

# PHILIPPINE JOURNAL OF PUBLIC ADMINISTRATION

Journal of the National College of Public Administration and Governance,  
University of the Philippines Diliman

## Original Articles

### **Precarious Work in the Philippine Public Sector: Nuances and Prospects for Reform**

*Eula Marie D.C. Mangaoang*

### **Re-examining the Accreditation System for Public Administration Education: Basis for Future Reforms**

*Madlyn D. Tingco*

### **Assessing the Impacts of Solar Electrification Program in Rural Schools: Experiences from the Field**

*Charlie E. Cabotaje, Erwin A. Alampay, Kristoffer B. Berse*

### **Role of the East Avenue Medical Center in Collaborative Local Disaster Response in Preparation for “The Big One”**

*Mamer S. Rosario, Vincent Paul C. Gonzales*

### **Economic and Institutional Factors Affecting Real Property Tax Collection in the National Capital Region**

*Maria Teresa D. Uy*

## Policy Note

### **Chinese Loans and the Infrastructure Program of the Duterte Administration**

*Jose P. Tabbada, Arturo G. Pacho*

## In Memoriam

**Jose V. Abueva (1928-2021)**

**Vicente D. Mariano (1947-2021)**

## PHILIPPINE JOURNAL OF PUBLIC ADMINISTRATION

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# Editor's Notes

The topics discussed in this double issue of the Journal do not fall under a single thematic category. What is remarkable to note in this collection is that the all articles are written by scholars who are or have been part of the National College of Public Administration and Governance (NCPAG) as students, faculty members, and researcher and extension staff. This is one of the rare occasions that all academic sectors of the College are represented in a volume of the Journal.

Eula Marie D.C. Mangaoang, a research and extension staffer, unpacks the phenomenon of precarious employment in the public sector. Precarious work has figured prominently in the national conversation in recent years due to the pushback of the workers and the labor movement. But the discussion on this urgent concern normally centers on the plight of laborers in the private sector. Perhaps unbeknownst to many, victims of this labor regime are also present, ironically, in the public sector. Close to a third of the 2.4 million-strong state labor force work without basic social protection, thanks to the government's own policies regarding procurement, budgeting, and taxation, among others. These workers under contract-of-service or job-order arrangements perform functions essential to the delivery of basic services but are never considered and treated as legitimate civil servants with the appropriate recognition and, consequently, compensation and benefits. Mangaoang dives into this little-known world of precariats in the bureaucracy and lays bare the political structures and ideological moorings that gave birth to this practice, including the rise of free market doctrine and the governance paradigm of the new public management. Mangaoang has rendered face and flesh to this phenomenon by highlighting the personal experiences of the precarious employees that live the bane of this political (dis)order.

Doctor of Public Administration alumna Madlyn D. Tingco's article examines the long-standing concern of program accreditation for Public Administration (PA) education in the country. Currently, there is no single accreditation system being used to evaluate and monitor the more than 300 higher education institutions offering a public administration program in the undergraduate and graduate levels. Rather, five independent local accrediting bodies evaluate PA academic programs using different sets of indicators and processes. Speaking from the vantage point of both an educator and a school administrator, Tingco argues that this environment does not help improve the quality and competitiveness of local PA education. As an attempt to find a way to resolve this conundrum, she juxtaposes a local accreditation model with three models being used internationally to identify prospects for adaptation and harmonization. She proposes that some processes and indicators from the international accrediting bodies be adapted locally as a way of responding to the need, not just to improve, but also to internationalize local PA programs.

Three members of the faculty write about solar electrification in rural schools. Charlie L. Cabotaje, Erwin A. Alampay, and Kristoffer B. Berse shed light on the experience of nine rural public schools that benefited from the solar electrification program of an electric company's social development nonprofit arm. Expectedly, the intervention resulted in better learning and teaching environments. More innovative and interactive teaching on the part of the teachers and higher motivation on the students' are among the most remarkable results. Moreover, the study also reveals other unintended positive effects of this intervention, including improvement in social aspects like hygiene, sanitation, and awareness about gender, among others. Regrettably, it was also found out that the improved learning environment have very little effect on the conditions (e.g., need to help parents eke out a living, teenage pregnancy, peer pressure, distance of student's house to school, etc.) that force students to discontinue schooling. The authors argue that more opportunities for reform and intervention are present post-electrification. Most notably, social buy-in from and strategic collaboration with the community and other networks are necessary for the program to be sustainable.

