

JULIETA M. MORALES \*

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## INTERNATIONAL DEVELOPMENTS

### Public Enterprises' Performance in Africa and Central America

The growing awareness of the problems of Public Enterprises in Africa brought about an international conference on "Improving Performance in Public Enterprises in Eastern and Southern Africa. The conference was held on December 2-6, 1975 in Arusha, Tanzania under the auspices of the East African Community Management Institute. It centered on three main issues in management of public enterprises: (1) Performance Improvement; (2) Management Development; and (3) Organization Development.

In his keynote address, Mwalimu Julius Nyerere, President of the United Republic of Tanzania, gave a number of suggestions for improving cooperation within the East African community and stressed the importance of the public sector in developing countries.

Forty-two participants from eight African states and from some non-African countries attended the conference. They emphasized the need

to formulate solutions which are particularly applicable to public enterprises in Africa since experiences in other parts of the world may not always be relevant to African needs.

Mr. P. M. Efang, Regional Adviser in Development Administration to the Economic Commission for Africa, Addis Abeba, presented a paper on "The Role of the Public Enterprise in the Development of African States," which served as the main background material for the conference. Dr. Fouad Sherif, Special Technical Adviser, Division of Public Administration and Finance, United Nations, also read a paper on "The Supervisory Authority and Planning for Improved Performance of Public Enterprise in Developing Countries: Some Lessons of International Experience."

### Conference on the Role of the University in National Development

In a meeting held at the Philippine Village Hotel on October 20-24, 1975, representatives from five Asian countries discussed the role of the university in national development. Dean Raul P. de Guzman would present a paper on the case of the University of the Philippines which would contain a brief description of the significant contributions of the different colleges and units of the UP system to societal

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problems and a summary of the impact of these contributions on national development. This would serve as the Philippines' participation to the Unesco-sponsored Conference of Regional Research Teams on Development.

The Conference was primarily a study of the role of the university on national development as projected by five participating countries, namely: Pakistan, Thailand, Korea, Indonesia and the Philippines. The members of the research teams agreed that, for purposes of comparative analysis, each team would choose one of the following disciplines to discuss in its report: (1) the humanities: history (2) natural sciences: chemistry, medicine (3) technological sciences: civil engineering (4) social sciences: economics. These disciplines were to be dealt with specifically according to their role in the development of education, in the economy and in national integration.

#### **Study of Family Planning Programs in ESCAP Countries**

The initial findings of the five-country studies on family planning and the format for the integrated report were discussed in a meeting held on November 3-7, 1975 in Bangkok, Thailand. The meeting was in connection with the national study on the administration of Family Planning Programs in selected ESCAP countries (i.e. Korea, Singapore, Indonesia, Malaysia and the Philippines) which aimed, in general, to assess the performance of the national family planning programs and to iden-

tify organizational determinants of such performance. More specifically, the study aimed to develop measures of family planning program performance in terms of outputs, and of output/input ratio or indices of program productivity; to develop methods for quantifying organizational processes that may affect levels of program productivity; and to investigate the relationship between organizational variables and levels of program productivity, especially at the lower operational (clinic) levels.

Dean Raul P. de Guzman, Dr. Nestor Pilar and Mrs. Amelia Varela presented their report to Mr. Carl Frisen of the ESCAP Population Division, Dr. Hirofumo Ando and Dr. Gayl Ness.

### **NATIONAL DEVELOPMENTS**

#### **Government Ban on Strikes and Lockouts**

President Marcos signed Presidential Decree No. 823 ordering a total ban on strikes and lockouts to "promote industrial peace through voluntary or compulsory arbitration."

The new decree prohibited all foreigners and foreign organizations from engaging directly or indirectly in any trade union activity, organization of farm tenants, rural workers, and the like. Aliens violating the decree would be subject to deportation and would be permanently barred from re-entering the country without special permission from the President.

While retaining the total ban in vital industries, the President partial-

ly restored the right of workers to strike in non-vital industries in a subsequent amendatory decree (P. D. 849). Trade unions and employers in non-vital industries were allowed to stage a strike or lockout under the following conditions:

1. The strike or lockout is limited only to unresolved and purely economic disputes or during deadlocks in collective bargaining.
2. A 30-day cooling off and reconciliation period has elapsed from the notice of strike or lockout.
3. The President has not certified the dispute to the National Labor Relations Commission.

Considered among the vital industries in which all forms of strikes were prohibited were firms engaged in: transportation and communication; manufacturing, processing or distribution of fuel, gas, gasoline or lubricating oil; production or processing of essential commodities and export products; banking of any kind, as well as hospitals, schools or colleges.

#### **CSC Covers Government-Owned or Controlled Corporations**

All government-owned or controlled corporations are now under civil service coverage, as provided for in the New Constitution and Presidential Decree No. 807. This means that all personnel of these corporations must

meet the merit requirements of the civil service.

