

# **UP NCPAG Holds Four Events: Election Automation Conference, EROPA Echo Conference, Student Symposium, and Homecoming**

## **Conference on 2010 Election Automation**

With less than six months before 2010 elections, public administration scholars and practitioners decided to discuss election automation in their recently concluded Conference.

The University of the Philippines-National College of Public Administration and Governance hosted the Conference entitled “Engaging the Filipino iCTzen for Automated Elections” on November 26, 2009. Speakers included Comelec Director James Jimenez, Dr. Renaud Meyer of the United Nations Development Programme (UNDP), Dr. Juhani Grossman of the International Foundation for Electoral Reforms (IFERS) and scholars from various academic institutions of public administration courses.

Dr. Meyer presented international perspectives on computerized elections while Jimenez discussed the emergent challenges of an automated election. Other areas tackled were risks involved in automated elections and the role of ICT in the exercise of democracy.

The election automation conference kicked off the two-day affair that was attended by members of the Association of Schools of Public Administration in the Philippines (ASPAP), the Philippine Society for Public Administration (PSPA), and the NCPAG Alumni Association (AA) which served as co-organizers.

## **EROPA Echo Conference**

Day 2 of the Conference tackled important issues concerning human resources development. NCPAG, which hosts the Secretariat office of the Eastern Regional Organization for Public Administration (EROPA), has arranged an echo of the Conference entitled “Public Governance in Challenging Economic Times: HRD as the Battlefield” sponsored by EROPA last October 21-23 in Seoul, South Korea. The Echo Conference was held in the morning session.

## **“May Bukas Pa Ang Career Mo Sa Gobyerno” Symposium**

The Echo Conference was followed by a symposium “May Bukas Pa Ang Career Mo Sa Gobyerno” in the afternoon. Civil Service Assistant Commissioner Anicia M. De Lima was the keynote speaker in this symposium organized by students of Public Administration 221 at NCPAG.

The PA 227 (Human Resource Development) and PA 221 (Public Personnel Administration) classes under Dr. Ma. Oliva Z. Domingo (1<sup>st</sup> semester, AY 2009-2010), in cooperation with the Center for Leadership, Citizenship and Democracy (CLCD) of the National College of Public Administration and Governance (NCPAG), University of the Philippines Diliman held the “May Bukas Pa Ang Career Mo Sa Gobyerno! A Symposium on Issues and Challenges on Career Development,” Nov. 27, 2-5 p.m., at the NCPAG Assembly Hall.

The symposium aimed to provide a venue for government agencies and offices to share their experiences in career development, and for participants to learn from their success stories.

Atty. Anicia M. De Lima, Assistant Commissioner of the Civil Service Commission-NCR and the event’s resource speaker gave a background on Career Development in the Philippine Civil Service. Ms. Marlene S. Aguilar (Personnel Officer of the Quezon City Government), Mr. Isagani Burce, Jr., and Ms. Zenisa R. Perez (Heads of the Talent Development Division, and Career and Succession Management Division of the Bangko Sentral ng Pilipinas’ Human Resource Department ,respectively), and Mr. Erwin Ogario (Officer-in-Charge, Philippine Drug Enforcement Agency’s Administration and Human Resource Division) shared their respective agencies’ practices, problems and accomplishments in providing career growth and development opportunities to their employees. Participants brought up challenging issues and problems during the open forum that followed the sharing session.

Some 180 government employees and students participated in the event which was part of the two-day conference on “Moving into the Future: *Institutions, Careers, Technology*” and 5<sup>th</sup> UP NCPAG Alumni Homecoming.

## 5<sup>th</sup> Alumni Homecoming

As culminating activity, the NCPAG Alumni Homecoming was held in evening of November 27, 2009. QC Vice Mayor and NCPAGAA President Herbert M. Bautista led the ceremonies which included, among others, the launching of a coffee table book featuring NCPAG's most outstanding alumni and the 2007 *Philippine Journal of Public Administration* festschrift in honor of NCPAG Professor Emeritus Jose V. Abueva.