Master of Public Administration (MPA) alumnus Mamer S. Gonzales co-writes with colleague Vincent Paul C. Gonzales in an article about the role of their home institution in collaborative disaster response. The two medical doctors examine the response capacity of the state-run East Avenue Medical Center (EAMC) in case a major earthquake hits Metro Manila. The authors highlight and analyze several external factors that will most likely affect the delivery of emergency healthcare service, especially in a public hospital. These include, among others, the existing public healthcare system and bureaucratic conditions that govern it and the epidemiology of injuries following earthquakes. Findings of the study suggest that despite the existence of pertinent laws and policies on disaster risk reduction management and universal health care, certain policy provisions may hamper the delivery of prompt disaster response. Another challenge is putting in place a disaster management protocol that will guide and harmonize the actions of EAMC health workers and those of personnel working in government agencies involved in disaster response and management. The authors thus make recommendations not only for EAMC's emergency response program of actions and protocols but also for public health and disaster management policies of the government.

We learn from MPA student Maria Teresa D. Uy how economic and institutional factors (i.e., economic development, internal revenue allotment [IRA], and tax administration) affect the efficiency of real property tax (RPT) collection in local government units (LGUs) in the National Capital Region (NCR). The author measures these variables using multivariate regression analysis and reveals some interesting and counterintuitive findings. The assumption that economic development automatically leads to increase in RPT collection do not apply in the case of the selected LGUs. Results of the regression analysis that the effect is actually the opposite, with the data showing that RPT collection in NCR has decreased in the last five years amid rapid urban

development. The article also presents a finding contrary to what literature says about how fiscal mechanisms, like the IRA, have a disincentivizing effect as they serve to discourage local governments to raise revenues through tax collection. Results show that the amount of IRA positively correlated with the amount of real property taxes collected. Finally, the article validates the common wisdom saying that efficient tax collection and administration will positively affect revenue collection.

Retired members of the faculty weigh in on the foreign debt policy of the Duterte administration in a policy note. Jose D. Tabbada and Arturo G. Pacho probe the loans secured by the Duterte government, particularly from the People's Republic of China. The authors argue that the character of China as a creditor country/institution is something that the Philippines should have been wary of. In dissecting the issue, the authors structure the paper in five thematic discussions. First, it takes note of the rapid increase in Chinese loans under the Duterte administration. Second, it presents a model of good governance built on the policy of debt sustainability and equity. They then examine the record of the Philippines in servicing its foreign debt obligations and discuss the institutions and processes involved in loan negotiations. An interesting presentation comparing four foreign loans from different sources then follows. Taking off from this, the authors bring to our attention the experience of countries which borrowed heavily from China to finance large and critical infrastructure projects. Citing the problematic and disadvantageous nature of Chinese loans for the debtor-country, the article recommends policy reforms to enhance debt sustainability.

Lastly, we ask the readers to offer a moment of silence to honor the memory of two PJPA pillars: Dr. Jose V. Abueva and Dr. Vicente D. Mariano. Both were former editors of the Journal. Their labors as scholars and editors as narrated in the *In Memoriam* section benefited not only the PJPA or the NCPAG but the Philippine Public Administration education as a whole. This issue is dedicated to them.

*The Editors*

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Articles in the Journal are indexed in the *Index to Philippine Periodicals* (University of the Philippines), *Public Affairs Information Service* (P.A.I.S., Inc., New York), *Selected Philippine Periodicals Index* (Silliman University), *Ulrich's International Periodicals Directory* (R. R. Bowker Co., New York), *International Bibliography of Periodical Literature Covering All Fields of Knowledge* (IBZ, Zeller Verlag GmbH & Co., Osnabrück), *International Bibliography of Book Reviews* (IBR, Zeller Verlag GmbH & Co., Osnabrück), and *HeinOnline*.

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