

Editor's Notes

This issue features seven articles revolving around various approaches to governance that will surely be of interest to any student of public administration.

It will be observed that the notion of governance has undergone severe scrutiny and metamorphosis over the recent years. Osborne and Gaebler's *Reinventing Government* published in the early nineties, and the slew of publications after that, are among the many that have raised hard questions pertaining to government in particular, and governance in general.

To a certain extent, the notion of "governance" has expanded. "Governance" before was the exclusive domain of government. Because of government's fundamental inadequacies and limitations, ranging from simple lack of financial resources to the ever present problem of graft and corruption over and above plain and simple rent seeking behavior, there have been observations that government has been unable to govern effectively, i.e. in this case effectively deliver basic services to the public.

Thus alternative and complementary structures, institutions and processes to governance evolved and developed. Most visible was the private sector. Nongovernmental organizations (NGOs), people's organizations (POs), the business sector, or civil society in general have begun to play a key role in the delivery of basic services to the people, which is at the heart of the process of governance. These ranged from privatization to delegation to build-operate-transfer arrangements. Additionally, their participation in the other aspects of governance, from leadership in the delivery of basic services to promoting accountabilities at the local level, has begun to be recognized, if not expected — and encouraged — at various levels. This therefore is one dimension of the evolving notion of governance.

The first article by Kenneth Ellison entitled "Emerging Styles of Governance: A Global Context" places into contemporary context the notion of governance. It discusses the various shifts and trends in global governance such as: the shift from public administration to public management; the shift from a centralized, uniform top-down apparatus of service delivery to decentralized, diverse and localized service delivery; the shift from self-sufficiency to interlinked sectors; the shift from hierarchical control to empowerment; the shift from uniform and equitable service delivery to decentralized and localized service standards; the shift from "upward" accountability to "outward" accountability; the shift from standardized procedures to performance orientation; the shift from an apolitical to an advocacy-oriented civil service structure; and the shift from individual skill building to organizational competence.

Corazon Alma de Leon's article "The Role of Public Administration in Promoting Sociopolitical Development" argues that good governance is a necessary ingredient for development. Towards this objective, she discusses several reforms in the civil service to enable it to attain desired sociopolitical goals.

The next four articles focus on a major trend in governance which relates to democratic participation and decentralization, while the last article delves on the performance of educational institutions, another vital player in governing the nation.

Montanus Cyprian Milanzi's article "Democratic Participation at the Grassroots Level: A Local Government Challenge in Tanzania" argues that local authorities in Tanzania, inspite of being the closest governmental institutions to the people, do not yet provide the appropriate context for effective grassroots participation in the planning process.

In his piece "Decentralized Democratic Governance Under the Local Government Code: A Governmental Perspective," Alex Brillantes discusses how decentralized democratic local governance was brought about with the enactment of the Local Government Code in the Philippines. The article discusses some of the basic features of decentralization in the Philippines. It cites some "best practices" as a result of devolution thus bringing about good governance in the countryside.

Steven Rood focusses on the knowledge that has been produced since the decentralization movement in the Philippines significantly took off after devolution in the article "An Assessment of the State of Knowledge Concerning Decentralized Governance Under the Philippines' 1991 Local Government Code." It surveys various researches, compares their results and suggests areas for further study.

Promoting decentralization must go hand-in-hand with the effort to conserve our country's natural resources and protect the environment, asserts Perfecto L. Padilla in his article "Decentralization to Enhance Sustainable and Equitable Development." He outlines some recommendations on how to accelerate and strengthen the implementation of the devolved functions, elicit participation of NGOs in efforts to attain sustainable development, involve people in communal forest cooperatives as an approach to reforestation, and intensify LGU participation.

In discussing the various ways of gauging and improving the performance of universities, Niceto S. Poblador, in his article "Measuring - and Enhancing - the Performance of Educational Institutions," views universities as institutions that embody the nation's interests, and should therefore be part of the decisional processes by which society's hopes and aspirations are articulated and ultimately realized.

We are also featuring a review of the book *Evaluating Social Science Research* by Pujiono, entitled "Reverse Engineering in Public Administration, Anyone?"

.. Republic Act (RA) No. 8291 or the "GSIS Act of 1997," which marks a milestone in terms of expanding the social security protection of government workers, is included in the Document Section.