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POST-CONFERENCE REPORT

THE 5TH INTERNATIONAL CONFERENCE ON **GOVERNMENT PERFORMANCE MANAGEMENT AND LEADERSHIP**

Smart Growth and Sustainable Solutions

Khon Kaen, Thailand · September 13-15, 2017



COLA

COLLEGE OF LOCAL ADMINISTRATION, KHON KAEN UNIVERSITY

THE 5th ICGPML 2017

in numbers

350 participants

from

8 countries

3 keynote speakers

3 speakers

1 special lecture

57 presenters

Participants' countries by proportion (in %)



The Opening Plenary



The conference began with one minute's silence for the Late King of Thailand, His Majesty, King Bhumibol Adulyadej. This was followed by the opening plenary, which brought three experts to the podium under the overall theme of "government performance." The speakers addressed topics ranging from 'Thailand 4.0', the economic model that aims to overcome several economic challenges, to looking at leading in the new urban environment, to First Stop Portland, a one-stop service for visiting

"... We are truly in a connected world, so it is critical that we learn from each other and work together.

Khon Kaen University is playing a significant part in this, as is exhibited in this International Conference on Government Performance Management and Leadership ..."

Assoc. Prof. Dr. Kittichai Trairatanasirichai
President of Khon Kaen University, 2017

Welcoming Remarks

Bringing together scholars and practitioners to learn, develop, influence, support and exchange ideas, the International Conference on Government Performance Management and Leadership (ICGPML) is a bi-annual event designed to focus on government innovations that foster institutional trust and accountability, while promoting sustainable solutions.

The conference combines keynote speakers, plenary and breakout sessions to inform, stimulate debate and provide the latest news from senior figures in government, education and wider among practitioners.

The conference is a place for professionals to experience and discover everything they need to grow ideas, the connections and the practical applications shaped from a programme designed to reflect the move Toward Smart Growth and Sustainable Solutions.



Acc. Prof. Dr. Peerasit Kamnuansilpa
Founding Dean, College of Local Administration

" College of Local Administration is proud to host the 5th International Conference on Government Performance Management and Leadership, allowing scholars and practitioners in the field of performance management to present their work on topical areas related to government performance."



Acc. Prof. Dr. Supawatanakorn Wongthanavasu
Dean, College of Local Administration

" This conference is vitally important since it brings together government, academia and the private sector to learn how these facets of society collaborate for the benefit of all citizens. I hope that you all learn something here that you can take back to your organizations and improve the performance of government in your own countries. I also hope that you are able to develop friendships that lead to collaborations between your institutions and organizations and those of other countries, thus furthering international cooperation, something that is much needed in today's world."



Prof. Dr. Bao Guoxian
Founding Dean, Lanzhou University School of Management

" Today we will be talking about challenges and issues all around the world, and I believe we will focus on both the scholarship but the practice of these issues. Under our joint efforts, our conference will be successful."



Mr. Phil Keisling
Director, Center for Public Service
of the Hatfield School of Government

" ... this topic of government performance management and leadership is more important than ever, ... "



Mr. Georg Gafron
Resident Representative to Thailand
of the Konrad Adenauer Foundation

" The Foundation works in 144 countries and in many places like this people sit together and this is a sign of hope. Sometimes different views, different problems. But we have one common sense, to build the world better, to be together as friends and don't have arguments and conflicts."

Dr. Suvit Maesincee

Minister Attached to the Prime Minister's Office

"... government performance is the critical important factor for moving a country forward. Without a high-performance government, your country cannot achieve its goals. For example, in Thailand our goal is to achieve sustainability, security and prosperity. This is the reason why our government is working heavily on the national reform, especially on the government reforms focusing on regulatory and administrative reforms."



Mr. Charles Hales

The 52nd Mayor of Portland, Oregon, USA

"... sometimes leadership is about breaking the rules and one of the rules that was broken is that the federal government,"



Mrs. Nancy Hales

Director, First Stop Portland

"You measure what you want to move the needle on and we have capacity to measure almost anything, almost anywhere, about almost everything. We can do a lot with that data, but the most important data I think for Portland right now is measuring areas that the citizens care about."



Time for more actions!

The conference breakout sessions offer the opportunity to explore new ideas, ask questions and share best practices. To make an Impact on our globally local community, ICGPML is looking for cutting edge presentations that empower local leaders with tools and knowledge on how to effectively instill change and positively create an impact on today's global society. Presentations that pertain to current diversity trends and issues are needed to provide participants with an opportunity to gain greater consciousness on how to move "Toward Smart Growth and Sustainable Solutions".

