unfortunately the next day, the MENRO was pressured by the mayor to release the truck. And then, it happened again. "The forest guard" was on duty the night that the same truck was carrying illegal logs and he seized the truck to enforce DENR's policies. This time, the CENRO refused to release the truck because if found out, his job may be at risk. What made this case controversial was when one night, the mayor and his bodyguards who were intoxicated, went to the checkpoint and looked for "the forest guard" who happened not to be on duty and was asleep at the staff quarters nearby. The mayor and his bodyguards harassed the guards at the checkpoint. They kept shouting for his name, basically running amok, and were shooting at the staff quarters. "The forest guard" was then awakened by these gun shots. He crept in the dark and looked for the gun one of the police officers left. Not knowing who were after him, he fired back. The very next day, "the forest guard" reported the incident to the police where he learned that he unknowingly killed the mayor. The family of the mayor then pursued a court case against him. At this juncture, DENR requested the courts to hear the case on another town so as to eliminate political pressures. "The forest guard" was eventually absolved.

The case of course did not end there. Rich and powerful as the family is, the case was elevated to the SandiganBayan where the case was heard for nine years. In these nine years, "the forest guard" was only able to appear in Manila through the help of his officemates who voluntarily shared their one-day salary to pay for his fare to Manila. In 2001, SandiganBayan found him guilty. Ms. Gozun, who was then no longer connected with DENR, learned of this travesty through an NGO, and together, they filed a motion at the Supreme Court. A couple of months after, she was providentially appointed as DENR Secretary so she actively pursued the case even more. She personally met with then Supreme Court Justice Davide and asked him if it would be possible to fast track the case no matter what the decision maybe. And in September 2003, Supreme Court decided in favor of the forest guard and found him not guilty.

Third, Ms. Gozun emphasized that the people need to feel their contributions are substantial to attaining the organization's bigger goal. In this regard, she requested everybody to attend the flag ceremonies every Monday for in these occasions, she shares with them DENR's accomplishments where she points out their contributions to these achievements.

There is a need to professionalize public service, Ms. Gozun added. Promotions must be performance-based and not "padrino"-based. She shared that comparing her experience in 1986 and back in 2002; politicians now are more arrogant and blunt in asking for promotions of their chosen flock. She shared three instances illustrating this situation. One, on her third day as Secretary, one Congressman sent her a letter requesting for the appointment of one of the DENR's local staff in his province. In response, within 24 hours she sent a letter, acknowledging this request and informing him that she would have to assess the personnel in that locality before she can make a recommendation on the promotion. The next day, she received a call from the same but very irritated Congressman demanding an explanation why his recommendation was not enough as basis for the appointment of the staff. Though the Congressman used bad language and even cursed her, Ms. Gozun was firm in her decision. The second instance was about a Senator who was very uncooperative during the DENR's budget deliberation, the root of which was Ms. Gozun's denial of his request for the promotion of a certain PENRO. The third incident was akin to the second one since the Congressman was using his legislative post to put pressure over DENR's budget. In this case, however, the Congressman's demand was for permits and land titles incidentally denied by the department. To juice up the situation, he harassed the field office that denied his request by informing Sec. Gozun that the DENR's Regional Director crumpled and even trampled the letter containing his request. With that as the explanation, he asked for corresponding actions for the Regional Director's behavior. Sec. Gozun was undaunted however because the Regional Director denied all the allegations and even showed her the original letter clean and free from any creases, yet supposedly crumpled and trampled upon.

Even with the budget at risk and with pressures coming from all sides, Ms. Gozun was resolved to follow the proper assessment system for the personnel. As her message to the staff

at the field offices goes – the more endorsements for promotion you get, the weaker you are because this means you cannot stand on your own. It is but right, she added, to stand firm with the decision of the field offices, as long as they are right, no matter what the cost. On hindsight though, she admitted that she found it easy to follow what she believed in because she can easily walk away from her post. She gave credit to Pres. Arroyo as well for standing by her in her decisions in the department.

At this point, Ms. Gozun then shifted her discussion to the breakdowns she has observed in the department. Her main points and their explanations follow:

• Corruption in government has gone to the level where people no longer distinguish the difference between corrupt and proper practices.

In her first three months of appointment, an OIC-Regional Director was alleged to have asked for a fax machine from an Aeta recipient of a DENR program. Instead of getting the check from the cashier, the OIC-Regional Director handed it over to the Aeta and even subtly solicited for a fax machine for the office. To clear this up, Ms. Gozun asked the OIC-RD to explain what happened but instead of denying the solicitation allegation, the OIC-RD even justified it. Ms. Gozun was then bent on filing a case against this woman but she was advised to ask her to resign since this is the most humanitarian action she can do for her. Still, what made the case frustrating was there seem to be no realization from the OIC-RD that what she did was wrong.

• There is a need to coordinate and integrated actions and policies across government offices.

DENR's tasks cannot be accomplished by the department alone. To reduce air pollution for instance, the transport sector, energy sector, local government units and DOST, among others must coordinate. Ms. Gozun stressed that this need for coordination and integration can be better facilitated if she is to "green" the cabinet. During her stint, she made efforts in convincing the other cabinet secretaries to promote environmentally-sustaining products and practices.

• Aside from suffering the consequences of incorrect government policies now, their outcomes are very hard to correct.

Ms. Gozun gave statistics on the Samar forest cover to highlight what incorrect government policies can do to the environment. She said that forest cover in the island is 85 percent in 1952 but 35 years after, and massive logging and mining in between, forest cover is placed at 10 percent. She attributed the deplorable decline in the forest cover to the policies of the government then which awards one-year logging permits to companies. This obviously is a disincentive not to cut all the trees. Also during that time, the Government was operating on the policy of annual allowable cut which means that companies unable to meet this cut would be penalized. Ms. Gozun concluded that instead of conserving the environment, the government then was bent on exploiting it. In contrast, DENR's current policies are more conservationist. Logging permits can now cover 25 years with another 25 years for renewed permits. This is to persuade the permit holders to practice sustainable logging.

