

DOMINICAN REPUBLIC

Public Administration Country Profile

Division for Public Administration and Development Management (DPADM)
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DOMINICAN REPUBLIC

[Click here](#) for detailed map



Source: [The World Factbook - Dominican Republic](#)

Government type

Representative democracy

Independence

27 February 1844 (from Haiti)

Constitution

28 November 1966 ([in brief](#)); amended in 1994 and 2002

Legal system

Based on French civil codes; undergoing modification in 2004 towards an accusatory system

Administrative divisions

31 provinces and 1 district (Distrito Nacional)

Source: [The World Factbook - Dominican Republic](#)

After having been deeply marked by 31 years (1930-1961) of authoritarian rule under Rafael L. Trujillo, followed by a period of political instability, civil unrest and military intervention by the United States in 1965, the Dominican Republic is now consolidating its democratic model.

The Dominican Republic has experienced spectacular economic changes in the last decade. Record growth rates combined with a macroeconomic stability policy meant that per capita income more than doubled between 1991 and 2000. The dynamism of the economy relies essentially on few sectors --industrial free trade zones, tourism, construction and telecommunications-- which operate in an open and competitive environment with close links to the world economy.

Source: [European Commission \(Development\) - Dominican Republic](#)

1. General Information

1.1 People	Dom. Rep.	Cuba	Haiti	1
Population				a
Total estimated population (,000), 2003	8,745	11,301	8,326	
Female estimated population (,000), 2003	4,310	5,648	4,216	
Male estimated population (,000), 2003	4,435	5,653	4,110	
Sex ratio (males per 100 females), 2003	103	100	97	
Average annual rate of change of pop. (%), 2000-2005	1.49	0.27	1.32	
Youth and Elderly Population				b
Total population under age 15 (%), 2003	32	20	38	
Female population aged 60+ (%), 2003	7	16	6	
Male population aged 60+ (%), 2003	7	14	5	
Human Settlements				c
Urban population (%), 2001	66	76	37	
Rural population (%), 2001	34	24	63	
Urban average annual rate of change in pop. (%), '00-'05	2.38	0.54	3.29	
Rural average annual rate of change in pop/ (%), '00-'05	-0.27	-0.45	0.52	
Education				d
Total school life expectancy, 2000/2001	..	12.3	..	1
Female school life expectancy, 2000/2001	..	12.4	..	1
Male school life expectancy, 2000/2001	..	12.2	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	16.3	3.4	52.2	2
Male estimated adult (15+) illiteracy rate (%), 2000	16.3	3.2	48	2
Employment				e
Unemployment rate (15+) (%), 1997	15.9 ⁱ	1
Female adult (+15) economic activity rate (%), 1998	41	41 ⁱⁱ	49 ⁱⁱⁱ	2
Male adult (+15) economic activity rate (%), 1998	87	73 ⁱⁱ	80 ⁱⁱⁱ	2

Notes: ⁱ Official estimates, Persons aged 10 years and over; ⁱⁱ 1988, Economically active relates only to employed persons; ⁱⁱⁱ 1990

1.2 Economy	Dom. Rep.	Cuba	Haiti	2
GDP				a
GDP total (millions US\$), 2002	21,285	..	3,590	
GDP per capita (US\$), 2002	2,465	..	433	
PPP GDP total (millions int. US\$), 2002	53,509	..	13,079 ^d	
PPP GDP per capita(int. US\$), 2002	6,197	..	1,578 ^d	
Sectors				b
Value added in agriculture (% of GDP), 2003	10.6	6.4 ⁱⁱ	27.1 ⁱⁱⁱ	
Value added in industry (% of GDP), 2003	32.4	47.5 ⁱⁱ	16.3 ⁱⁱⁱ	
Value added in services (% of GDP), 2003	57.0	46.1 ⁱⁱ	56.5 ⁱⁱⁱ	
Miscellaneous				c
GDP implicit price deflator (annual % growth), 2003	25.4	..	20.7	
Private consumption (% of GDP), 2003	80.5	
Government consumption (% of GDP), 2003	6.8	