Breakout Sessions

Panel 1: Reforms, Changes, and Transitions

Investigating how politics causes population change and development

Tadeusz Kugler, in his paper 'Investigating how politics causes population change and development', looks at how politics has an influence on population and the resulting economics, starting with mortality's effect of increasing labour which then allows for economic potential.

Major power contest in Central Asia

Jon Patrick Rhamey's paper 'Major power contest in Central Asia' considers the likelihood of instability in Central Asia as the competing economic and security claims of the USA, Russia, China and, eventually, India lead to these nations attempting to extend their influence in the area.

Reform of the criminal investigation process

In Phrueksa Kruea-saeng's paper 'Reform of the criminal investigation process', the structure of Thai criminal prosecutions is the subject and the data reveal that an independent agency should be in charge of the process.

The 2016's judicial reform in Taiwan

Yang Yunghane's paper entitled 'The 2016 judicial reform in Taiwan' is an in-depth consideration of the difficult path of judicial reform in Taiwan which was inspired by President Tsai in his election campaign; many uncertainties remain because of the problems surrounding the vision of the reform.

Panel 2: Measuring Government Performance and Achieving Sustainable Development

Private-public partnership as a tool for the implementation of sustainable development

Senko Plićanić has written a paper 'Private-public partnership as a tool for the implementation of sustainable development' which considers how private-public partnership can operate effectively in sustainable development which does not damage the environment and which reduces the obsession for materialistic goods.

Social capital as a measure of performance in networked governance

Eric T. (Rick) Mogren's paper has the title 'Social capital as a measure of performance in networked governance'; it addresses the question of how social capital is developed and uses a case study to illustrate the arguments as to how the stages of agency may be differentiated.

The emergent structure of logic and measurement of sustainable development as derived from its many varied discourses

Gary L. Larsen, in his paper 'The emergent structure of logic and measurement of sustainable development as derived from its many varied discourses', looks at the problem of how to measure sustainability and provides an overview of the structure of logic and the

Panel 3: Managing Government Performance at the Local Level

An analysis of the impact of institutional patronage intensity and perceptual public service quality on grassroots political trust

Chen Aili's paper entitled 'An analysis of the impact of institutional patronage intensity and perceptual public service quality on grassroots political trust' examines how the political trust of the grassroots for the central

government depends on institutional patronage and the perceived quality of major public services. Measurement of progress on six discourses of sustainable development.

Lessons from local government consolidation in Thailand

Grichawat Lowatcharin and Pummin Promsorn have submitted 'Lessons from local government consolidation in Thailand' which considers the first case of the consolidation of local government in Thailand and argue that, while it improves the provision of public services, it also undermines local democracy.

Research on the public participation in local government performance evaluation

Li Gui'e has written a paper 'Research on the public participation in local government performance evaluation' relating to third-party evaluation of all levels of government departments and examines how government staff attach great importance to public opinion, whereas there are problems of public participation in the evaluations.

Panel 4: Adapting Government Reform and Performance Improvement Initiatives to Local Conditions

"I believe politics influences first mortality, which increases labor, thus allowing for vast economic potential. It then discusses internal population movements and urbanization, before reviewing the critical issues of fertility declines, aging, and declines in population. It directly contends with expected economic growth theory by pulling politics to population as the path of economic development."

Tadeusz Kugler
Roger Williams University,
United States

A case study of efforts to build a community-based education school that aims to become the first community college in the capacity of Karen State, Myanmar

Saw Khine Thet Tun's paper is 'A case study of efforts to build a community-based education school that aims to become the first community college in the capacity of Karen State, Myanmar' and considers how a community-based education initiative might build trust and, therefore, a lasting peace between the ethnic Karen and the government in Myanmar.

A case study of reform initiatives to increase trust in the Royal Bhutan Police

Kinzang Gyeltshen has written a paper entitled 'A case study of reform initiatives to increase trust in the Royal Bhutan Police' which looks at an initiative to improve the public's perception of the police and assesses its effectiveness; while certain aspects have not been successful, it may have helped to reduce the public's negative image of the police.



Investigating how politics causes population change and development

May Lai Win, in a paper with the title 'A case study of the reform efforts of transparency to Myanmar civil service promotion system', explains the civil service system in Myanmar and the role of the Union Civil Service Board, reviews the performance appraisal for promotion, and suggests changes to the appraisal system to improve government performance.

Local governance in democratic context of Myanmar

Swe Set's paper is 'Local governance in democratic context of Myanmar' which outlines the two tiers of elected government under the 2008 constitution and underlines the importance of local governance in democratic reform.