• We have to redefine our concept of development.

Ms. Gozun stated that our concept of development requires us to cement everything when in fact; we need open areas to infiltrate groundwater.

To balance these breakdowns, Ms. Gozun moved on to her discussion of some of the breakthroughs in the environment sector. The first of these is the community-based approaches to environmental protection. She shared that the idea behind these approaches is to explore the relationship of environmental exploitation to the people's loss of dignity and the issue of justice and equity. With low access to basic services and limited access to lowlands, people are driven to the forests for their subsistence. The same situation goes to our coastal areas. Ms. Gozun underscored that without resolving the issue of access to resources, the poor population would still revert to environmental exploitation for their sources of income. This is where community-based approaches come in. Its main principle is "if people have a stake on it, they will protect it." Such is the

case of a town with a long stretch of mangrove swamps in Leyte. People were taught mudcrab fattening and instead of cutting the mangroves which they need to grow their crabs, they are now the ones mainly responsible for rehabilitating the swamps. Ms. Gozun then cited some of the successful LGU co-managed forest in the country like in Nueva Vizcaya, Maasin, Leyte, and St. Paul Subterranean in Puerto Princesa.

Another breakthrough Ms. Gozun was happy to share with the audience was her observation that the awareness of the need to protect the environment is higher now than in the late 1980s and early 1990s. She added that more civil society organizations have included environmental protection in their advocacies and even the police have initiated programs that designate environmental desk officers in the Visayas. DENR no longer goes solo, other pillars of environmental justice include the community who catch the culprits, the police who enforces the laws, the prosecutor who try cases, and the justices who hear the case.

Certification instrument brings the third breakthrough. Ms. Gozun explained that private sector organizations and businesses saw the need to be "green" for them to participate in the global market. This is because ISO 140001 is required to enable them to export their products. This ISO establishes the environmental soundness of their processes. On another local greening venture, sachets of shampoos and toothpastes can now be mixed into hollow blocks to serve as alternative fencing materials. The first product of this mixture is the newly built church in Smokey Mountain. Related to this is the "lason awards" that pressured SM, Goldilocks, and Jollibee to establish environmentally-sustainable practices or else be given a negative reputation as a major environment polluter.

Ms. Gozun ended her discussion by identifying some of the continuing challenges in the sector. One, the country's growing population versus the environment's carrying capacity. Two, the challenge of sustaining the reforms especially in streamlining government transactions. Three, fast changes in the bureaucracy that poses a threat to the consistency and sustainability of environmental policies. Finally, the biggest challenge of all, is how to make the concern for the environment the concern of all.

OPEN FORUM - MORNING SESSION

Prof. Emilia Boncodin of NCPAG served as the moderator of the open forum.

Question #1 from a professor of Cagayan State University (CSU) in Tuguegarao City:

How would you size up the current [Arroyo] administration in taking advantage of the breakthroughs in public administration?

Answer #1 from former Prime Minister Cesar E.A. Virata:

One definite example is the stand of President Gloria Macapagal-Arroyo on the Expanded Value Added Tax (E-VAT) which was necessary for government to reduce the deficit and provide services. This was a very unpopular act. The VAT was instituted in 1998 but its expansion happened under Mrs. Arroyo's administration which also expanded the population affected by the tax.

However, government must press on more reforms and save money on some activities in order to put money in more important activities and fund the economy. But generally, there are a few breakthroughs and sadly some of these are supplemented by extra-judicial killings.

The horizon for reform is so wide that it takes many programs to put the country in the right path. We need to determine what series of reforms have to be in place. But the Philippines is a country that needs to learn to "build up on things." When former PM Virata was engaged in planning for Philippines 20/20 they found out that it takes 15 years for a reforming society to achieve better nationhood. Constant program changes every time administrations change is not a good practice.

He cited the Bataan Nuclear Power Plant as a possible agent of economic progress. It was deemed then to be necessary to oppose and counterbalance OPEC and oil cartel. Korea actually wanted the same thing. If we look into the future, we need to

consider many things in order to have breakthroughs and sustainability.

Another example that prevents breakthroughs is the brain drain. It is a setback because we cannot be competitive if we are losing good people to other countries that can offer better income for our professionals.

Question #2 from Prof. Leonor M. Briones of UP NCPAG:

The World Bank has a new book that classifies corruption into centralized and decentralized. Some say that centralized corruption is more efficient since there is only one structure. This question is in relation to what Prof. Felipe Medalla previously illustrated in the contrast between "the roving bandits and the stationary bandits." What type of corruption do we have now – centralized, decentralized or all of the above? What is the tolerable level of corruption? Have we reached the maximum tolerable level?

Answer #2 from Prof. Felipe M. Medalla:

The bigger problem is myopia. So the worse form could be centralized and myopic corruption. The key issue is not centralization and decentralization, but myopic. For a centralized-myopic type, there is a leader who would be extremely transactional. In a centralized set up, a leader cannot crack down on corrupt people if he/she is corrupt too. The leader cannot tell the people below to "Please stop doing what I am doing."

The thing about corruption that is funded by borrowing, the effects could not be felt immediately. Generally, corrupt projects could be good in the short run. The problem comes when one starts paying for it. That's the time that you feel the pain.

Prof. Medalla would rather have decentralized corruption because the media can easily stop it. Corruption in the Philippines is getting worse. It used to be that 10 percent is the "SOP." Now, 10 percent is what goes to the project. In China, there is corruption, but they shoot people. In Japan, there is corruption but the implicated ministers commit suicide when it was discovered. Here, it is a different matter.

The problem lies with the extent to which Filipino society nurtures people who try to do good. There is so much indifference already that corruption is just treated as a part of life. Actually we have all of the above (centralized and decentralized) plus myopic corruption.

How do we change this? We need to stop brain drain; provide better education for our children; have cleaner elections; help form genuine political parties; and better family planning for the poor..

Question #3 from Prof. Sarmiento of Nueva Vizcaya State University.

According to former Prime Minister Virata, our education... is going down. What will happen to our educational system by 2020?

