

REPORT OF THE DEVELOPMENT COMMITTEE TO THE 14TH MEETING OF EROPA EXECUTIVE COUNCIL

Manila, 24—27 September, 1969

The Development Committee created by a resolution of the 5th General Assembly (Resolution/GA 5/1968/35) for the purpose of formulating plans "to further the substantive programme of EROPA," met in Manila on September 24, 1969 and discussed extensively on the future plans and functions of EROPA, giving due considerations to the creative role which it can play in its second decade as well as the financial and organizational implications of such new roles and programmes. The following are the summary of the Committee's deliberations and recommendations:

1. THE PIONEERING ROLE OF EROPA

EROPA which started as an organization concerned with "the promotion of the study, practice and status of public administration and adoption of adequate administrative system in order to advance the economic and social development of the region" has played a pioneering role in the past decade making considerable impacts on member states and institutions. Now coming into its second decade EROPA's main task is to continue to play a creative role in helping the various governments and institutions, both public and private, to gear themselves

more directly towards accelerated social and economic development. In order to perform this task, it seems highly advisable for EROPA to take a closer look into its peculiar characteristics and strengths which it has acquired during its formative decade. Thanks to its special composition involving governments, institutions and individuals, it has been able to foster strong linkages between scholars and administrators on the one plane and productive interactions among different disciplines on the other. Another promising by-product of its structural flexibility has been its readiness to absorb the private sector into its memberships. It is the considered judgment of the Development Committee that such organizational diversity and structural flexibility are the very basis of strength which distinguishes EROPA from many other regional organizations and which EROPA should therefore conserve and foster in the coming decade.

II. MAJOR PROGRAMME AREAS

Any design of EROPA's future plans must take into account the divergent needs as well as the variegated potentials of all the three constituent groups, viz, (a) government administrators at the highest policy-administration level (b) professional

administrators at the working level, (c) the educational and training institutions and (d) scholars in the field of development administration. With this in view, the Committee identified four major programme categories that may be considered to correspond to the various clientele groups of EROPA: (A) development policy; (B) managerial technique; (C) institution building; (D) development research.

The first category will be of special interest to anyone concerned with national development but obviously will mainly cater to the topmost administrators, while the second will meet the problems of the more professionally oriented administrators of the middle and upper middle level who can play the important role of "engineers" of development programmes. The third category will serve the various institution members, while the last will concern the ever-increasing number of Asian scholars in the field of development studies.

The Committee proceeded to consider various subprogrammes that might be planned under each of these categories over the next five years. To illustrate some of these subprogrammes:

A. Development Policy

EROPA might use the next series of general assemblies as occasions for staging seminars on major issues of development policy, e.g.

Administration of Rapid Population Growth;

Administrative Use of Development Authorities;

Administration of Educational Explosion;

Alternative topics might include:

Administration of Science and Technology;

Administration of Rural-Urban Gap;

B. Managerial Technique

Some of the more pressing technological challenges of the professional administrators include the possibility of applying such new managerial techniques as:

Programming and Performance Budget System;

Electronic Data Processing System

EROPA should consider sponsoring workshops on such problems for groups of well-selected professional administrators. Conceivably, such workshops could be held in the sites of EROPA centers in the years when there are no general assemblies.

C. Institutional Programmes

As was made clear at the Meeting of Heads of Institutions in Kuala Lumpur, the most pressing needs of our institutions of education and training for administrative tasks include: adapting curriculum and teaching methods to the development needs of our countries. Thus, EROPA should put high priority in planning workshops on

(i) Curriculum Development;

(ii) Development of Administrative Cases for instruction;

(iii) Comparative Evaluation of Institution building.

D. Research Programmes

In order that the above-categories of programmes can proceed with orderly effect, these must be underpinned by carefully selected research projects. And these researches by nature must be interdisciplinary and action-oriented. Thus a few integrating themes e.g., Field Leadership at the Local Administrative Level, Institution Building etc. could be identified. Efforts should also be made to involve practicing administrators as well as scholars. The possibility of involving private sector in such researches should not be overlooked.

To summarize, programmes must be designed to cater to the major clientele groups of EROPA. At the same time, the choice of projects must be based on the talents and strengths of EROPA members. All the programmes ought to be policy and action oriented with emphases on implementation.

Annex 1 is a resume of the above subprogrammes. They are projected on five-year basis. The sequence and distribution indicated here should be considered only *illustrative* and *heuristic* for planning purpose.

III. FINANCIAL AND ORGANIZATIONAL IMPLICATIONS

Carrying out of the variety of programmes as laid out above will require both financial and organizational resources much more substantial than those which have been at the disposal of EROPA in the past.

As most of the resources must perforce come from the governments of member States, they must be prepared to increase their contributions substantially over the years. In this connection, involvement of the private sector should be positively considered.

In terms of organization, the new programmes will require revamping of EROPA Headquarters and several EROPA Centers as well as establishing and strengthening "national secretariats". Both the Council Chairman and the Secretary General should have better program planning assistance. Most urgent is the need to ensure efficient and adequate communication between EROPA and member States and institutions as well as among the states, institutions and individual members. An adequate journal of professional nature, for example, is of vital necessity.

The Development Committee is conscious of the substantial framework within which it was created, i.e., the proposed Asian Center for development Administration. After serious reflections on both the strengths and limitations of EROPA, the Committee has arrived at the judgment that ACDA should be considered in a framework wider than a single center but in terms of several strong national centers effectively connected by a revamped EROPA Headquarters.

Attention was given in this regard to the important role that will have to be played by the Development Administration Group, a group of EROPA scholars formed at the Tehran General Assembly for the furtherance of joint studies in development administration.

Conscious efforts should be made to tap the

valuable resources of this ever-increasing group of young EROPA scholars and administrators involving them in a more systematic manner in the planning and conduct of various EROPA programmes including the effective dissemination of new ideas and experiences on development administration among the EROPA States and institutions.

In conclusion, EROPA has a greater role to play in its second decade. To play such a creative role, it has to generate a complex of well-selected well integrated programmes towards the direction of development and well-integrated administration. In this effort, EROPA should constantly help member governments to improve their systems and practices, encourage member institutions grow in capacity and nourish and promote its scholars to attain expertise and excellence.

EROPA should develop a creative collaborative relationship with other regional organizations whose interests and activities complement its own. It should regard the new institutional challenges emerging in Asia as welcome opportunities to chart new grounds for the future. In the view of the Development Committee, EROPA has a definitely positive role to play in the Second Development Decade so long as it abides with the pioneering spirit which has moved it along.

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EROPA Future Plans
(An Illustrative Five Year Plan)

Programme Areas	1970	1971	1972	1973	1974
A. Development Policy*	Administration of Population (Seminar)		Use of Development Authorities (Seminar)		Administration of Education (Seminar)
B. Managerial Technique		PPBS (Workshop)		EDPS (Workshop)	
C. Institutional Development	Curriculum (Workshop)		Cases in Administration (Workshop)		Comparative Institutional Evaluation (Seminar)
D. Development Research		District Leadership		Institution Building	

* Other alternative themes may include: Administration of Science and Technology, Administration of Rice Production, Administration of Rural-Urban Gap, etc.

Development Committee of EROPA

Manila

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