Using the principles of new public management and new public governance to develop the securities market for the Myanmar securities regulation

Phone Pyae Soe has submitted a paper entitled 'Using the principles of new public management and new public governance to develop the securities market for the Myanmar securities regulation' which notes that while the Yangon Stock Exchange was launched in 2015 and there is a rising interest in securities rather than traditional forms of investment, the securities market is not performing satisfactorily; challenges facing the Myanmar Securities Exchange Commission are identified and two types of reforms to address the challenges are discussed.

Panel 5: Tackling Climate Change and Environmental Problems

Seeking a sustainable trajectory for the human nature entente

Saengkrod, Jingfu, and Ghaffar Mastoi investigated human interaction with nature in China in their paper: Seeking a Sustainable Trajectory for the Human Nature Entente. They categorized effects of human interaction with nature into (i) transformation of the land and sea; (ii) alteration of the major biogeochemical cycles; and (iii) addition or removal of species and

genetically distinct populations. They also discussed ramifications of the human intervention into the nature and suggested how human activities could take place without damaging the natural resources such as altering landscape, changing natural environment, disturbing ecosystems or changing biodiversity.

Supporting climate change of local administrative organization

In Nuttarit's paper: Mitigation of Climate Change in the Local Administrative Organization, climate change mitigation policies by local administrative organizations in Thailand were examined. The research findings that there were two types of local administrative organization climate change mitigation policies: a policy inherited from other agencies and local government policies that tailored to the area. Nuttarit found that the focus of climate change mitigation policies by local administrative organizations was on capacity building and awareness and recommended that a high recognition of the importance and a rapid development of appropriate climate change mitigation policies for each area should be encouraged among local administrators.

The capacity in flood disaster management of Ta Bon Mung Community, Warinchamrab District, Ubon Ratchathani Province, Thailand

Boonreang and Harasarn reported in their paper titled The Capacity in Flood Disaster Management of Ta Bon Mung Community, Warinchamrab District, Ubon Ratchathani Province, Thailand, that Ta Bon Mung community showed a prominent capacity and self-assistance in flood disaster management before a flood disaster. However, Ta Bon Mung community appeared to rely on supports from the public sector during and after a flood disaster because the community had insufficient resources and budget to deal with the flood disaster. Boonreang and Harasarn suggested that the community should adapt the concept of community base disaster risk management (CBDRM) to flood disaster management which would help improve disaster knowledge management, network or cooperation building with other

communities, and revision of the disaster prevention plan for increased capacity in flood disaster management, leading to reducing the damage from flood disasters.

Panel 6: The Multifaceted Aspects of Government Performance (1)

Supporting climate change of local administrative organization

In the paper: Does Coproduction Enhance Citizen Trust in Local Public Health Services? A Comparative Analysis, Sudhipongpracha examined the impact of coproduction on trust in public health and healthcare services in a Northeastern province in Thailand and four counties in Northeast Illinois, USA. He argued that coproduction does not always strengthen trust in local public health institutions. While cooperation in highly specialized services reduced citizen trust, that had no statistically significant relationship with trust in local public health institutions in Thailand. However, coproduction of secondary preventive care (e.g., basic health check-up) improves citizen trust in both Illinois and Thailand. Moreover, Sudhipongpracha highlighted that coproduction in health promotional activities strengthened social ties among community members even though it did not increase citizen trust in local public health authorities.

Change in public service motivation (PSM) through time: A grounded theory approach to PSM

Haider, Morgan, and Nishishiba made an important methodological and empirical contributions to the field of public policy studies as their paper: Change in Public Service Motivation (PSM) Through Time: A Grounded Theory Approach to PSM was among the attempts to use a qualitative research method to examine how PSM changed overtime and explained potential factors causing motivation and/or demotivation among public servants in USA. This paper aimed to improve an understanding about the career trajectories of public sector employees and keep them motivated and galvanized.

On a typological analysis of China's state governance performance

In Yangfan's paper: On a Typological

Analysis of China's State Governance Performance, an analytical model for the types of state governance performance was developed. Yangfan proposes 3 types of state governance performance in China; (1) a performance of vision (between 1949 and 1978), (2) a performance of utility (during the 1980s to 1990s), (3) a performance of rule-of-law (in the last two decades), and (4) a performance of ethics, which was deep-rooted in China's traditional society. Yangfan suggested that the state governance performance of rule-of-law should be solidified and expanded as the foundation of state governance during China's current governance performance transition.

Public councils: The way for improving citizen engagement in

Maikenova identified an important research puzzle in his paper: Public Councils: The Way for Improving Citizen Engagement in Kazakhstan? He argued that public councils, which was theoretically believed to improve citizen engagement and hold state organizations to account, was not yet empirically examined. To address this research gap, Maikenova investigated how effective public councils were in Kazakhstan where public councils had operated since 1st January 2016.