Alarmed by possible misinterpretation of the announcement by the employees concerned, Chairman Jacobo C. Clave of the Civil Service Commission has assured government corporations that the coverage would not result in a sweeping revamp of their personnel system. Section 56 of the decree, for example, provides for a transition period that would allow the presently underqualified employees to continue in the service until they would have had the chance to pass the appropriate civil service examination. The Chairman assured these corporations further that the commission will take the necessary steps to assist them in administering qualifying examinations and other selection devices.

Section 9 requires all appointing officials of these public corporations to submit the names of new recruits in their agency to the Civil Service Commission within 30 days upon appointment. Otherwise, these appointments will be declared invalid.

#### **Management Audit of Public Corporations**

Noting that only a small percentage of some 100 government corporations in existence are viable and profitable, the President, through a speech delivered for him by Budget Commissioner Jaime C. Laya directed the Budget and Reorganization Commissions to conduct a management audit of government corporations. On the

basis of this audit, recommendations will be made as to the reorganization, revitalization or abolition of any of the corporations.

This directive came about as a result of the "rampant red tape, duplicity and corruption" in the procurement of government supplies. To minimize, if not eliminate, these problems, Pres. Marcos also ordered the Budget Commission to study how government procurement procedures could be improved, how delays and over-pricing could be eliminated and how payments of supplies could be promptly made. He stressed that the government should adopt measures to punish erring parties concerned.

As a complimentary directive to ensure efficiency and honesty, all departments and agencies of the government were given 30 days to submit to the Budget Commission a management information system indicating the goals and actual performance of each program area for the whole budget year. This information system will then be made the basis of the performance budget.

#### **"Sangguniang Bayan" Created**

In view of the increasing demand for greater participation of citizens in governmental affairs, Pres. Marcos signed Presidential Decree 826 which changed the political structure of the country through the creation of the "Sangguniang Bayan," a truly representative body composed of delegates from the bureaucracy, technocracy and peasantry.

Aside from the members of the existing provincial boards and the members of existing councils in the city and municipal levels, the "Sangguniang Bayan" will take in representatives from the "Katipunan ng mga Barangay" (KB), "Katipunan ng mga Kabataang Barangay" (KKB), and the business and labor sectors of the population. The "Sanggunian" will exercise the powers, duties and functions of the present provincial, city and municipal boards. All the representatives to the new political board—elected or appointed—will hold office only up to the end of the year. They will receive no salaries but may collect per diems and reasonable allowances on reimbursement basis.

The announcement does not cover the thirteen towns in the Metropolitan Manila area which had earlier been integrated into a commission-type government.

The creation of the "Sanggunian" also resulted in the institutionalization of the "barangays," making them a part of the nation's political set-up. The implementation of this new set-up will partly determine whether the local "Sangguniang Bayan" is functional and, for that matter, whether it could even be adopted in the national scheme.

## **COLLEGE DEVELOPMENTS**

### **Local Administration and Development in Asia**

The Asian Institute for Development (Bangkok, Thailand), Asian

Center for Development Administration (Kuala Lumpur, Malaysia) and the Local Government Center of the U. P. College of Public Administration have a joint project on "Local Administration and Development" which aims to promote development through improved local administration. Through this project, these institutions will attempt to strengthen the capacity of local authorities of the participating Asian countries and national agencies concerned with local affairs in planning, financing, executing and evaluating development programs and projects, as well as direct attention to the need for and advantages of integrating efforts and resources on a regional/sub-regional scale.

The project has three major components: research, training and consultation. The research and training parts aim to determine training needs, identify key training institutions of participating countries, provide information for effective policy decisions on local government problems particularly on the financing of local development and promoting more efficient financial management and develop training materials for relevant purposes.

Dr. Felipe V. Oamar, Prof. Perfecto P. Padilla and Dr. Aurora Payad, in their capacity as members of the Technical Committee, will take charge of the consultancy aspect.

The Philippines, Thailand, Malaysia, Indonesia, India, Pakistan, Sri-Lanka, Korea, Papua, New Guinea and

Australia will participate in the project. Members of the Technical Committee and the Steering Committee, which is responsible for directing the preparation and implementation stages of the project, will meet on January 15-17, 1976 in Bangkok to discuss important matters related to the project.

### PAS Election of Officers

The Public Administration Society held its election of officers for the current school year. Elected as President was Eduardo R. Serrona of the University of Eastern Philippines. Serrona is a scholar of the Philippine Association of State Universities and Colleges and a College scholar of the CPA.

Other officers elected were: Mrs. Saira Umpa, Vice-President; Annabelle Gambe, Secretary; Pilar Benigno, Treasurer; Juan A. Alegre, Public Relations Officer; Remigio Edgardo Ocenar, Business Manager; and Manny Dia, Corabel Diel, Kadatuan Usop, Gabriel Ma. Lopez and Mahendra Mishra, Directors. The Adviser of the PAS is Dr. Gabriel U. Iglesias.

The PAS officers plan to conduct a Faculty-Student Coffee Hour at least twice a month or once every other week. They also intend to hold two general convocations during the school year. They have, in fact, made the initial preparations for the first general convocation in which the expected replacement of local elective officials with presidential appointees

having technocratic orientations like Public Administration graduates would be discussed.