Answer #3 from former Prime Minister Virata:

"...Probably our population will exceed that of Japan. Some estimates peg it at 125 million. So, we will need the corresponding facilities to accommodate more children. We will also need more teachers. And this will not be solved by the new broadband online education that the Department of Education recently launched."

Former PM Virata does not know whether there will be more state universities then since more high schools are becoming colleges these days.

Virata expressed his critical view of the Reenacted Budget because it deprives the education and health sectors of the necessary funds. In his time, reenactment was only a temporary mechanism to ensure the availability of funds while the legislature still finishes the actual budget.

I'm not very sure what will happen in 2020. But what is more important to plan for 2020 considering the continuous increase of population.

SUMMARY

Prof. Emilia Boncodin gave a brief recap of the morning session as follows:

The discussions succeeded in validating a lot of things namely:

- The need to strengthen the bureaucracy;
- Enforcement of appropriate policies;
- Importance of institutionalizing regulations;
- Knowing how to combat corruption;
- The value of building alliances and coordinating offices;
- Ensuring that policies are correct and for the long term;
- Ensuring that policies are sustainable; and
- Learn to build on blocks laid down by previous administrations.

Prof. Boncodin closed the morning session with the expression of gratitude and handing of certificates of appreciation to the speakers.

AFTERNOON SESSION

The afternoon session of the *Breakout, Breakdown, and Breakthrough* forum, resumed at 2 pm with Professor Danilo R. Reyes presiding the discussion. Before the sharing of the guests, Dr. Reyes shared his insights about the theme of the conference. (see annex 1).

The audience was fortunate to have six notable Alumni: (1) Hon. Mary Ann F. Mendoza, Commissioner of the Civil Service; (2) Ms. Corazon Alma G. de Leon, Chair of the Philippine National Red Cross and former Secretary of the Department of Social Welfare and Development and Civil Service Commission; (3) Incumbent Quezon City Vice-Mayor Herbert M. Bautista; (4) Mr. Rafael V. de Guzman, Senior Vice-President of UNILAB; (5) Atty. Ismael G. Khan, Jr., Business World Columnist and former Assistant Court Administrator of the Supreme Court and; (6) Secretary-General of the Philippine Senate, Atty. Oscar G. Yabes. All the guest speakers are distinguished in their respective careers and are all admired for their dedication to serve the country.

Mary Ann F. Mendoza
Commissioner, Civil Service Commission
MPA, 1975

The first speaker is Commissioner Mary Ann Fernandez Mendoza. In her speech, she stresses the importance of finding purpose in one's work especially within an environment prone to corruption.

Commissioner Mendoza has been in the government service for thirty-five years. Within this period, she has been a consistent ally of NCPAG towards civil service reform and reinvention. As Commissioner Mendoza emphasizes the valuable contribution of the institution, she likewise highlights its limitation in improving the bureaucracy given the following considerations: (1) openness of civil servants to accept change and; (2) sincerity to improve and possibly, replace less desirable habits and behavior constantly practiced in government service. Nevertheless, she believes that enriching the curriculum with *novel ideas* and *advocacies* can be a lucrative alternative against the inevitable factors cited since it can serve as a conduit to imbibe integrity especially among aspiring civil servants.

For Commissioner Mendoza, innovative ideas, advocacies and perspectives can be best explained through example; hence, she provides seven ingenious role models: (1) Jean Houston, for introducing social artistry as a technique for human development; (2) Helen Keller, with her independent will despite adversities; (3) Eleanor Roosevelt and her perseverance to pursue a dream; (4) Mother Teresa, for her dedication and genuine passion to serve all those in need; (5) the Dalai Lama and his admirable compassion and humility; (6) Andres Bonifacio, for his passion to gain new learning and his patriotism and; (7) Jose Rizal, for his admirable contributions in Dapitan despite his exile.

In enumerating the seven role models, Commissioner Mendoza reveals a shared disposition of these innovators: (1) since they know their selves well, they are able to tap their talents and put these gifts to good use. (2) Their proactive character enables them to expand their range of influence. (3) They are never too tired to learn. (4) They live a life built on integrity. (5) They believe that they exist for a purpose. Hence,

strives to give meaning to life. (6) They find joy in work. And finally, (7) They are compassionate, selfless and has a deep spiritual life. Commissioner Mendoza explains that with modern technology accessibility, abundance and availability of academic resources have made learning easier as compared to the limited opportunities at the time; hence, she points out that there is little excuse to cover the inability to improve oneself and uphold integrity especially towards reinventing the bureaucracy. In essence, Commissioner Mendoza delivers a two part message. First to the College on its 55th Anniversary: to remain a constant innovator in improving governance and the civil service. Second, for the participants: to have enough faith and confidence to improve one's organization since they will never cease to have enough resources to reinvent and reform.

Ms. Corazon Alma G. de Leon
Chair, Philippine National Red Cross
Former Secretary, Department of Social Welfare and Development
Former Chair, Civil Service Commission

Following Commissioner Mendoza is Philippine Red Cross Chair, Ms. Corazon Alma de Leon. Her initial approach is to define the theme of the forum within the context of the existing administration. For Ms. De Leon, *breakout* refers to a violent or forceful break from a restraining condition or situation. She cites EDSA 2, the nine coup attempts under the Aquino Administration and the Trillanes episode as examples of breakout. *Breakdown* is the action or result of *breaking down*. She further explains that it characterizes a failure to function due to physical, mental or nervous disintegration. Examples of these include peace talks and even resignation of officials due to health reasons. Lastly, *breakthrough* is defined as an act or instance of breaking through an obstruction or an offensive thrust in lieu of conventional practices. This is sourced from a sudden advancement in knowledge or technique with the intention of improving an existing setting. Examples include U-turns of MMDA, laser surgery, cellphones and Ms. Liling Briones' innovation on computerized auction of treasury bills during her term as National Treasurer.