Guest of honor in the alumni homecoming dinner was Dr. Sin-Taek Kang, Prpfessor Emeritus at the Seoul National University and member of the Korean National Academy of Sciences. Dr. Kang earned his masters degree in NCPAG in 1963, when it was still called the Institute of Public Administration (IPA). In his speech, Kang narrated how his education at IPA helped him a lot in his succeeding academic endeavors. "I have learned and experienced many things in the Philippines. I was enormously indebted to the wisdom and teachings of professors as well as generosity and hospitality of my friends and the people in general," said Kang. He concluded his speech by underlining the important role of public administration scholars and practitioners in ushering development. "Let us strive harder to nurture honest and competent public servants for the benefit of the people," stressed Kang.



### **ASPIRING FOR A BETTER GOVERNANCE**

**Dr. Sin-Taek Kang\***

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Republic of Korea*

## **I. Introduction**

Dean Alex B. Brillantes Jr., the faculty members of the National College of Public Administration and Governance of the University of the Philippines, my dear Professor Raul P. de Guzman, my distinguished fellow Alumni members, ladies and Gentlemen!

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\* PhD 1969, University of Pennsylvania and MPA 1963, University of the Philippines.

It is my great honor to be invited by Dean Brillantes and the Faculty as one of “the guests of honor” at this wonderful Alumni homecoming of the National College of Public Administration and Governance on this auspicious occasion of the UP Centennial. I am very grateful for the invitation and privileged and filled with pride to deliver a short speech to recollect on my life and work during and after my fruitful years of study in early 1960s at the Institute of Public Administration of the University of the Philippines. My last visit to Philippines was 1989 and thus I am now enjoying this sentimental journey.

## **II. Fruitful Years of My Study at IPA, UP**

After the Second World War, most of the young students of the newly independent countries and ex-colonies were very eager to catch up the so-called advanced and developed countries to fulfill the aspirations and expectations of national development. For the Koreans, the Republic of the Philippines in the 1950s was regarded as one of the relatively advance countries, under the name of “the Pearl of the Orient”, with valuable lessons and experiences to be shared, adopted, and adapted in Korea.

More over, Korean people were very grateful to the Republic of the Philippines and her people, because the Philippines was the first country to recognize in 1949 the Republic of Korea which was re-established in 1948 after liberation in 1945 from the brutal Japanese occupation, and subsequent administration by American Military Government from 1945 to 1948. Especially, Koreans remembered very well with gratitude the enormous sacrifice of the Filipino soldiers who fought in Korean War which was started on June 25, 1950, by illegal invasion of the Communist North Korea, and ended with cease-fire on July 27, 1953. Until now North Korea and South Korea are confronting each other.

With the admirations and aspirations as such, I came to the Institute of Public Administration of the University of the Philippines, on or around June 20, 1960, and left in February 1963, as an exchange student from the Graduate School of Public Administration of Seoul National University on a Southeast Asian Scholarship provided by the Institute of Public Administration of the University of the Philippines. (The IPA-UP was located at the Padre Faura, Manila.)

The exchange agreement was signed by Dean Carlos P. Ramos of the Institute of Public Administration of the UP and Dean Tai-Whan Shin of the Graduate School of Public Administration of Seoul National University to promote cultural and academic exchanges in the field of public administration between the Philippines and Korea. That was really a farsighted and pioneering gesture of those leading admirable figures.

Although the opportunities to study abroad with scholarship were generally rare and attractive, most of my classmates were either reluctant or unable to apply for the Southeast Asian Scholarship, because they preferred “more advance country” for study

and some of them were disqualified, since they have not completed mandatory military service which was one of the conditions for travel abroad.

Under that milieu, Dean Tai-Whan Shin actively persuaded us to go to Southeast Asia and learn their experiences and make friends with the young people of the region for a beneficial future cooperation. I was one of those students who were persuaded by Dean Shin.