Panel 7: Panel Discussion on Khon Kaen Smart City Initiative

This panel focuses not only on Khon Kaen Smart City Initiatives but also similar smart city initiatives in other provinces in Thailand, such as Chiangmai, Samut Songkram, and Pitsanulok. Key persons including academics, elected members of local councils and practitioners engaged in these initiatives discussed and shared their experiences and particularly good practices in their localities with an overarching objective of mutual learning about city management, local governance, and sustainable development.



Friday, September 15, 2017

Breakout Sessions



Panel 8: Leadership for Local and Ethnic Sustainability

Leadership for sustainable development and “smart growth”: What neuroscience is telling us about “what matters”

Morgan suggests the leadership approach to cope with the challenges of sustainable development and smart growth. Firstly, it explains the wicked challenge conditions of smart growth and sustainable development. Secondly, it designates the styles of leadership needed. Lastly, it demonstrates how this leadership could be adopted. In conclusion, the findings show that most political and institutional conditions throughout the world are out of alignment with what the new neuroscience of the brain is telling us about successful experimentation.

Knowledge management models for local wisdom in weaving (Kee Kratook) of Bou Haew Sub-district Municipality, Muang District, Lampang Province

Jatupatrangsee investigates the situation of the weaving (Kee Kratook) and patterns of knowledge management in weaving in Bou Haew Sub-district Municipality, Mueang District, Lampang Province. The qualitative research method has been applied by using content and

descriptive analyses. Results indicate that the knowledge of local weaving and related knowledge and experience is introduced into the local knowledge through social learning and nurturing a way of thinking in the daily life of the children carrying on to perform well without practising stereotypes. The knowledge has been applied to keep pace with current changes. Merchandise is created for sale and can create revenues for the family, leading to a better quality of life.

The ethnic gap in poverty and inequality policy in Thailand: A new dataset on ethnic inequalities in education, health, and other areas of human achievement

Draper and Selway studies the inequality along ethnic group lines, compiling data from several sources to provide estimates of horizontal (between-group) inequality along numerous sectors, including health, education, employment, income, housing & living environment, transport and communication, family and community life, and participation. The findings suggest that Thailand's overall policy strategy is incomplete without a focus on ethnic-based policy planning mechanisms. They endorse that the Thai state adopt ethnic-based planning mechanisms and decrease societal racism and that political parties address structural inequalities by ethnicity, for instance through promoting social democracy.

The local leadership role in vitalizing a small rural town: A case study of Obuse, Nagano Prefecture, Japan

Ando examines the role of local leadership in vitalizing the small rural town of Obuse, in the north-west of Tokyo. This research is based on documentary comprising the official town documents and informant interviews during the field trips by the authors in 2011, 2016 and 2017.

Panel 9: Improving Public Services Provision at Local Levels

Challenges and barriers to the employment of older workers in Khon Kaen Municipality

Kiettikunwong conducted this cross-sectional study with an aim to elucidate the challenges and barriers to the employment of older job-

seekers in Khon Kaen Municipality (KKM). Mixed-method was applied to collect and analyse the data. The results show that older persons were preferred in jobs that allowed the chance for transfer of knowledge and experience to younger generations, implementation of more flexible hours of work, and availability of opportunities for continued professional development. These factors were significantly related to retention of older workers. Finally, a majority of the employers believed that the future of employment for older population is positive, while suggesting the need for auxiliary programs from central or local governments.

Dual system for inclusive education: a case study of a school under Khon Kaen Municipality, Thailand

Kantavong examines a case of one large-sized school which is a good model for accommodating SEN students. It was found that the school offered a dual system; regular classrooms and special education classrooms. The problems and successes of this case were analyzed. Results indicate that the parents were pleased with the special classroom program. The classroom served mainly for high function autistic students. The curriculum of this classroom addresses occupational development skills. However, due to the change of the administrative team in the Municipality Office, the program received very low financial support for relevant facilities and materials compared to what was provided by the previous administrative team.

Leadership styles and managers' visions: A case study of North-eastern of Thailand

Zumitavan investigates the association between leadership styles, external factors (Political, Economic, Sociological, Technological, International/Globalisation Impacts), Sustainability, and firm performance. The mixed-method has been applied to collect and analyse data. Suggestions and recommendations are discussed to develop the predominant leadership styles as a guideline for the managers.

The government's top-down approach and local religious leaders' restricted peacebuilding

Pienkhuntod aims to investigate how government officials' behavior impacts local religious leaders' engagement in peacebuilding in the Southern Thailand conflict.

