

FA-65

Guevara

FIGHT AGAINST BUREAUCRACY

By Lionel Martin

"A locomotive that works on 25% of its steam." That is how Fidel Castro described a public administration bogged down in the morass of bureaucratic practices.

One of the lesser known facts of Cuba's recent history is the emphasis that has been placed on the eradication of bureaucracy in the State apparatus and in other spheres of political and economic life. Public analysis of this problem involving the masses is a unique aspect of this ~~xxx~~ socialist revolution on America's doorstep.

In early 1963 Che Guevara, then Minister of Industry, in an article in Cuba Socialista launched the slogan of "War against Bureaucracy."

Guevara stated that bureaucracy was, in part, an inheritance from the past and in part, a consequence of the revolutionary regime's own development. He noted that the administrative free-for-all of the revolution's first year was countered by the introduction of a highly centralized bureaucratic apparatus. This was due, he said, to the lack of both efficient intermediate-level functionaries and an adequate control apparatus for detecting and curbing bureaucratic practices.

In July of the same year, the president of the Republic, Osvaldo Dorticos, also spoke on the growing problem of bureaucracy. He stressed as the most important contributing factor to this phenomenon

the inadequate organizational structure of governmental bodies. A few days later, Armando Hart, then Minister of Education and now Organizational Secretary of the Communist Party of Cuba, broadened the analysis of bureaucracy to include the mass organizations, whose full time personnel had grown by leaps and bounds. He said that professionalism in these mass organizations was the twin brother of bureaucracy in the state.

During 1964, the state apparatus became increasingly top-heavy. While Cuba fought to develop its production in the midst of a shortage of manpower on many fronts, there was arising in Havana, the "hydrocephalic" center ^{atop} of Cuba's still underdeveloped countryside, a growing number of unproductive administrators, technical personnel, office workers, chauffeurs, etc.

A corollary to this development was the growing amount of paper work, as public officials invented, as if to prove correct Parkinson's laws, thousands of forms, questionnaires, applications and duplicate copies that had to be filled out by workers in the lower echelons of the state apparatus. These superfluous papers were added to the already bulging files of some Havana office. Bureaucratic ~~xxxx~~ styles of work characterized by functionaries operating from behind closed doors, communicating with the outside world by means of telephones and "selective interviews" and oriented by a small circle of confidants became the order of the day.

1. The first step in the process of the development of the new system is the identification of the requirements. This is done by the user and the system analyst. The user identifies the requirements by providing a list of requirements. The system analyst identifies the requirements by providing a list of requirements. The user and the system analyst then discuss the requirements and agree on a set of requirements. The next step is the analysis of the requirements. This is done by the system analyst. The system analyst analyzes the requirements and identifies the functional requirements. The functional requirements are then used to develop the system architecture. The system architecture is then used to develop the system. The system is then tested and deployed.

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The petty bourgeoisie cannot be the political vanguard of the
the petty bourgeoisie and only the working class can take advantage
of all the economic and dynamic strength of the people, not
also for the achievement of democracy. In the struggle
of the petty bourgeoisie the only revolution is the democratic.

revolution; they do away completely with the masses."

Fidel announced the coming reorganization of the administrative apparatus of the nation and the "rationalization" of personnel. Commissions to Fight against Bureaucracy were set up all over the country, composed of representatives of the Party, the Young Communist League, the trade unions, the ministries of Labor and Education, and the institutions concerned.

The purpose of these Commissions was to make an on-the-spot survey of each national government body, analyzing the work force and its most rational utilization. They were also responsible for finding jobs for the surplus workers (who ~~continued~~ to receive their old salaries) in schools or productive work.

The first "rationalization" of personnel removed almost 10,000 workers from the national administrative level. However, the new Commissions left the door open for a resurgence of bureaucratic practices. They were accused by Castro of having themselves become bureaucratic. It was discovered, for example, that immediately following the rationalization of personnel many functionaries had replaced them with new employees.

This was an indication of the difficulties inherent in uprooting the bureaucratic weed. On February 20, 1967, the Prime Minister reiterated the determination of the government to carry on the struggle.

"The Revolution has again taken the offensive in the fight against bureaucracy. It does not resign itself lightly to losing such an important battle. We are certain that the battle will be won and without bloodshed. But there will be sanctions. And possibly there will be hundreds of administrators who will be removed from their posts; who will have their salaries reduced, and who will be transferred to non-administrative jobs. If they think that this is just a simple slogan, they will find out that the Revolution means what it says."

At the same time, Castro pointed out that the aim was to establish "administrative discipline."

Commissions composed of Party and Ministry of Labor representatives have, up to September 1967, removed more than 1000 administrative *(for violation of anti-bureaucratic norms)* officials from their jobs and prohibited them from occupying other administrative posts for periods ranging from one to five years.

In the first nine months of 1967 the jobs of 21,750 administrative or non-productive workers were abolished in Havana. This, added to the first rationalization, gives a total of 31,500 workers. The Ministry of Education, for example, that had more than a thousand workers on the national level, has been reduced to only a few hundred.

The reduction in personnel has been accompanied by a streamlining ~~in~~ of the administrative apparatus, and the abolition of all unnecessary paper work. This transition is still in process. A great deal of responsibilities that were handled on the national level

before, are now dealt with by lower administrative bodies. This is part of the conscious attempt of the Cuban government to decentralize economically in order to make better use of the people's initiatives.

What has happened to the 31,500 ~~persons~~ men and women removed from their jobs? The following table gives an idea:

Re-employed in industry

Crafts workshops	3,330
Cigar factories	1,110
Other	9,840
	14,330

Studying

University of Havana..	1,570
Technical courses.....	2,100
Preparatory schools for the university and other studies	820
Elementary & junior high	2,010
	6,500

Retired	810
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No longer within plan because of various causes (health, death, leaving country, or withdrawal from labor force)	5,990
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Total	27,630
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The 3,870 of the 31,500 not represented in these statistics are men and women who are neither studying nor have agreed to accept the jobs offered them by the government. For these the government has applied the policy of "patient persuasion." These, like those working or studying, are receiving the same monthly salary they did

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