Increasing development by public management improvement
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This study deals with the design and maintenance of an effective government system for Curacao and the Netherlands Antilles in which the handling of the country’s problems can be improved, thus permitting the attainment of a higher level of development for the nation and its parts. The target territory of the study is primarily the island of Curacao and the Netherlands Antilles in general; application of the findings to other countries is feasible especially if the premises of and the resulting adaptations to the model are taken into account.

The Democratic Government Cycle (DGC) model used in the study, besides the territory concerned, is built around some central concepts: pluripluriformity in order to be able to deal with the different aspects of the complex organization of the field, systems theory in general and the I/O-model in particular, management orientation, theory development and simultaneous application of the research findings.

Organization development in the field concerned is mostly done without an explicit theoretical basis. The importance of a scientifically based approach becomes clear, if we can assume that the wise use of more theoretical tools will improve the results of such activities.

The core of the approach of the study is the conceptual model called "The Democratic Government Cycle" which, starting from a relatively lower level of perfection, is gradually improved by the findings of the research carried out to make contributions to it and raise it to a higher stage of perfection.

In order to fit the conceptual model to some particular conditions of the field we made some assumptions (in the study they are called the starting points) about the environment of the local public administration. Taking into account some indications observed in the field we determined the requirements that a model which has to deal with the local situation effectively should meet. The initial DGC-model based on these requirements was then used in the study to test some of the characteristics and indications and to supply us with information to refine the conceptual model and to start a body of other theoretical elements.

Four field research projects were carried out during the study and their findings were used to adjust the initial model and convey it to its second stage of perfection. Future investigations should yield the necessary information to improve the level reached at the end of this first study. This research will have to take place on a regular basis in order to guarantee that the gap between the stage of the model and the real situation in the field remains an acceptable one.

Two research projects were designed and carried out in the first round, one dealing with the external (environmental) characteristics of the local public administration and the other with the internal aspects of the same system. Both employed survey forms to be filled in by the respondents. The external investigation was carried out on all the islands of the Netherlands Antilles and Aruba, covering politicians, civil servants and other community leaders, and it aimed at collecting data identifying existing and expected characteristics in primarily the environment of the public administration system of Curacao, but also in the Netherlands Antilles, which are relevant for the way this administration can deal with its problems.

The data obtained by means of this investigation were processed by computer and the interpretation was done by identifying categories of theory elements and their characteristics.

Top government officials which concentrated in the external project identified existing and expected structures and organizational patterns, which are relevant to the study. The data obtained by means of the second project, however, were both external and internal variables.

The second round of field research in Curacao to complement the first round had the interview technique as its method of data collection. In the second field research project group consisted of district leaders living in Curacao, Aruba and the Netherlands Antilles.

The results of these investigations yielded the following findings:

The results of these investigations indicated some aspects of the findings which were used to adjust the initial model and to formulate additional requirements.

Persons of both the central and local administration with vast experience in the field were used to refine the initial model and to formulate additional requirements.

Next we proceeded by testing the refined model on the field and applying them to two local areas: the administrative sector and the political sector.

Finally conclusions were drawn and a hypothesis was formulated that the resulting model was described within the study.

The conclusions were presented in this chapter and two research projects on internal characteristics and external variables were described. In describing the new model the focus was on the presentation of the study and to formulate additional requirements for the conceptual model.

The presentation of the study is preceded by a preliminary chapter.

The first of these chapters is the local public administration in Curacao, and the first service related to the study.
of an effective government in which the handling of existing and expected characteristics of primarily administrative structures and organizations of the public administration system of Curacao, which are relevant to the way this system can deal with its problems. The data obtained by means of this project was treated in the same way as in the case of the external research, and provisional statements were made about internal variables.

Top government officials were the target group of the internal research which concentrated in the island of Curacao. Its main purpose was to collect data identifying existing and expected characteristics of primarily governmental structures and organizations of the public administration system of Curacao, which are relevant to the way this system can deal with its problems. The data obtained by means of this project was treated in the same way as in the case of the external research, and provisional statements were made about internal variables.

The second round of field research projects was designed and carried out in Curacao to complement the information obtained in the first round, using the interview technique. The results of these investigations were used to update the formerly proposed provisional statements and to formulate additional ones where this was necessary.