In-depth interview was applied to collect the data. The results indicate that government officials remained dominant over local religious leaders despite recognising the importance of local religious leaders in mobilising local support for peacebuilding. The government's top-down approach created only a limited space or opportunity for local religious leaders to play a leading role in government-sponsored peacebuilding initiatives.

Panel 10: The Multifaceted Aspects of Government Performance (2)

A study on the relationship between the scale of local ecological governance expenditure and the officials' promotion: Based on the municipal panel data

Mingke Daiming and Jiahua analyse the impact of the scale in local ecological governance expenditure on the promotion of officials through the matching data of 42 cities' ecological management. The findings suggest that on one hand the scale of ecological governance expenditure has an insignificant effect on the promotion of the mayor and the party secretary. On the other hand, the performance of ecological governance plays an important role in promotion of officials, which has a significant positive effect on the promotion of the mayor's party secretary. Researchers recommend that there is a need to thoroughly improve and change the local leading cadres of ecological performance evaluation system to encourage local officials to carry out ecological governance.





Small size educational law problems management

The study scrutinises the Office of the Basic Education Commission (OBEC) in a relation to small school educational legal problems. Results show that legal problems in small schools made the educational quality under expected standards.

Analysis of farmer agriculture land use behavior in the view of carbon emission: A case from Fujian

This study is to understand how to reduce carbon emissions in the process of agricultural production and management has attracted increasing attention. Data were collected from 257 surveys from nine counties of Fujian province using farmer-family operations as decision units. The results show that carbon emission per household varies greatly in regions and families. The two sources that produce the most carbon emissions are the use of fertilizers and pesticides. Multinomial logistic regression has been applied to analyse the various factors influencing these two behaviors. Findings suggest that proposed countermeasures are that more attention should be paid to perfecting the agricultural technology extension system, opening access to information channels, and training agricultural technology users.



Comparative analysis of performance audit and performance evaluation of financial expenditure

This study investigates the comparative analysis of performance audit and performance evaluation of financial expenditure. The difference between the two lies in: performance evaluation is essentially democracy category and aimed at enhancing the credibility of the government, focusing more on the macro level of government expenditure and has diversification of evaluation subject and the function of error correction. In essence, the performance audit is supervision and restriction, designed to play a supervisory or advisory function with the relatively unitary subject of evaluation, paying more attention to micro level problems. Hence, there is a parallel relationship; they can learn from each other and cooperate with each other.

Interpersonal trust, institutional trust, and household willingness of participation in the carbon sequestration project

This survey based study found that 1) Interpersonal trust and institutional trust could significantly promote the willingness of participation in the Carbon Sequestration-



Projects, and after the robustness test, the conclusion remained valid; 2) in carbon sequestration project participation, the contribution degree of interpersonal trust is greater than the institutional trust; and 3) in the control variables, education, forestry training, income and perception of Carbon Sequestration also influenced rural households' willingness for Carbon Sequestration Projects. Personal trust is not given in advance, government should combine the institutional arrangements with the practical situation of underdeveloped area and take the initiative to build trust and stimulate the Forest Carbon Sequestration Projects participation intention. Findings also suggest that government should consider the interest needs of households in a forest carbon sink compensation system.

Panel 11: Innovation in Government Performance

The research on assessment of collaboration effects in China region

This research seeks for developing an indicator system to evaluate the status of regional cooperation in China.



Human Resource and Welfare Management after Becoming an autonomous university: A case study of Khon Kaen University

This study aims to understand the level of satisfactions of staff of Khon Kaen University (KKU). The data were collected using questionnaires and in-depth interviews. The results indicate that most supporting staff were generally satisfied with the human resources and welfare management after becoming an autonomous university at a medium level, having mean scores ranging from high to low as wellness, working environment, leisure, stability, education, and families, respectively. Moreover, the interview results revealed that after becoming an autonomous university, both KKU government employees and officials still received the same resources and welfare management as when it was a government university.

Leading policy innovation in Vietnam's STEM universities

This study is to understand the BUILD-IT (Building University-Industry Learning and Development through Innovation and Technology) is the third major investment by USAID Vietnam led by Arizona State University for enhancing higher education, building on the successful outcomes of HEEAP I and II. 1. Why is it imperative for STEM universities in Vietnam and ASEAN to pay attention to policy innovation? 2. What content and approach is being used with the policy leadership teams to prioritize wicked challenges and develop university-specific policy opportunities? 3. How are the policy leadership teams advocating for policy innovations and how are the approved university policies being realized? The session convener will demonstrate the application of the EMEGE Public Leadership Framework including tools and illustrations.

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