### Effective Health Administration Seminar

In response to the request made by the Association of Medical Health Administrators, Inc., an association of public health officers and public hospital administrators, the Local Government Center held a two-day seminar on effective administration of health services at Pines Hotel, Baguio City last December 4-5, 1975.

The seminar workshop was intended to orient public health officers and hospital administrators to public health program as a system, focusing on how the system can work as an effective arm in the national and local government. The seminar sought to examine and offer solutions to the issues and problems in the coordination and integration of health services in the country.

Seventy-three participants from Regions I, II, and III consisting of health officers and chiefs of hospitals attended the seminar. Dr. Patricio Rigoman, Director of the Bureau of Medical Services, Department of Health (DOH), Dr. Ignacio de Guzman, Regional Director of DOH Region I, and Dr. Felipe Oamar, Director of the Local Government Center acted as interrogators during the open forum. Mrs. Luz R. Oyales, LGC Acting Chief of Training served as Moderator and Dr. Trinidad A. Gomez, Chief, National Nutrition

Service of DOH was the critic in the presentation of workshop reports.

Dr. Jesus V. Tamesis, Commissioner of the Philippine Medical Care Commission, presented a paper on "Coordination and Integration of Health Services: Problems and Prospects." Dean Raul P. de Guzman lectured on "Administrative Development Needs in Public Health Service: The Concept of an Integrated System." Other speakers were Dr. Virgilio C. Canlas, Secretary of the U. P. Institute of Public Health and Hon. Jesus Azurin, DOH Undersecretary who spoke on "Organization and Management: The Complimentary Dimensions in the Administration of Health Services" and "Plans and Strategies for Health Development: The Role of Health Administrators," respectively.

### 13th LADP Class Ends

Forty-nine local government officials finished last October 17, 1975 a three-month scholarship training on local administration at the U. P. College of Public Administration Local Government Center.

The graduates, led by Pangasinan Provincial Board Member Arturo M. Padua, President of the 13th LADP class, received their certificates from Director Felipe Oamar.

The graduating class consisted of: Gov. Luis Etcubañez of Quezon; Vice-Governors Cauti S. Lim of Sulu, Melchor Libarnes of Agusan del Sur, and Guido Lavon, Jr. of Northern

Samar; Board Members Andres Baaco of Palawan and Arturo Barbero of Abra; Provincial Coordinator Jose Antonio of Cagayan; Mayors Pablo Festejo of Sta. Lucia, Ilocos Sur, Antonio Abava of Santiago, Isabela, Vicente Sibulo of Naga City, Ike Tolentino of Tagaytay City, Rogelio Agbayani of Vintat, Ilocos Norte, Sergio Rigodon of Banga, Aklan, Espiridion Jaganap of Leganes, Iloilo, Wilfredo Halili of Mabalacat Pangasinan, Benjamin Bautista of Maleta, Davao, Ricardo Abiera of Sibulan, Negros Or., Sebastian Perez of Lupi, Camarines Sur, Genaro Yamamoto of Lubos, North Samar, Ricardo Villanueva of Banay-banay, Davao del Sur and Vicente Trinidad of Iguig, Cagayan; Vice-Mayor Jesus Lladoc of Ormoc City; Councilor Floro Cruz of Olongapo City; and several other provincial and city officers, tax researchers and project analysts.

#### Recipients of CPA Study Grants

Effective the second semester of the current school year, Rodolfo D. Candelaria and Cresencio D. Tan will enjoy a full study grant awarded to them by the College of Public Administration.

Other grantees are: Eldigario Gonzales and Tomas A. Sajo, full DPA fellows; Gabriel Ma. Lopez and Saira Rakiin Umpa, partial DPA fellows;

Mary Rosslyn Melad, full study grantee (MPA); and Elena Marcelino and Sonia Dasmariñas partial study grantees (MPA).

Bahmarin Guinomla is the present recipient of the CPA Alumni Association fellowship.

#### College Visitors

The U. P. College of Public Administration welcomed a number of visitors from foreign countries. The October-December 1975 Guestbook bears the signatures of the following:

David Wurfel, Department of Political Science, University of Windsor; S. M. Hafees Zaidi, Dean, Faculty of Arts, University of Karachi, Pakistan; Yerson Kim, Lung Kyun Kwan University, Seoul, Korea; Choop Kjaurakom, National Institute of Development Administration; Sahak Lhazarhekian, UN/ESCAP, Bangkok, Thailand; Jerry Silverman, Ford Foundation, Bangkok, Thailand; Stephen Chee, Faculty of Economics and Administration, University of Malaya, Kuala Lumpur; B. K. Sharma, United Nations Development Program, Manila; Philip Bowering, Far Eastern Economics Review, Hongkong; Ralph Braibanti, US Embassy, Manila; Minoru Ouichi, Funabashi, Chiba-Ken, Japan; Min Soo Park, Foreign Affairs Institute, Seoul, Korea; and Irei Stanley, New York, U. S. A.