With thirty-four years in government service, Ms. De Leon underscores the mantra public administrators must never cease to overlook: *public office is a public trust*. Hence, civil servants are expected to manage resources directed towards satisfying the present needs and in safeguarding public welfare. However, she provides that this mantra calls for self-motivation and self-improvement on the part of civil servants which in turn, can only be assured through democratic governance. For Ms. De Leon, democratic governance must have three elements:

- (1) accessible, answerable and accountable government;
- (2) a socially responsible private sector; and
- (3) an enlightened and empowered civil society.

Within this spectrum, she highlights the necessity for more breakthroughs instead of breakouts and breakdowns. On the other hand, she explains that the purpose of the latter (breakouts and breakdowns) is to be able to identify the most appropriate path towards realizing breakthroughs. Hence, if the government is keen on fulfilling its expected role to implement laws, manage public affairs, and deliver public services; identifying breakout and breakdowns should not hinder breakthroughs. Yet, the recent May election and the refusal of Commission on Elections (COMELEC) to implement automation prove otherwise. On this end, Ms. De Leon provides an oblique explanation on the constant breakdown and breakout experiences received by the present administration. Hence, she points out the necessity for an *Office of the Citizen* in every LGU. Run by volunteers, this office will be the forefront in identifying breakouts and breakdowns in line with monitoring and assuring breakthroughs. In conclusion, Ms. De Leon offers *volunteerism* as a mechanism to bridge the setbacks towards realizing breakthroughs. She reveals that volunteerism is public service.

Hon. Herbert M. Bautista
Vice-Mayor, Quezon City
MPA 2000

In his more than twenty years of bureaucratic experience, Hon. Herbert M. Bautista has witnessed the constant decline and recovery of the state. From what he perceives as a vicious cycle in contemporary governance, Vice-Mayor Bautista draws on the

subject on civil trust among political leaders relative to civil society's unquenched aspiration to change the system of government. He admits that although there are irrefutable shortcomings on the part of political leaders, voters are not exempt from such a liability.

Infusion of young blood in the political arena has been a trend in recent elections; however, Vice-Mayor Bautista qualifies that though youthful exuberance and commitment to public service, are constructive in governance; adequate training, experience, and preparation are also vital in fulfilling the role of a public servant. On the part of civil society, active public participation as opposed to political apathy should be practiced. Public participation infused with a sense of nationalism will provide enough hindsight to opt for public officials likely to facilitate progress in the existing government system.

Vice-Mayor Bautista concludes his speech with a challenge to realize the longstanding aspiration for a better and stronger republic.

Mr. Rafael V. de Guzman
Senior Vice President, UNILAB
BAPA, 1968; MPA, 1969

For UNILAB Senior Vice-President Rafael V. de Guzman, the College has come a long way in its pursuit for good governance. Following the speeches of Commissioner Mendoza, Chair De Leon and Vice-Mayor Bautista, he claims to be a prodigal BAPA and MPA graduate having instead a distinguished career in the private sector. On the other hand, Mr. de Guzman asserts his continuous effort to take part in the institution's advocacy in spearheading development.

Based on his academic background both in governance and business management along with his experience in the private sector, Mr. de Guzman argues that public service is not only confined to government. He instead offers the prospect to practice public service even within the private sector. In UNILAB, for instance, he reveals that part of its advocacy is to provide affordable medicines to the public. Since medicines

carried by Multi-National Corporations cost twice as much as its generic counterparts, UNILAB strives to meet the standard quality of expensive medicines at half the price. With this, the public has accessibility to reasonably priced medicines.

Mr. de Guzman believes that development consists of a troika: a collaboration of the business, academe, and the government. This realization is built on his experience as a working student for the College and his impending MBA scholarship application for AIM where he was able to witness the financial dependency of the College to private enterprises in order to realize its advocacy. His work and academic experience revealed the value of ample resources which should be seen in three specific facets:

(1) **Resource generation:** The LGUs must be enthusiastic in finding alternative financial resources other than relying on national government funding and taxes because these are not sufficient to sustain and improve an LGU; (2) **resource allocation;** and (3) **resource management.** In this end, the NCPAG has been vital in harnessing and improving LGUs.

Before ending his speech, Mr. de Guzman expresses his aspirations for the College: First, curriculum adjustment in terms of supplementing organizational management and personnel administration subjects with a financial management course. He further suggests a possible collaboration with the UP College of Business Administration to manage the subject as to provide a firm understanding on financial management in the private sector. This in effect will enhance the curriculum especially in integrating the private sector with governance and public administration. Second, he hopes for the College to have more financial resources sufficient to pursue its academic role and its advocacy for development. He cites the present project of the College financed by the EU and the other financial opportunities that prove advantageous to the College. With this development, Mr. de Guzman underscores the value of enthusiasm and resourcefulness in seeking alternative sources of funding.

Atty. Ismael G. Khan, Jr.
Asst. Court Administrator, Supreme Court
Business World Columnist
MPA, 1963

The speaker after Mr. de Guzman is Former Assistant Court Administrator and Chief of the Public Information Office of the Supreme Court, Atty. Ismael G. Khan, Jr. who shares his experience, learning, and opinion on the Supreme Court and its role in governance. He begins by integrating the theme of the occasion, *breakdown*, *breakout* and *breakthrough* with the current standing of former President Estrada's case in the Sandiganbayan. Atty. Khan provides several plausible results: (1) if convicted, the administration portrays a *breakdown*; (2) it is a *breakout* in case Estrada will be acquitted since the government reveals a dire justice system and, finally; (3) the current administration is yet to have a *breakthrough*.

Atty. Khan observes that among the three branches of government, the judiciary appears to be the weakest since it does not have any military authority nor capacity to legislate as compared to the two other branches of government. Yet, only the judicial branch requires a specific educational attainment. In this regard, he cites the standpoint of Prof. Abueva on extending this education requisite to the legislative and executive branch, favoring the Public Administration degree.

While the judicial branch appears to have the least influence among the three branches in government, Atty. Khan reveals the power of the judiciary over the two other branches. It proves to be the strongest since it can demand the President and the legislative branch to *get off* if necessary, especially if the actions deviate from what is stipulated in the 1987 Constitution. On the other hand, the Supreme Court is a passive actor since it requires a tangible case before it can act. In this respect, the NGOs and POs become integral especially in asserting and forwarding a complaint against abusive actions of the Executive and Legislative branches.

