Increasing development by public management improvement
Silberie, Rupert Evaristo

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SUMMARY

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, 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 Governments 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 selection data identifying existing structures and organizations, which are relevant to the data obtained by means in the case of the external variables.
The second round of field research carried out to complement the interview technique.

In the second field research project group consisted of some key leaders living in Curacao, who were interviewed about internal variables. The results of these interviews were analyzed and conclusions were drawn.

Persons of both the central government with vast experience in the field were interviewed separately; in the case of the external variables, persons of the same type leaders living in Curacao to complement the field research project on internal variables with the interview technique.

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The results of these interviews were analyzed and conclusions were drawn.

Finally conclusions were drawn based on the results of the research projects and the new model was described in the study. The conclusions were presented in a "general" category and a "methodology contribution" category.

The presentation of the study was preceded by a preliminary introduction.

The first of these chapters: the local public administration and its importance and definition.

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Next we find the two core elements of the theory supporting the study.
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ments and their characteristics and by proposing provisional statements.

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 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.

In the second field research project on environmental characteristics the target group 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 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 internal characteristics, and its main purpose was to check some findings of the first similar investigation (this time on the internal characteristics) and to obtain additional information that these findings indicated.
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 DG-C-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-
rements 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 untested 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 het ontwikkelen van een effectief overheidsbestuur en de overwogen problemen en de problemen die het ontwikkelingsniveau bereiken voor de onderdelen ervan. Het geografisch gebied werd de eilandgebied Curacao en -aardrijking van de resultaten aan de model, met name als er met de uitkomsten aan de model. Het "Democratic Governance" werd verder gebouwd op pluriformiteit ten einde een complexe organisatie van het algemeen en het I/O-theorievorming en gelijk.

Organisatie-ontwikkeling is een expliciete theoretische benadering. Indien wij aan kunnen meten instrumenten de resultaten worden het belang van een lijn.

De kern van deze benadering "Development Cycle" dat, starten- en bijdragen aan het model brengen.

Teneinde het conceptueel gerelateerd effectief op de lokale overheid (in de zin van effectief op het veld, hebben we enige instrumenten de resultaten moeten worden bijdragen aan het model te brengen.

Vier veldonderzoekprojecten resultaten werden gebruik om de externe en externe (omgeving besturings- systeem en het systeem. Beide maakten denten ingevuld moesten.