Notes: ⁱ Estimate is based on regression; other PPP figures are extrapolated from the latest International Comparison Programme benchmark estimates; ⁱⁱ 1999; ⁱⁱⁱ 2002

¹ [United Nations Statistics Division](#):

^a [Statistics Division and Population Division of the UN Secretariat](#); ^b [Statistics Division and Population Division of the UN Secretariat](#); ^c [Population Division of the UN Secretariat](#); ^{d1} [UNESCO](#); ^{d2} [UNESCO](#); ^{e1} [ILO](#); ^{e2} [ILO/OECD](#)

² [World Bank - Data and Statistics](#):

^a [Quick Reference Tables](#); ^b [Data Profile Tables](#); ^c [Country at a Glance](#)

1.3 Public Spending	Dom. Rep.	Cuba	Haiti	
Public expenditures				3
Education (% of GNP), 1985-1987	1.3	6.8	1.9	a
Education (% of GNP), 1995-1997	2.3	6.7	..	a
Health (% of GDP), 1990	1.6	4.9	1.2	
Health (% of GDP), 1998	1.9	..	1.4	
Military (% of GDP), 1990	b
Military (% of GDP), 2000	b
Total debt service (% of GDP), 1990	3.3	..	1.2	
Total debt service (% of GDP), 2000	2.6	..	1	

Notes:

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Dominican Republic 1991-1995	Dominican Republic 1996-2000	Latin America & Caribbean average ⁴ 1996-2000	Caribbean average ⁴ 1996-2000	Middle income group average ⁴ 1996-2000
Employment						
Civilian Central Government ⁵	(,000)			
	(% pop.)	0.69	0.54	0.59
Sub-national Government ⁵	(,000)			
	(% pop.)	0.69	0.54	0.59
Education employees	(,000)			
	(% pop.)	0.58	1.48	1.20
Health employees	(,000)			
	(% pop.)	0.70
Police	(,000)			
	(% pop.)	0.30
Armed forces	(,000)	25.0	25.0			
	(% pop.)	0.32	0.29	0.34	0.21	0.46
SOE Employees	(,000)	148.0	..			
	(% pop.)	2.0	3.61
Total Public Employment	(,000)			
	(% pop.)	6.05
Wages						
Total Central gov't wage bill	(% of GDP)	6.6	14.2	8.5
Total Central gov't wage bill	(% of exp)	27.3	39.4	20.3	..	21.6
Average gov't wage	(,000 LCU)			
Real ave. gov't wage ('97 price)	(,000 LCU)			
Average gov't wage to per capita GDP ratio		1.8	0.7	4.2

Source: World Bank - Public Sector Employment and Wages

³ UNDP - Human Development Report 2002

^a Data refer to total public expenditure on education, including current and capital expenditures.

^b As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

⁴ Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

⁵ Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

General Government Staff (1994-2003):

