

UNITED NATIONS
ECONOMIC
AND
SOCIAL COUNCIL



C.1

LIMITED

ST/ECLA/Conf.38/L.5
27 August 1970

ENGLISH

ORIGINAL: SPANISH

MEETING OF EXPERTS ON ADMINISTRATIVE
CAPABILITY FOR DEVELOPMENT

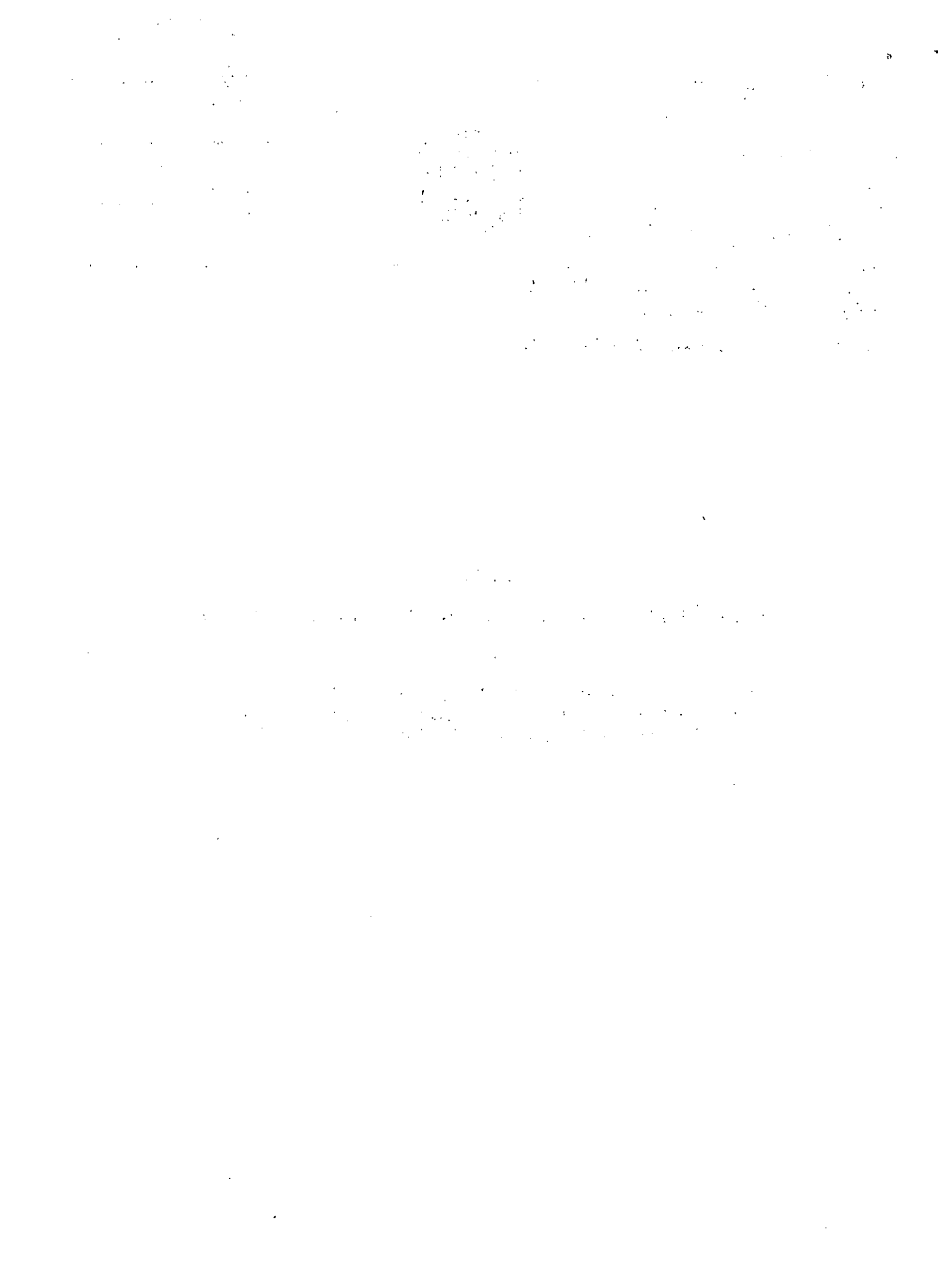
Santiago, Chile, 16-21 November 1970

SUMMARY

CAPABILITY AND RATIONALIZATION: EFFICIENCY AND SUFFICIENCY

by

Julio C. Rodríguez Arias,
Researcher, Faculty of Political and Social Sciences,
Cuyo National University (Mendoza, Argentina)



