

APPENDIX I

ANALYZING ECONOMIC GOVERNANCE AND POVERTY REDUCTION: *South Korea, Malaysia and Hungary*

Overview:

Narrative and Standard Answers: In order to make comparisons across the three countries more feasible we have provided some standard alternative answers to each question, but we are well aware that these standard answers cannot capture the full complexities of real bureaucratic structures and their operation. Therefore, we hope that in addition to indicating which standard alternative comes closest to describing your country case, could you provide a complementary narrative of how the state bureaucracies you are describing look with regard to these issues.

Time Period: We are interested primarily in what these bureaucracies 'looked like' and did in the period from 1990 to 2000 (Present):

If there have been important changes within these periods please indicate the sub-period to which your answers apply. We would also appreciate any commentary you could add on changes over time (including institutional and political legacies from earlier periods) in your narrative responses.

**** Please note that your responses to the questionnaire will be treated as strictly confidential at all times.***

Mark indicate the country you will describe: South Korea | Malaysia| Hungary

CORE ECONOMIC AGENCIES:

1. List the four most important agencies in the central state bureaucracy in order of their power to shape overall economic policy. (eg. Ministry of Finance, Ministry of Industry and/or Trade and/or Commerce, Planning Board, Prime Minister's Office, other Agency or Ministry)?

1. _____
2. _____
3. _____
4. _____

2. Which of the following descriptions best fits the role of these agencies in the formulation of economic policy (***select one***)?

- a. many new economic policies originate inside them.
 - b. some new policies originate inside them and they are important "filters" for policy ideas that come from political parties, private elites and the chief executive, often reshaping these ideas in the process.
 - c. they rarely originate new policies, but are important in turning policies that originate in the political arena into programmes that can be implemented.
3. To what extent (if any) are these agencies concerned about issues of poverty and/or inequality when formulating overall economic policy? Specifically, which of the following descriptions best fits the role of these agencies (1 to 4) at the **present time**?

(Tick only one cell for each agency)

Present Descriptions	Agency			
	1	2	3	4
(a) This agency very carefully examines the impacts that overall economic policy will have on levels of poverty				
(b) This agency gives some thought to the impacts that overall economic policy will have on levels of poverty				
(c) This agency does not examine the impacts that overall economic policy will have on levels of poverty				

(a) If any core economic agency carefully examines the impact that overall economic policy has on levels of poverty (*option a* above), would you please provide some examples or describe the evidence that support this account?

4. Which of the following descriptions best fits the role of these agencies (1 to 4) in **1990/1991** (ie 10 years ago)?

(Tick only one cell for each agency)

Past Descriptions	Agency			
	1	2	3	4
(a) This agency used to very carefully examine the impacts that overall economic policy had on levels of poverty				
(b) This agency used to give some thought to the impact that overall economic policy had on levels of poverty				
(c) This agency did not examine the impacts that overall economic policy had on levels of poverty				

(a) If any core economic agency carefully examined the impact that overall economic policy had on levels of poverty (*option a* above), would you please provide some

examples or describe the evidence that support this account?

5. (a) In formulating policy do the various agencies have a sense of common purpose (so that policy making is coherent and authoritative) or are there frequent inter-departmental conflicts over policy?

(b) If the latter, can you give examples and indicate why the conflicts arose?

6. To what extent is financial stability the overriding criteria for economic policy making? (**select one**)

Decisive Very Significant Significant Insignificant

7. To what extent are employment creation, skill enhancement and other issues that bear on poverty and inequality significant criteria for economic policy making? (**select one**)

Decisive Very Significant Significant Insignificant

8. How likely are ideas and policies initiated by these agencies to prevail?

(**Tick only one cell for each agency**)?

	Agency			
	1	2	3	4
(a) no more likely than other parts of the state bureaucracy				
(b) quite likely, even in the face of opposition from other parts of the bureaucracy, as long as the chief executive (ie President, Prime Minister, etc.) is neutral or supportive				
(c) under the circumstances above and also sometimes even in the face of opposition from the chief executive				

9. To what extent are the various agencies capable of seeing that policies are fully implemented

(Tick only one cell for each agency)?

	Agency			
	1	2	3	4
(a) very capable				
(b) somewhat capable				
(c) not at all capable				

10. In the agencies you have identified, could you list the most important individuals who have influenced policy during the period 1990–2000 (**present**)? (e.g., chief executive, ministers, advisors, lobbyists, etc.). **Please list by name if at all possible.**

Agency 1:

Agency 2:

Agency 3:

Agency 4:

EDUCATION, RECRUITMENT, CAREERS:

[In answering the following questions, assume that **'higher officials'**, refers to those who hold roughly the top 50 positions in the core economic agencies you have discussed above.]

11. Were the higher officials of the four agencies trained predominantly in economics?

(a) If yes, where? (**please mark and give examples as relevant**)

Local universities _____

US universities _____

Elsewhere (**please indicate**) _____

(b) If no, then typically in what other subjects?

(c) Has this changed over time? Yes No

(d) If yes, in what ways?