In the 1987 Constitution, judicial power requires judicial review. As this has been absent in previous Constitutions (1935 and 1973 Philippine Constitution), civil and political rights have also been limited; however, Atty. Khan shares that in spite of the Constitutional provision (Art. 8, Sec. 5, par.5), the law and regulations passed continue to limit the political and civil rights stipulated by the 1987 Constitution. With this limitation, he perceives a need for the College to offer a refresher course on the Constitution which may enhance the public's knowledge not only on their rights but their awareness on the limits of the State's authority over the people.

Atty. Khan reiterates the Doctrine of Liberty and Prosperity, as articulated by Former Chief Justice Artemio Panganiban. The doctrine states that in cases where civil liberty is involved, the Supreme Court must steer in favor of protecting civil liberties. Alternatively, in cases involving economic development especially in the aspect of inducing prosperity, the Supreme Court will base its decisions relative to the beneficial impacts it may provide to the country. In this respect, the Supreme Court will seek advice of Congress and the Executive Branch.

In conclusion, Atty. Khan attempts to enlighten the audience on the Supreme Court's role to: (1) uphold civil rights and; (2) police the actions of the Executive and Legislative branches.

Atty. Oscar G. Yabes
Secretary-General, Senate of the Philippines
BAPA, 1968

Atty. Oscar G. Yabes has been the Secretary of the Senate of the Philippines for over six years. From his experience, he describes the Senate as a highly politicized arena which sets it apart from other bureaucratic institutions; hence, good training and a background in governance are preferred in such an environment. With this background, Atty. Yabes underscores the advantage of a UP Public Administration degree since the institution *only* produces graduates qualified to meet the demands of the Senate's work setting. Apart from the work competency of BAPA graduates, Atty. Yabes likewise extends his confidence to any BAPA graduate involved in any controversies and scandal. He claims that a BAPA graduate *knows better* than to be involved in any scandal. Atty. Yabes asserts that the government will be more efficient and responsive to public needs and demands if it is manned by BAPA graduates.

Yet, Atty. Yabes admits that competence of BAPA in administration and governance is still compounded by unresolved setbacks in the bureaucracy especially in the aspect of compensation and salary administration; hence, while private enterprises constantly draw more graduates due to attractive compensations, the bureaucracy receives a nominal number of qualified applicants.

On the aspect of governance, Atty. Yabes highlights the value of transparency. He provides that *this value* should be integral in the bureaucracy. In the case of the Senate, the events inside the Senate are broadcasted through the Senate website. Likewise, daily journals which include debates, its participants and those present during the debate are also posted in the website for public access. Moreover, the Senate has also established a Public Assistance Center which also provides citizens medical assistance in the form of guarantees taken from a Senator's CDF. The senate also provides opportunities for NGOs, POs, and other socio-civic groups requesting for a dialogue.

Atty. Yabes expresses his dismay over the preference for manual election counting despite the opportunity for automation. He perceives this as an enticement to election fraud, specifically on: (1) undermining OFWs' suffrage rights through misrepresentation of preferred electoral candidates and; (2) subverting the dual citizenship law. Nevertheless, Atty. Yabes maintains that such constraints must not hinder civil servants to persevere towards improving the bureaucracy and practicing good governance.

For fifty-five years, NCPAG has been steadfast in its resolve to establish a culture of vigilance and genuine empowerment in civil administration and governance. This has been the essential message conveyed by each guest speaker, all of whom pledge allegiance in the College's continuous advocacy for good governance.

Vice-President for Planning and Finance of the University and former Dean of NCPAG, Dr. Maria Concepcion P. Alfiler delivered the closing message.

**OPEN FORUM
AFTERNOON SESSION**

From Beverly Garcia of Manuel L. Quezon University Foundation, Lucena City:

I had students who are SK Chairpersons in their respective towns. The common problem I have seen that they encountered regards the senior public servants in their place. It seems that these senior leaders are saying that the SK has still a long way to go in terms of the experience in public service. These kids, instead of helping achieve PA breakthroughs with their new ideas, this usually does not materialize because of the stigma that these senior officials cause. Can you give us pieces of advice on how to address such issue?

Vice-Mayor Herbert M. Bautista:

The mistake that I see here in this set-up is that, the age of the SK is 15-21 by operation of law, but when the election time came, it was lowered to 18 and below, and so they do not have the legal capacity to transact business because they are minors. What happens here is that there is a need for intervention of the Barangay Officials who are more senior to the SK. Because of that their autonomy as an organization is compromised. Secondly, even if there is an SK Constitution or by-laws, stating that they can have a share of the Barangay Fund, they cannot use it or maximize its use since they do not have the legal personality to transact. Another thing is that the SK usually does not have programs. What they usually tend to do is conduct sports fests. They lack lasting programs with a high impact. Thirdly, they themselves are already politicized. There is no longer the idealism. Usually they are relatives or children of the Mayor or other officials.

You have stated also that even if they are part of the Sangguniang Bayan, they are not treated like equals. I have experienced that too when I made the transition from KB to an elected City Councilor. I was treated as a second class citizen; however, for my case, I really asserted my position because I know that I am backed by a city constituency. What

I did was to lobby to my fellow councilors my programs. I showed them that there is wisdom in my plans. Perhaps, these young members of the Sanggunian you are talking about lack the inter-personal relationship with their co- councilors. They should also bear in mind that their fellow SKs and the NGOs they are teaming up with are very vital because these groups would be the one to support your advocacies. They should really establish their relationship with POs and other peoples groups because they can rally behind your programs and advocacies. That is what I would recommend and that is what we are doing in Quezon City.

Sec. Gen. Corazon Alma De Leon:

In addition to what the Honorable Vice- Mayor has just said, I would also like to add that it would be much better if there is a selection of the best youth in the said barangays. They should fall under the category of the 18 years old and below and from there choose who would be the SK candidates. I am sure that we will generate good people from there. This would be the role of the citizens to choose from the given score cards who would be the next SK officers.