SUMMARY

The author of this document begins by referring to his study on administrative reform in Latin America, published in 1964 in the International Review of Administrative Sciences (Brussels, vol. XXX, No. 3, pp. 1-21).

He goes on to state his intention of giving an outline of his own professional experience in the field of public administration from 1935 to 1970.

He points out that, during this period, many countries in the region have made considerable progress in terms of schools for public administration, professorships in hundreds of Latin American universities, countless original books published in Spanish and Portuguese, civil service laws and, above all, the genuine concern shown by most Governments in matters of public administration.

The author then turns to certain specific problems that still remain unsolved.

1. The staffing problem. He refers to the current difficulty for personnel offices to recruit, and for department heads to keep, the minimum number of staff members needed to carry out the scheduled work, adding that the practice of double employment should be one of the first considerations of any effort to solve the great problem of administrative capability. It is his opinion that a suitable level of remuneration and a respect for an official's authority are still serious problems that require urgent solution.

2. Human attitudes and behaviour. Human resources should be considered not only from the point of view of their utility and suitability (health, technical training, etc.) but also, and above all, in the light of their contribution to development in terms of cautiousness, talent, motivation, initiative, loyalty, dedication, etc.

/On the

On the negative side, the author mentions the existence of different levels of remuneration (both economic and otherwise) within a single administration. He emphasizes the need to strengthen the official's sense of personality and moral authority as well as the juridical and political structure and substance of Latin American institutions. He feels that a philosophy that entails blaming the official himself for the ills of public administration, disregarding the fact that an image that portrays it as a beneficent institution affects not only the staff but the country's economy as well, may have serious repercussions on the national character. He therefore considers it advisable to distinguish between the concepts of bureaucracy and State intervention.

3. Rationalization by consent versus discretionary organization and methods. Despite their possible excesses, these techniques have a lot to offer and may be very useful to ensure and even increase the capacity for action of the State's administrative machinery. The author cites several solutions to administrative problems, including rationalization by means of persuasion, consultation and exchange of views, rationalization through regulations, and rationalization "by force", and opts personally in favour of rationalization by consent, which implies the merger, integration or close co-ordination of the organization and methods office with the budget office.

4. Efficiency and sufficiency in public administration. The author comments on the undesirability of too large a staff which increases expenditure and complicates or delays matters - as can be seen in cases where the State increases its intervention in social affairs to such a point that it become anti-productive. He states that efficiency (capability) has little virtue on its own and can even be dangerous if it is not accompanied or governed by the principle of sufficiency. The efficient administration of a policy (norm, objective) is essential, but what is even more important is to formulate a good, suitable, realistic and opportune policy in terms of the country's permanent interests. Consequently, objectives have to be defined and the

corresponding programmes

corresponding programmes developed, authority must be given to the person responsible for carrying them out or seeing that they are carried out, the necessary staff and material and financial requirements must be clearly determined, administrative machinery and formalities have to be cut down to the minimum, each task must be given the importance it merits, unnecessary regulations and pointless and unproductive activities must be eliminated, and genuine public utility services must be fostered and improved.

Finally, the author asserts that one of the biggest mistakes in the study of public administration in some countries is to forget the principle that its aim is not merely to improve but to know what it is that is being improved. He concludes by pointing out that the application of technical formulae for organization and management is important in any administrative reform provided account is taken of the institutional and political prerequisites.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure throughout its lifecycle.

5. The fifth part of the document concludes by summarizing the key findings and recommendations. It stresses the importance of ongoing monitoring and evaluation to ensure that the data management processes remain effective and aligned with the organization's goals.