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
General Government	266,233	267,779	283,058	292,266	307,520	317,095	331,800	360,065	378,498	385,850
Central Government	210,367	211,617	223,601	231,870	245,032	249,854	262,009	287,727	303,275	313,706
Permanent	n.a.	n.a.	195,887	199,686	205,033	207,719	213,832	227,506	233,352	n.a.
Nominal	n.a.	n.a.	27,714	32,184	39,999	42,135	48,177	60,221	69,923	n.a.
Autonomous Agencies	39,703	38,765	38,840	38,465	38,871	39,174	40,617	41,517	42,305	n.a.
Permanent	n.a.	n.a.	32,685	32,700	32,633	32,092	32,912	32,855	33,156	n.a.
Nominal	n.a.	n.a.	6,155	5,765	6,238	7,082	7,705	8,662	9,149	n.a.
Municipalities	16,163	17,397	20,617	21,931	23,617	28,067	29,174	30,821	32,918	n.a.
Growth rates (Percentage)										
General Government	3.5	0.6	5.7	3.3	5.2	3.1	4.6	8.5	5.1	1.9
Central Government	4.5	0.6	5.7	3.7	5.7	2.0	4.9	9.8	5.4	3.4
Autonomous Agencies	6.0	-2.4	0.2	-1.0	1.1	0.8	3.7	2.2	1.9	n.a.
Municipalities	-12.9	7.6	18.5	6.4	7.7	18.8	3.9	5.6	6.8	n.a.
Participation in total employees (Percentage)										
General Government	100	100	100	100	100	100	100	100	100	100
Central Government	79.0	79.0	79.0	79.3	79.7	78.8	79.0	79.9	80.1	81.3
Autonomous Agencies	14.9	14.5	13.7	13.2	12.6	12.4	12.2	11.5	11.2	n.a.
Municipalities	6.1	6.5	7.3	7.5	7.7	8.9	8.8	8.6	8.7	n.a.

Source: Economic Commission for Latin America and Central Bank

Source: [World Bank \(Dom. Rep.\) - Dominican Republic: Public Expenditure Review \(March 15, 2004\)](#)

2. Legal Structure

The Constitution of the Dominican Republic was adopted in 28 November 1966. In August 1994 the Constitution was amended, prohibiting consecutive presidential terms, shortening the Balaguer administration to two years (to end in 1996 instead of 1998), and separating Congressional and municipal elections from presidential ones by holding by-year elections.⁶ The Constitution was again amended in July 2002, this time to permit an incumbent president to seek a second successive term.

Source: U.S. Department of State (Background Notes) - Dominican Republic

2.1 Legislative Branch

Bicameral National Congress or Congreso Nacional consists of the Senate or Senado (32 seats) and the Chamber of Deputies or Camara de Diputados (150 seats; members are elected by popular vote to serve four-year terms).⁷

women in parliament: 2 out of 32 seats: (6%). 26 out of 150 seats (17%).⁸

Legislative power is vested on the Congress of the Republic, which is comprised of the Senate and the Chamber of Deputies. Senators and deputies are both elected by popular vote to serve four-year terms.

The Senate consists of 32 seats, with one senator being elected from each of the 31 provinces and one senator elected from the national district.

Deputies, in general, are elected for every 50,000 inhabitants

The President of the Republic, senators and deputies all hold power to introduce legislation in all areas. Supreme Court judges have the right to introduce judicial legislation, while members of the Electoral Junta have the right to introduce electoral legislation. The Senate of the Dominican Republic possesses the right of amendment.

Bills are introduced in either chamber. Any bill introduced in one of the chambers is submitted to two different discussions, and there must be an interval of at least one day between each discussion, except if a declaration of emergency has already been made beforehand (in which case the text is examined at two consecutive sessions).

The author of a bill can defend it in the other chamber of Parliament. Once adopted, the text is submitted to the other assembly, where it is examined based on the same procedure. If amendments are adopted, the bill is sent, with modifications, to the assembly that first examined it. If the latter adopts the modifications, the law is sent for promulgation to the President of the Republic. If it rejects them, the text is considered to be rejected.

Bills rejected by one of the chambers can only be reintroduced at the next legislature.

Fact box:

elections: Senate - last held 16 May 2002 (next to be held May 2006); Chamber of Deputies - last held 16 May 2002 (next to be held May 2006)

election results: Senate - seats by party - PRD 29, PLD 2, PRSC 1; Chamber of Deputies - percent of vote by party - seats by party - PRD 73, PLD 41, PRSC 36

⁶ "The Supreme Court of the Dominican Republic as Guardian of the Constitution"

⁷ Source of fact boxes if nothing else stated: [The World Factbook - Country](#)

⁸ [Inter-Parliamentary Union - Women in National Parliaments](#)

The Senate's decisions must be approved by an absolute majority of voters, except if a declaration of emergency has already been made beforehand (in which case a two-thirds majority of voters is required at the time of the second reading).