From Ederlinda M. Fernandez of Western Mindanao State University, Zamboanga City:

There have been comments from this morning that the best and brightest are leaving the Philippines, so what does that make of us who are left behind. My question is about the phrase that the Hon. Corazon de Leon has repeated often regarding the salary increase. About two years ago there was a study commissioned by the World Bank regarding the updating and upgrading of the salary scale in the Philippine government. It buoyed up our hopes; those that were left behind, those who chose to stay behind and serve. It gave us hope that there will finally be a salary increase so that we will have a better standard of living. Is there still hope that our salaries will increase so that we will not be tempted to leave the country and be domestic helpers in Hong Kong or Singapore or care-giver in America.

Sec. Gen. Corazon Alma De Leon:

Just a comment. Those who leave the country are the "bagong bayani". Those who choose to stay are the "tunay na bayani."

When we elect leaders in 2010, this leader must have a plan or a vision on how he can have a program so that our Filipinos will find a future in our country. So that they will not have the mentality that in order for them to have a beautiful life, they have to work overseas. If we go and look around in the provinces, we can find a lot of opportunities, but what stops us from seeing these is that we are always thinking of money and how to get rich.

The solution to this problem is not just increasing the salary. It is also about decreasing the cost of living. In America, for example, you can buy a bed for \$35, here you need P35,000 pesos. What must be done is to remedy the buying power of the peso. We must be able to produce those items that we usually buy. Shameful as it may seem, we have this tendency to buy nice cheap clothes and we have to buy from "ukay-ukay." What we are doing is killing our industries particularly the clothing industry. We are more often than not the perpetrators of this kind of economy we have. When we elect leaders, we must choose those who have a vision on how to make us see ourselves as having a future in the Philippines.

Commissioner Mary Ann F. Mendoza:

We must all remember that we must not give up. We already have the study that was already presented to all the appropriate agencies; we have succeeded in the House of Representatives. Committee work has already been done and completed. In the Senate, Chairperson David has talked with then Senate president Drilon and he approved of it; however, due to this election, it was not passed. This is the reason why we have to work together and this is where we must use our partners, networks and alliances. Now that we have elected a senator, Senator Trillanes, why don't we harness him to help us? We have to work together, and somehow we will find the necessary connections in the House of Representatives and the Senate so we have to start

doing that. There are a lot of competing interests and we have to use everything, like the text brigades program in order for us to be able to connect to all the people we need to connect with. The text system that the GSIS used was a very powerful way to reach the proper people for such programs or bills, and I guess we have to do the same.

Mr. Rafael V. de Guzman :

I would like to have some reaction on the brain drain phenomenon. The reciprocal of brain drain is brain gain. For the moment it would seem that we are suffering from brain drain but if we look at the demographics of those who leave the country, we see a qualitative change which may be bad for us for the short term because we are losing better talents. We are losing engineers, professors or doctors and nurses, information technology experts, and finance experts. This is the reason why we have an increase in remittances because these high talent people earn more and they also remit more. It is now incumbent on those who are left behind to make the house in order because the moment the moment we get our act together, it is sure that they will be coming back. If you look around us, Taiwan is a nation of "balikbayans." Israel is a creation of "balikbayans." Recently it has been India and China. I have seen Indian technocrats who have given up lucrative jobs in the US and Europe and decided to come home and work in the newly created techno parks. I have seen pharmaceutical factories in India which are much better than those in Europe, US or Japan. There are lots of enticements for these experts to come home, but more importantly they are nationalists at heart. They left because they are economic refugees and they are coming back to give their social contributions. The challenge now is for us to keep our house in order because for sure, they will be coming back. There will be a resurgence of Philippine economic development.

Atty. Oscar G. Yabes:

I believe in overseas employment actually because from an economic viewpoint we can see that it is very difficult to look for a job here. So if there is an opportunity for them to work abroad, we tell them to go ahead because they will be receiving high salaries. When we go to the provinces we see the development that these overseas employments give to the area. We can see there nice houses, or people having capital for business. Most of these come from the money sent by our overseas workers.

As to the salary hike, it was filed in the Senate. I think this was the one crafted by the Civil Service and the DBM. There was just a strong opposition on this because COURAGE or the Confederation of Government Employees are pointing out one thing and this is that the rank and file employees are just receiving low salaries, P8 000 a month they will get only P12-15000. Those who are earning a lot already will even get higher earnings even as high as P100 000. Congressmen, Senators, and other high ranking officials will get as high as 90 000 a month. The rank-and-file employees are against it and they want a bill wherein those who are paid low would be paid somewhat better. This is one of the problems in the delay of the bill. If I remember it right, the government executive will receive salaries at par with those in the private sector, and this is the one that the rank- and-file employees are against.

Sec. Gen. Corazon Alma De Leon:

Just a final note and reaction, the brain gain requires a very strong patriotic and nationalistic value on the part of those who have left in order for them to actually come back and leave lucrative jobs.

Second, we need to change the public perception about the government and the bureaucracy. I remember once a comment of a priest when he visited

my office. He said that my office looks like that in the private sector because it is clean and the people are working. So this means that the people perceive the government as dirty and the employees are lazy. We must change that perception so that the people themselves would be the ones to say that government employees really need the raise because they are actually doing their jobs.

From Ed Bragante of University of Saint Louis, Tuguegarao City:

This has something to do with the Local Government Code if we have to look into the provisions in the Code and propose amendments. My example is on internal revenue allotment. The criteria for determining the IRA is population, land area, and equal sharing. It is to the disadvantage of those in the land-locked areas because they could not expand their areas although their population could be more. Some sparsely populated municipalities have bigger land areas and they may expand 15 kilometers beyond. Maybe there is a need to look into this so that IRA could be more equitably allocated.

The other one would be on the popular participation. I have observed that the developed councils, there must be NGO representatives. But I have observed that the member of these councils are pre-selected by the Local Chief Executives so that there would be no villains in the LGU. And in some small municipalities, they cannot meet this criterion because there are no NGOs or capacity for participation.