I flew to Manila from Seoul, Korea, via Tokyo, Japan, and it took seven hours from Tokyo to Manila. It was around five o'clock in the morning when I stepped out of the airplane and felt as if I were entering steaming bath room, since I was coming out, fully dressed with business suit, from the air-conditioned air plane.

I was met at the airport by Professor Abelardo G. Samonte, and he took me to a dormitory at Diliman, Quezon City. Next day, he lent me 20 pesos for immediate expenses. Afterwards, I settled at a boarding house at the Colorado Street which was near to Taft Avenue, so that I can walk to the school, even at late evenings. There were six students, including me, in one room of the boarding house, which was conducive to learn Filipino youth culture and make friends as wished by the Dean Tai-Wan Shin.

I recall with respect those professors who had advised, guided, and taught: Dean Carlos P. Ramos, Professors Raul P. de Guzman, Abelardo G. Samonte, Gregorio A. Francisco, and my thesis adviser Jose D. Soberano. Dean Ramos was kind enough to guide me sometimes around Rizal Park and the vicinity.

When I came to the IPA, UP, I was a second year student of the Graduate School of Public Administration of Seoul National University and thus had already earned 24 academic credits for the courses which were similar to the courses offered at the IPA, UP. But, due to my poor English proficiency, I experienced some difficulties to catch up the class lectures and assignments.

During my study in the Philippines, I wrote two master's theses; one was submitted to the Seoul National University to fulfill one of the degree requirements, was entitled as "Community Development in the Philippines"; another was submitted to the Graduate School of the University of the Philippines, which was entitled as "Revenue Administration in the Philippines." The thesis advisor was Professor Jose D. Soberano.

Professor Soberano was very meticulous and strict scholar; he even proof-read and compared the draft of my thesis with the newspaper articles which I quoted to point out my typographical errors, saying that, "If you are incorrect in copying from a simple newspaper article, you may have difficulty to quote authentic references from the academic literatures and journals" During my thesis writing, Dr. Soberano was hospitalized, and I had to wait for several months until his recovery. It was frustrating, prolonging my involuntary sojourn in the Philippines. But, several years later, I found that Dr. Soberano was kind enough to include a portion of my master's thesis to his edited book (co-editor, H. Odell Walby) entitled as *Philippine Public Fiscal*

*Administration (Readings and Documents)*, (Manila: Graduate School of Public Administration, University of the Philippines, 1965), pp. 187-219.

In the Introduction of my master's thesis, I stated as follows, to quote some lines,

The writer, a foreigner, expects to benefit from the study of Philippine public administration. There is hardly a universal principle of public administration in terms of applicability everywhere without any modification. An administrative 'principle' should be adjusted to certain socio-economic, political and administrative environments.

And to quote other lines, I wrote,

Korea is another underdeveloped country. The artificial division has brought many political, social and economic difficulties. Under those situations, she has to progress through wise and vigorous policies and efforts of the government and people. Obviously, the utmost concern and importance of the study for the writer is to grasp thoroughly the Philippine experience with the view of possible application to Korean situations.

As stated above, I have learned and experienced many things in the Philippines. I was enormously indebted to the wisdom and teachings of the professors as well as generosity and hospitality of my friends and the people in general.

Afterwards, my interactions with Filipino scholars continued through the EROPA meetings. In the 1970s, I participated in the joint regional research project which was funded by the International Development Research Centre (IDRC) of Canada, in the name of "Negative Bureaucratic Behavior and Development, which was coordinated by Professor de Guzman.

### **III. My Career and Korean Development**

#### **A. My Career**

I was planning to go the United States for doctoral study after my graduation from the UP, but in 1963, I was called back to Korea by one of my former professors and was appointed as a teaching assistant at the Graduate School of Public Administration of Seoul National University, where I temporarily taught Public Financial Administration.