Persons of both the central government and the island government of Curacao with vast experience in the field were the target group of the second field research project on environmental characteristics, which consisted of political leaders -past and present- and community leaders living in Curacao, and it aimed at the checking of some findings of the first similar research and at obtaining additional information about some aspects the findings of the first investigation pointed out. The results were used to update the provisional statements proposed earlier and to formulate additional ones when the situation dictated such.

Next we proceeded by testing the relevancy of the model and the findings applying them to two local areas chosen for this purpose: the education sector and the political parties. Finally conclusions were drawn, some recommendations were given and the new resulting model was described, taking into account the subgoals of the study. The conclusions were presented in the two sections of "insight improvement" and "methodology contributions", while we split the recommendations into a "general" category and a "specific" one. The latter was divided further into the two case areas: education and political parties. In describing the new model we indicated some very useful further research projects in addition to the description of the new DGC-model and some elements of the theory supporting and complementing it.

The presentation of the study has been organized in four main chapters, preceded by a preliminaries chapter containing the preface and table of contents. The first of these chapters (1) handles three separate introductory subjects: the local public administration as the background of the study, importance and definition of the problem and the study and the review of related earlier studies.

Next we find the two core parts of the research dealing with the government of Curacao, and the first one, chapter 2, deals with the theoretical aspects related to the study of this particular government. First the requi-
requirements of the model are established by assuming some starting points and considering some characteristics and indications observed in the present system.

In the following section of this second chapter the initial model is designed on the basis of the aforementioned requirements, and described first in broad outline and then in detail, mentioning the major sources used to design the model and of which some should also be employed to complement the model when applying it.

The submodels of design and evaluation and some widely used denominations of variables which remain untrusted in the study conclude the chapter.

In chapter 3 the field research projects are dealt with. In the first section we elaborate on the design and the methodology employed with the four projects. Then the results are presented, first those of the two field investigations into environmental characteristics and then the findings on the internal ones.

To illustrate the relevancy of both the model and the findings a third section is included, in which model and findings are placed against a background of two particular areas: the education sector and political parties. The chapter is concluded with a summary of the proposed statements.

In chapter 4 we present the conclusions and recommendations grouped under the headings of the subgoals of the study: insight improvement, methodology contributions, policy recommendations and theory formulation. Summaries in English, Dutch and Papiamentu (the native language of the Leeward Islands of the Netherlands Antilles) conclude the report.

SAMENVATTING

Deze studie behandelt een effectief overheidsleidingselement, waarmede de problemen het ontwikkelingsniveau bereiken voor de onderdelen ervan. Het geografisch gebied waaraan de studie is gericht is het eilandgebied Curacao en de toepassing van de resultaten in de praktijk wordt vooral als een testgeval aangemerkt. Het "Democratic Government"-model werd verder gebouwd rondom de complexe organisatie van het algemeen en het I/O-theorievorming en gelijkvormige aspecten.

Organisatie-ontwikkeling is beschouwd als een expliciete theoretische benadering. Indien wij aan kunnen met een specifieke instrumenten die resultaten zijn te berichten, wordt het belang van een dergelijke benadering geïllustreerd.

De kern van deze benadering "The Government Cycle" dat, stappenlijn verbeterde toestand van bijdragen aan het model wordt meegebracht.

Teneinde het conceptueel effectief op te voeren, hebben we enige lokale overheid(en de genoemde). Door relevanteren in het veld, hebben we effectief op de lokale situatie de initieel DGO-model was opgezet en gebruikt om enkele karakteristieken van de informatie te voorzien om eerste aanzet te doen tot enige elementen.

Vier veldonderzoekprojecten resultaten werden gebruikt in haar tweede perfectieniveau. Toekomstige onderzoekingen moeten rekening houden met de perfectie van het peil, bereikt aan het moment dat onderzoeken moeten rekening houden met de afstand tussen de statuusval en de bestaande situatie van het veld aannemelijk blijft.

Twee onderzoeken werden bekeken in de externe (omgevings) om bestuursysteem en het systeem. Beide maakten denten ingevuld moesten