Vice-Mayor Herbert M. Bautista:

Quezon City is land locked but we are densely populated so we still get a big chunk in the IRA. There are also municipalities which are sparsely populated but they have extensive land areas. Even the mountains are theirs so their IRAs are relatively higher. For me, the IRA is not really equitable. It has been in the Senate for a few years. The office of Senator Nene Pimentel is already working on having amendments to the Code because it is almost two decades. When it comes to participation, in Quezo

City, we make sure that their development plans are working and that these are in accordance to the plans of the City government which will result to the annual investment plan so that we will know which priority programs to fund. We made sure that that happens. What our Mayor did was to do some minor adjustments. What you must do is to have an active NGO. The people must be vigilant and that the media must also participate. You must also work closely with the media so that they will serve as watchdogs.

Atty. Oscar G. Yabes:

As stated earlier, there are already bills passed that seek to amend the LGC but we Congress are already in session so these have to be refiled. It is always in the case that when it is refilled, this has to go back to the committees and we hope that it will be pushed early so that it will also be passed early in Congress.

From **Ernie Saquibal**, Central Philippine University, Iloilo City:

Early this morning, it was mentioned that one of the keys to having a good democratic governance is to having a collaboration between the academe and the government sector particularly the bureaucracy and policy makers. An issue regarding this is that it is seldom that policy makers listen to members of the academe. There was a study by Prof. Sto. Tomas that our bureaucracy is very big, and what happened to that?

Sec. Gen. Corazon Alma De Leon:

My first comment is that our bureaucracy is not really big and fat, it is not productive. We look at re-organization as the answer. What we must do is to streamline it every year. What you do is to look at the activities that the agencies are doing. Are these activities still keeping up with the times or do they need to be changed? My dream really is for us to have our local factories or industries. I remember in my

native place of Dongallo, we have our own bakery, lemonade factory and the Dongallo transit way back in the 50s.

Atty. Oscar G. Yabes

I know that there are already a lot of studies being conducted by the academe. My suggestion is that you should not just stop at making the studies. You draft the bill that embodies the study. Then have a Congressman file it in the House and a Senator in the Senate. When Committee hearing comes, these committees have the technical working group, this is a very powerful group. So the policy studies must already be made into proposed bills so that the job would be done easier.

From **Prof. Danilo R. Reyes** of UP-NCPAG

I have a question for the two lawyers. Is the EO 464, the executive order that prohibits members of the executive branch from appearing before senate and congressional investigations, still subsisting?

My second question, has it been declared as unconstitutional? And third what are the remedies which are still being enforced by the president?

Atty. Ismael G. Khan, Jr.:

The EO 464 was one of the cases that were brought to the Supreme Court last year. The SC struck it down in so far as it prevented the Congress in aid of its legislative power from inquiring about certain matters about the cabinet members. This does not mean that the whole thing is invalid in the sense that if you can invoke properly the executive privilege on some other matters other than the power of the legislature for inquiring, you can invoke it, provided it is on the basis of a presidential request; but EO 464, regardless of any Congress, will stand as long as the Constitution remains to be the current one.

Atty. Oscar G. Yabes:

From our point of view in the Senate, and I agree with Atty Khan, EO 464 can be only invoked by the President and not by a lieutenant or a division chief or anybody. This could be circumvented, however, with a certification from the Executive Secretary that the said topic has been discussed by the president with the agency head or lieutenant and objectively, the SC decision is not categorical. We claim it as a victory of the Congress; however every time the Congress invites someone from the Executive Department, it must state the legislation that is being discussed. The truth of the matter is, whenever we send invitations, the bill to be discussed is attached to the invitation. The difficult thing is that there was something in the SC decision that states what the questions to be asked are? These should also be stated in the invitation. The committee hearing can not be limited in those questions alone. There are a lot of things that have to be answered, so it is difficult to predict what those possible questions could be. I hope the SC would come up with a clearer decision regarding the matter because every time we ask a relevant question that came out during the said hearing, if the question is not written beforehand, then this official invoke EO 464.

Regarding if EO 464 can be invoked? My answer is this, if you don't have anything to hide, then you should not be scared to answer any question in the hearings.

From Proserpina Mabiog of Marinduque State College:

I would like to address my concern to Atty. Yabes and Atty. Khan and maybe Vice-Mayor Bautista being a representative from the Local Government Unit. In the State Universities with the passage of the Modernization Act, our budgets are diminishing. DBM told us that we already have our own fiscal autonomy that our income is now on our own level; however, because of the LGC, the children of our local officials and the wives of the police officer and military men are free when it comes

to paying tuition fees. Our MOOEs are diminished but we do not have enough income since many of our students are barangay scholars. What could be done regarding this matter? Any advice would be greatly appreciated.

Atty. Oscar G. Yabes:

In my experience with the budget process in the Senate, I have seen that the budgets of the schools are not touched. We can hardly notice that the Congress or Senate lowers or cuts the budget of the schools. So I guess in your case even at the level of the Commission on Higher Education, during their hearings, it is already cut in there even before it reaches the Congress. I can hardly recall that the Senate changed the budget of the State Universities more especially those in the provinces. In fact, if I remember it correctly the UP budget was increased. As I said, you should look if Congress really reduced the budget or if it was already reduced prior to it reaching Congress.

ANNEX

**Public Administration and Democratic Governance:
An Overview of the Theme
Prof. Danilo R. Reyes**

Governance and good governance practices and processes have become intensely discussed and debated subjects in the new millennium. Over the years, since the nineties, there has been remarkable proliferation of literature on governance, not only in the study and practice of public administration, but in other fields and sectors as well (Kim, et. Al 2005; Colley, Jr. et al., 2005; Bevir, et al., 2003; Kooiman, 2003; Pierre, 2000; Thynne, 2000; UNDP, 1997a; UNDP, 1997b). Governance has been adopted and emerged, or so it appears, as the rallying theme of the management and conduct of public affairs in global and national milieus seeking rationalization and reform of societal conditions that would invariably address widespread social and political anomalies.