As can be seen from the titles of my master's theses, "Community Development" and "Internal Revenue Administration", my utmost concern during the 1960s was Korean national development, particularly, socio-economic development and the role of government and public administration. But, there were only limited opportunities to

convey my knowledge and experiences of the Philippines to the Korean academic community and government due to the structure of curriculum of Public Administration which was modeled after those of the United States and relatively low interest among Korean people about Southeast Asian politics and administration.

In 1965, I went to the United States to enroll at the Department of Political Science of the University of Pennsylvania as a Fulbright Scholar, and earned a Doctoral Degree in Political Science in 1969.

My previous study in the Philippines was great asset during my doctoral course work in the United States. However, my academic interest shifted from “development administration” to “theory building” and “social science methodology.” I hoped to develop some theory of public administration with greater relevance to Korea, instead of copying the textbooks and articles of foreign scholars, particularly American.

In 1969, I returned to Korea as an Assistant Professor of the Graduate School of Public Administration, Since then I have served in various capacities at the Seoul National University, such as Associate Dean of Academic Affairs, Dean of Academic Affairs, professor and Dean of the Graduate School of Public Administration, and President of the Korean Association for Public Administration. After retirement, I was elected as a Member of the Korean National Academy of Sciences.

As such, my career has been a scholar and academician, without actively taking any government job or being in any program or policy of the Korean government. Thus, the following remarks about Korean development since 1945 are my personal observation as a scholar.

## **B. Recent Brief History of Korean Development**

I would like to give my own interpretation of the developments of Korea since 1945 in terms of interplays among ① the historical circumstances ② the institutional logics and orientations as a capitalistic country and ③ responses and roles of public administration scholars.

Recent history of Korean politics and administration is divided into the following periods: namely, liberation and American Military Government (1945-1948), Nation Building (1948-1961), Authoritarian Economic Development (1961-1979), Transitional Period (1979-1982), and Democratic Regimes (1992 – present).

The institutional logics are democracy (politics and civil society), bureaucracy (the state and public administration), and capitalism (economy and the market). There has been different mode of collaborations and conflicts within each and among the institutional logics, transforming Korean society with various achievement, tensions, conflicts and crisis.

The Public Administration scholars have been involved directly or indirectly in various capacities as administrators, researchers, advisors, critics and protestors with variety of perspectives.

Koreans are very proud that we have been able to achieve recovery from the War, modernization and industrialization, and democratization within 30 years, for which it took more than two hundred years in the advance countries. However, our developments have been interwoven with the national security tensions and politico-economic and social conflicts and crisis,

Now let me briefly elaborate the interactions of the above historical, institutional and theoretical aspects for each period of Korean development to highlight some characteristic features.

### **1. Period of Nation Building** (President Rhee Syngman 1948-1960; President Bo-Sun and Prime Minister Chang Myon (1960-1961))

Republic of Korea was (re)established in 1948 as a capitalistic liberal democracy. However, because of the division of the country into North and South after the Second World War, the Republic of Korea started with very poor economic base which was devastated by the Korean War from 1950 to 1953. Universal suffrage and education were introduced and implemented. The bureaucracy inherited legacies of the Chosun Dynasty, autocratic bureaucracy of Colonial Japan and interim American Military government. After the Korean War, the bureaucratic power grew even stronger, leading to the authoritarian rule of President Rhee, who was ousted by Student Revolution of April 19<sup>th</sup>, 1960.

In spite of all these problems, the regime in this period laid the foundation for future development with land reform which benefited the peasants, introduction of universal suffrage and education, and adoption of capitalism. The short-lived Chang Myon (President Yoon) regime was unable to control social unrest and was toppled down by Military take-over of General Park Chung-Hee.

In this period, the dominant concerns were focused on normative doctrines of the constitutional law and administrative laws. The modern theory of Public Administration of American model merely began to be introduced. The Graduate School of Public Administration of Seoul National University was established in 1959.

