

Editor's Notes

The Osborne and Gaebler book *Reinventing Government* which was first published in 1992 has caused many public officials to reexamine their government structures and procedures, even their ideologies, against the concept of an entrepreneurial government which is at the same time mission-driven and client focused. In the Philippines, on the other hand, developments antedating the *Reinventing* phenomenon started as early as 1987 with the new Constitution, and had been followed by other laws on devolution and regional autonomy which stress greater participation in government.

The 1994 Conference and General Assembly of the Association of Schools of Public Administration in the Philippines, Inc. (ASPAP) examined the theoretical and practical implications of "Reinventing Public Administration for Philippines 2000," the centerpiece policy of the Ramos administration. We are pleased to feature in this issue papers presented at the 1994 ASPAP Conference.

The lead paper is "Reinventing Government and Bureaucracy in the Philippines: Old Themes and a New Image?" by Prof. Danilo R. Reyes of our College of Public Administration. A theoretical piece, the paper looks at the concept of reinventing government against policy approaches of Philippines 2000. Reyes concludes that making the concept work requires political will and commitment, as well as reforms in the justice system and in policy implementation.

Dr. Angel Q. Yoingco, Officer-in-Charge of the Senate Tax Study and Research Center, examines the tax system in the Philippines in his paper, "Gearing Tax Policy and Tax Administration for the Year 2000." He points to the inability of revenues to keep pace with expenditure requirements of government. He suggests, among others, simplification of the tax system and imbuing revenue agencies with a higher level of competence and integrity.

In response to the government's new policy for the Muslim areas as embodied by Republic Act 6734 which created the Autonomous Region of Muslim Mindanao (ARMM) in 1990, Dr. Sukarno D. Tanggol of Mindanao State University calls for solutions beyond the structures. He appeals for enough policymaking powers, sufficient tax base, and sincerity and political will from the national leadership in his paper "Managing the Muslim Problem for Philippines 2000: Issues and Prospects."

Dr. Victoria A. Bautista of the U.P. CPA discusses the integrated development strategies at the local level to enhance the devolution of maternal and child health services under the Local Government Code in her paper "Strategizing for the Integrated Approach to Local Development Management (IALDM)." The strategies she has identified comprise multilocal/multisectoral approaches, such as the minimum basic needs approach, capability building for local policymaking and implementation, country-based information systems, and measures to enhance local financial management.

The last paper is a write-up of results from interviews with officials of 47 local governments in Iloilo province to assess their capability for and attitudes toward the transformation of their local units into entrepreneurial government. Dr. Tomas A. Sajo and Prof. Lilia E. Tabaldo of the College of Management, University of the Philippines in the Visayas found that local officials in Iloilo are receptive to entrepreneurship and many of them are indeed capable of transforming their local entities into entrepreneurial governments. Most of them are aware that the Local Government Code provides them with innovative avenues toward local development, and some of them are in fact already utilizing those mechanisms in their own development strategies.

The Document Section presents Republic Act No. 7716 - An Act Restructuring the Value-Added Tax (VAT) System, Widening its Tax Base and Enhancing its Administration, and for these Purposes Amending and Repealing the Relevant Provisions of the National Internal Revenue Code, as Amended, and for Other Purposes. While not really part of the Reinventing Public Administration Conference, the Expanded VAT Law is presented so scholars, administrators, and protesters can come up with more inventive ways of dealing with the tax.