12. Approximately what proportion of the higher officials in these agencies enter the civil service via a formal examination system? (**select one**)

less than 30% 30 - 60% 60% -90% more than 90%

13. Of those that do **not** enter via examinations, what proportion have university or post-graduate degrees. (**select one**)

less than 30% 30 - 60% 60% -90% more than 90%

14. Roughly how many of the top officials in these agencies are political appointees (e.g. appointed by the President or Chief Executive)? (**select one**)

- (a) none.
- (b) just agency chiefs.
- (c) agency chiefs and vice-chiefs.
- (d) all of top 2 or 3 levels.

15. Of political appointees to these positions, what proportion are likely to already be members of the higher civil service? (**select one**)

less than 30% 30 - 60% 60% -90% more than 90%

16. Of those promoted to the top 2 or 3 levels in these agencies (whether or not they are political appointees), what proportion come from within the agency itself or its associated ministry/ies (if the agency is not itself a ministry)? (**select one**)

less than 30% 30 - 60% 60% -90% more than 90%

17. Are the incumbents of these top positions likely to either be moved to positions of lesser importance, or take early retirement, when the political leadership changes? (**select one**)

almost always usually sometimes rarely

18. What is roughly the average number of years spent by a typical higher level official in one of the agencies during his or her career? (**select one**)

1-5 years 5-10 years 10 -20 years entire career

19. What prospects for promotion can someone who enters one of these agencies through a higher civil service examination early in his/her career reasonably expect? Assuming that there are at least a half dozen steps or levels between and entry-level position and the head of the agency, how would you characterize the possibilities for moving up in the agency?

[Please mark all boxes that apply for each agency]

	Agency			
	1	2	3	4
(a) in most cases, will move up one or two levels but no more				
(b) in most cases, will move up three or four levels, but unlikely to reach the level just below political appointees.				
(c) if performance is superior, moving up several levels to the level just below political appointees is not an unreasonable expectation.				
(d) in at least a few cases, could expect to move up several levels within the civil service and then move up to the very top of the agency on the basis of political appointments				

20. How common is it for higher officials in these agencies to spend substantial proportions of their careers in the private sector, interspersing private and public sector activity? (**select one**)

usual frequent unusual almost never

21. How common is it for higher officials in these agencies to have significant post-retirement careers in the private sector? (**select one**)

usual frequent unusual almost never

SALARIES:

22. How would you estimate the salaries (and perquisites, not including bribes or other extra-legal sources of income) of higher officials in these agencies relative to those of private sector managers with roughly comparable training and responsibilities? (**select one**)

less than 50% 50 - 80% 80% - 90% Comparable Higher

23. If bribes and other extra-legal perquisites are included what would the proportion be? (**select one**)

less than 50% 50 - 80% 80% - 90% Comparable Higher

24. Over the period in question (1990 – 2000 present) what was the movement of the salaries in question relative to the equivalent salaries in the private sector? (**select one**)

- a. improved their position.
- b. maintained the same position.
- c. declined slightly.
- d. declined dramatically.

CIVIL SERVICE EXAMS:

[These questions refer to the higher Civil Service more broadly, not just to the top 50 officials in the core agencies.]

25. Since roughly what date have civil service examinations been in place? _____

26. Roughly what proportion of those who take the higher civil service exam pass? (**select one**)

<2% 2-5% 6 - 10% 10% -30% 30-50% >50%

27. Among the most talented graduates, is a public sector career considered: (**select one**)

- a. the best possible career option.
- b. the best possible option for those whose families are not already owners of substantial private enterprises.
- c. the best option for those who are risk averse.
- d. definitely a second best option relative to a private sector career.

28. Among members of the educated middle class who are not in a position to attend the most elite universities, is a public sector career considered: (**select one**)

- a. the best possible career option.
- b. the best possible option for those whose families are not already owners of substantial private enterprises.
- c. the best option for those who are risk averse.

d. definitely a second best option relative to a private sector career.

ECONOMIC IDEAS:

29. What are the principal sources of the ideas that have influenced economic policy?
Please select as many combinations as relevant and give examples.

National

a. Intellectual

b. Institutional

International

c. Intellectual

d. Institutional

30. In what ways has this influence been felt (particularly with regard to poverty and inequality)?

(a) Can you give examples?

31. In the given period (**1990–2000/present**), what were the key moments of policy change

and why?

CONTACTS AND RESOURCES:

32. Can you suggest two or three other experts (either scholars or practitioners) that you consider particularly knowledgeable with regard to these issues of bureaucratic structure in your case country?

(If possible, please supply email, postal addresses and FAX or Telephone numbers.)

1. Name: _____

Address: _____

Email, FAX or tel. # _____

2. Name: _____

Address: _____

Email, FAX or tel. # _____

3. Name: _____

Address: _____

Email, FAX or tel. # _____

35. What do you consider the two or three best published sources of information on your case country's bureaucracy?

Many thanks indeed for the time and effort you have spent in completing this questionnaire. Again, please note that your responses to the questionnaire will be treated as strictly confidential at all times.

If you are returning this questionnaire by post, please mail it to:

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