### **2. Authoritarian Economic Development** (President Park Chung-Hee 1961-1979)

The dominant institutional logic in this period was centralized bureaucracy to effectively implement the national goals of economic development and anti-communism. The bureaucracy was very competent and obedient to carry out a series of five-year socio-economic development programs, which were coordinated by the Economic Planning Board (EPB), under the strong political leadership of President Park. The

people were mobilized, activated, and motivated by the so-called “Can-Do” spirit of Sae-Maul Movement (new village movement), with enhanced self-confidence. The result was very remarkable and rapid economic growth and export oriented industrialization as well as transformation of people’s attitude from fatalism to positivism. Capitalistic logic of accumulation was emphasized with some oppression of the working class. This led to political crisis and strong protests from the opposition.

That was the period in which various theories of “development administration” were very fashionable. We believe that public administration scholars of that period had contributed much through research and consultation. The scholars were well mobilized in the formulation, implementation and evaluation of the five-year plans. Such a contribution was possible because many of the Civil and military bureaucrats had been trained in modern management theory, and the public administration scholars were providing the so-called “objective empirical knowledge” to be employed by the officials without seriously questioning the legitimacy of the regime for its oppression of democratic freedom.

Naturally, there were violent oppositions and severe criticisms against the government. Until now, debates are continuing as to the merits of the authoritarian development of Park Chung-Hee era. Generally, there are agreements that we were fortunate enough to succeed in rapid industrialization, with a drawback in democracy.

### **3. Interim Period (President Chun Doo-Whan 1979-1987; President Rho Tae-Woo 1988-1993)**

With the assassination of President Park Chung Hee on 26<sup>th</sup> October 1979, a new generation of military officers seized political power, electing Major General Chun Doo-Whan as President.

This regime was very oppressive, but paradoxically, it was able to downsize the government with a view of small government. The regime opened the market and lifted restrictions of foreign travel. The regime also introduced many measures for deregulation such as lifting “curfew” which had been imposed since 1945 and liberalized student uniforms. There were many restructuring of businesses resulting in stabilization of growing economy.

In this period, public administration scholars also participated in many measures of government reforms, but were unable to criticize the regime, which was blamed by the critics and protestors of the government, among there developed some groups oriented towards “People’s Democracy”, or “National Liberation” with some leftist orientation.

With violent protests in the midst of oppression, the constitution was amended with a provision for direct and popular election of the President. Newly elected President Rho Tae-Woo was helpless, because of social turmoil with frequent labor strikes which had been suppressed in the previous regimes.

#### **4. Democratic Regimes**

##### **(1) *President Young-Sam Kim (1993-1998)***

It is understood that a reinstatement of Democracy in Korea began in 1987. Newly elected President Kim Young-Sam tried to “civilianize” the government, reinterpret the history, create new economy, and create New Korea. The outstanding achievements of the regime were the introduction of radical measures such as real-name transactions of financial and real-name transactions of financial and real asset transactions and compulsory registration of personal properties of the high ranking public officials.

This was the period when Institutional logics of democracy prevailed. The NGOs began to have voices in the government affairs. Public administration scholars participated in the government as usual, but their views did not get much attention, except for orthodox view of reorganization, due to their inability to employ the required interpretation toward understanding for social reconciliation.

##### **(2) *President Dae-Joong Kim (1998-2003)***

It was claimed that Kim Dae-Joong was the first president to become the president with peaceful transfer of political power. He tried to have peaceful relations with North Korea under the name of “Sun Shine Policy.” He was awarded Nobel Peace Prize for this effort among others.

His policy was “Democracy and Market Economy” under the IMF controlled monetary crisis which began in 1997. Free market was a dominant logic of the time. The government restructured big corporations and savings banks.

In this period, new paradigm was New Public Management with various measures of performance evaluation, introduction of agency system in the government, out-sourcing of government works, etc. The scholars of business administration, instead of public administration were in high demand.