Many of these have offered varying interpretations that seek to define, describe, explain, or even distinguish governance from the more familiar process and activities of government. Definitions and descriptions of the term have evolved and shaped to suggest that governance has been regarded as "blanket term to signify a change in the meaning of government,; which alternatively focus on the degree and extent of public intervention and the use of markets, quasi-markets, and non-government institutions and resources to deliver public services (March and Olsen, 1989, and Jorgensen, 1993, as cited in Rhodes, 2000: 55).

Kim points out that in this newer governance paradigm, government has become only one of the actors involved in a more expanded and elaborate expression of participatory policymaking and determination of societal directions. Governance, he continues, "is a multiple-stakeholder process, and a function of the many ways that individuals and institutions, both public and private, manage their common affairs" (Kim, 2005: 647).

But in spite of these efforts, the governance agenda continues to confront nagging and intriguing issues. There is

today an intractable, sometimes inscrutable, arena of discourse that oscillates into various dimensions in the initiatives to pin down the concept to manageable, easily digestible level that would lend itself to acceptable understanding.

Some of these issues are plain and apparent: How is governance practiced? What are its processes? What are its dynamics? How is stakeholderhood determined? How is consensus reached? How is the participatory process facilitated? When can we categorically claim that there is a failure of governance? What constitutes a failure of governance? Is the failure of elections a failure of governance?

Others invariably tend to be more provocative and more disturbing, especially when they relate to how good governance is to be fostered: What are the parameters that determine good governance? When can it be said that good governance is present and obtaining in a society? When can it be said that it is not present? What are their indicators? How are they to be measured? Is there agreement on what exactly constitute good governance? What are the outcomes and results of good governance? Can we have a working theory of governance? Is good governance culture bound?

It is in this light that the National College of Public Administration and Governance has opted to broaden the arena of the discourse from the traditional confines of academic and conceptual discussions to bring to the fore the experiences and perspectives of policy-makers, government executives and practitioners, including alumni who have occupied or continue to occupy important or sensitive positions in government. These personalities have presumably been exposed to the challenges and dynamics of governance practice and would have much more to share towards unraveling crevices and interstices in what is now appearing as the governance conundrum.

Undoubtedly, they have much to contribute that needs to be documented to serve as empirical referents to the coming generations of policy-makers, leaders, opinion-makers, scholars, researchers, educators, students, and many other potential prisoners of concepts and theories who need a bowing acquaintance with the real world of governance.

This forum has adopted the theme, "Public Administration and Democratic Governance: Breakout, Breakdown, and Breakthrough" as a way of contributing to the on-going discourse without trying to be cute. We aspire to give a Filipino flavor and identify to the dynamics of governance that would submit, hopefully, to the realities of our local ethos.

It may be that good governance and its dimensions are idiosyncratic, tentative and heuristic, not only from culture to culture, but from organizations to organizations. But when does good governance breakout and what are its peculiarities? When does governance have a breakdown and what are its characteristics? What are the breakthroughs experienced and achieved by public and private sector organizations in governance in the Philippines today? Are there breakouts in Philippine governance? Are there breakdowns? And, are there breakthroughs?

The present discussion and exchange among noted managers, experts, policy-makers, movers, shakers and practitioners representing various government administrations, different organizations and varying persuasions aspire to present and ensemble of experiences and practices that can be prescribed, modeled, copied, replicated or, in the same vein avoided, rejected and repudiated.

And NCPAG alumni now occupying or who have occupied important positions in government and in the private sector? Have they learned anything from NCPAG? Or are there things that we at NCPAG, students, faculty, or alumni should now unlearn?

Let the experts here tell us. Then we can decide whether they are good or bad.

This then is the focus of this forum. So join us and listen.

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PHOTO GALLERY



From left to right: Juvie Gervacio, Prof. Mila Reforma, Dr. Ma. Oliva Domingo, Dean Alex B. Brillantes Jr., Chancellor Sergio S. Cao, Dr. Ma. Concepcion Alfiler, Dr. Vicente Mariano, Joselito Aurelio, and Alice Celestino



Unveiling of the NCPAG Marker by UP Diliman Chancellor, Dr. Sergio S. Cao



The participants at the registration booth.



A view of the big number of participants who attended the morning session of the Conference



UP NCPAG Dean Alex B. Brillantes, Jr. giving the Opening Remarks.



UP Diliman Chancellor Dr. Sergio S. Cao welcoming the participants.



Former Prime Minister Cesar E.A. Virata delivering the Keynote Address.



Shown in this photo are some distinguished guests in the morning session of the Conference. At the podium, Hon. Cesar E.A. Virata (from left to right), Alex B. Brillantes, Hon. Elisea G. Gozun, Hon. Emilia Boncodin, Chancellor Sergio S. Cao, Hon. Felipe Medalla, and Hon. Jaime Galvez-Tan.



Shown are some of the distinguished guests in the afternoon session of the Conference. At the podium, Mr. Rafael de Guzman. Seated from left to right: Dr. Danilo Reyes, Hon. Mary Ann Fernandez-Mendoza, Corazon Alma de Leon, Hon. Herbert Bautista, Atty. Ismael G. Khan, and Atty. Oscar G. Yabes.



Participants in the afternoon session of the Conference.

A Tradition of Excellence

Now on its 55th year, the National College of Public Administration and Governance (NCPAG) has been regarded as the leader of the discipline of Public Administration in the country since its establishment as the Institute of Public Administration in 1952. To perform its three-fold function of instruction, research, and public service, the NCPAG is expanding the field from an exclusive focus on governmental management to broader concern of governance for public interest. It thus studies not only the role of the bureaucracy but also that of the state and civil society in enhancing public service.

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 provider of policy advice and technical assistance, in government and non-government 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.



For inquiries, contact:
 National College of Public Administration and Governance
 University of the Philippines
 Diliman, Quezon City, Philippines, 1101
 (632) 928.38.61; 981.85.00 loc. 4151; Fax: (632) 926.14.32
 dean_up_ncpag@yahoo.com