##### **(3) *President Rho Moo-Hyun (2003-2008)***

President Rho was elected as President with the support of the young people and the progressives including those who were feeling that they had been underprivileged and alienated. Many of the progressives who joined the Rho government tried to introduce many radical reforms, causing turmoil and controversies. Those progressives had been basically the “protesters with some virtues of resistance,” but they were unable to transform their attitudes from the protester to “the rulers with the virtues of positive orientation,” even after they became the ruling group.

During this period, there were incessant controversies over the reform policies on big-corporations (Jae-Bul), real estates and apartment housing, private education law, and North Korea relations.

Under those situations where progressives were in power, the radicals advocated radical programs without much success. But paradoxically, there were many orthodox-style government innovations with the active involvements of many public administration scholars.

#### **(4) *President Lee Myung-Bak* (2008- )**

President Lee was elected with the support of the conservative groups who had been discontent with the radical policies of the KimDae-Joong and Rho Moo-Hyun governments, especially pro-North Korean policies.

Lee government is oriented to pro-business and claims to have “pragmatic” orientation. We have to wait and see the performances.

#### **IV. Concluding Remarks**

Korea launched in 1948 a successful path toward a nation-building as a capitalistic state of liberal democracy on behalf of the foresights of the national leaders, especially, the first President Rhee Syng-Man, who was admired as the Founding Father of the Republic, but unfortunately was from the power by the student revolution of 1960.

The subsequent regimes were able to achieve both industrialization and democracy within a short period of time. In that process of nation-building, modernization, industrialization, information, democracy, and modernization, public bureaucracy has played very crucial role to implement varieties of socio-economic programs. The academic community of public administration is also very proud that we have educated very competent and dedicated public administrators.

In spite of all this, we are still fighting against the anomalies and corruptions of the bureaucrats, which are aggravated by the false political promise of the politicians. For example, Korea is currently debating on a possible revision of the law for a new complex administrative city, which is a revised version of an Administrative Capital City.

Although I have a Master's degree from the prestigious University of the Philippines, I am now in no position to offer any specific recommendation or advice, since I have retired more than ten years ago. I can make merely few remarks only.

I believe that in the Philippines too, the highly competent and dedicated civil servants and the academic community of public administration have jointly endeavored to fulfill national ideals and aspirations of better governance for truly democratic and affluent country, which is politically, economically, and culturally beneficial to most

Filipinos. It could have been much better for the Filipinos, if the country could have successfully implemented the land and agrarian reforms and economic development programs during the period of authoritarian government, if the people had to exchange "freedom with more bread." Philippines is now fully democratized by the people power. If there is any sequential order of economic development and democracy, since you have first firmly consolidated political democracy, you may now have to follow a democratic process to put more efforts to build an affluent society to promote a better quality of life and redress the imbalance in wealth among the citizens.

Currently, many Koreans are coming to the Philippines for academic degrees and English Language, investment and business, and tourism. I believe that such interactions are positively promoting mutual understanding between and Filipinos, with some rumor of ugly Koreans.

There are many Filipinos who are married to Korean and working for the Korean factories. We are grateful for their hard toils and we trust that many of them have benefited from their lives in Korea. However, it is really heart-breaking to hear about some incidences of mistreatment of those workers by the Korean people. Korea has been ethnically homogenous society, and now putting concerted efforts to adapt to the newly emerging multi-cultural society.

Recently, the Korean Society for Public Administration (KAPA) has organized the Asian Public Administration Forum (APAF), within which the Philippines Public Administration Group is located. Through such mechanism and channel of exchanges, there will be more active interactions among the students and public officials of Korea and the Philippines.

My dear alumni members! We have been working very hard for the service of public sector, and all of us should be proud that we have been one of the key contributing forces for better governance of the nation. Let us strive harder to nurture honest and competent public servants for the full benefit of the people.

I would like to express again my deep appreciation for my past study and the present occasion in the Philippines.

Thank you all for your attention!

(27 November 2009)