The filing of a bill amending the Constitution can be introduced by one-third of the members of either of the two chambers of Parliament. Amendments to the Constitution must be adopted by a two-thirds majority in order to be valid. The government's republican, civil, democratic and representative aspects cannot be amended in any way.

Source: [Senates of the World \(French Senate\)](#) - [The Senate of the Dominican Republic](#)

2.2 Executive Branch

cabinet: Cabinet nominated by the president

elections: President and vice president elected on the same ticket by popular vote for four-year terms

TEXT

TEXT2

Source: [Institution](#) - [Title](#)

The Civil Service Act confers upon the Office of the President considerable discretionary power to directly appoint and terminate a wide range of civil servants.

According to Article 17, the President may exercise his prerogative or privilege in appointing or dismissing the following civil servants:

- ministers and under-ministers, judicial counsel to the Executive branch, the comptroller-general, directors of autonomous and decentralized state entities and their immediate subordinates, as well as others of similar rank and close presidential aides and high-level executives of public institutions;
- administrators, under-administrators, sectoral managers and associates, as well as other appointees of similar rank;
- provincial governors and other Executive branch representatives in the Distrito Nacional;
- Members of the Office of the Attorney-General;
- Executive branch special aides and assistants in the public sector (except those whose appointment is by legislation); and
- Executive branch appointees in the civil service who exercise high-level administrative, managerial and consultative functions.

Source: [World Bank \(Dom. Rep.\)](#) - [Dominican Republic: Public Expenditure Review \(March 15, 2004\)](#)

Fact box:

chief of state and head of government: President Leonel FERNANDEZ Reyna (since 16 August 2004); Vice President Rafael ALBURQUERQUE de Castro (since 16 August 2004)
election: Last held 16 May 2004 (next to be held in May 2008)
election results: Leonel FERNANDEZ elected president; percent of vote - Leonel FERNANDEZ (PLD) 57.1%, Rafael Hipolito MEJIA Dominguez (PRD) 33.7%, Eduardo ESTRELLA (PRSC) 8.7%

2.3 Judiciary Branch

Supreme Court or Corte Suprema (judges are elected by a Council made up of members of the legislative and executive branches with the president presiding).

The basic structure of the judicial branch is established in the Constitution [Articles 63 to 77], the *Ley Orgánica del Poder Judicial* (Law 821, passed 21 November 1927) and its modifications. The most recent change is from Law 141-02, passed 4 September 2002.

The judicial branch is independent from the other government branches, enjoying administrative and budgetary autonomy, though the legislative branch sets the overall budget annually through the Public Spending Law (*Ley de Gastos Públicos*).

The judicial branch is composed of the 16-member Supreme Court, 33 Courts of Appeals, 201 First Instance Courts (*Juzgados de Primera Instancia*), and 213 Justice's Courts (*Juzgados de Paz*). Of the Justice's Courts, 163 are Ordinary Justice (*Ordinarios*), 9 are for Municipal Affairs (*Asuntos Municipales*), and 41 are for Special Transit Cases (*Especiales de Tránsito*).

The Supreme Court, the nation's highest court, consists of three Chambers: the First Chamber (Civil and Commercial), Second Chamber (Criminal) and Third Chamber (Land, Labor, Administrative and Contentious-Tributary).

The National Judiciary Council is responsible for replacing Supreme Court justices in the case of death, incapacity (*inhabilitación*) or resignation. The seven-member Council includes and is presided over by the President of the Republic. The Council was brought into being through the 1994 Constitutional Reform and is governed by Law 169 passed on 2 August 1997.⁹

Source: [Justice Studies Center of the Americas - Dominican Republic](#)

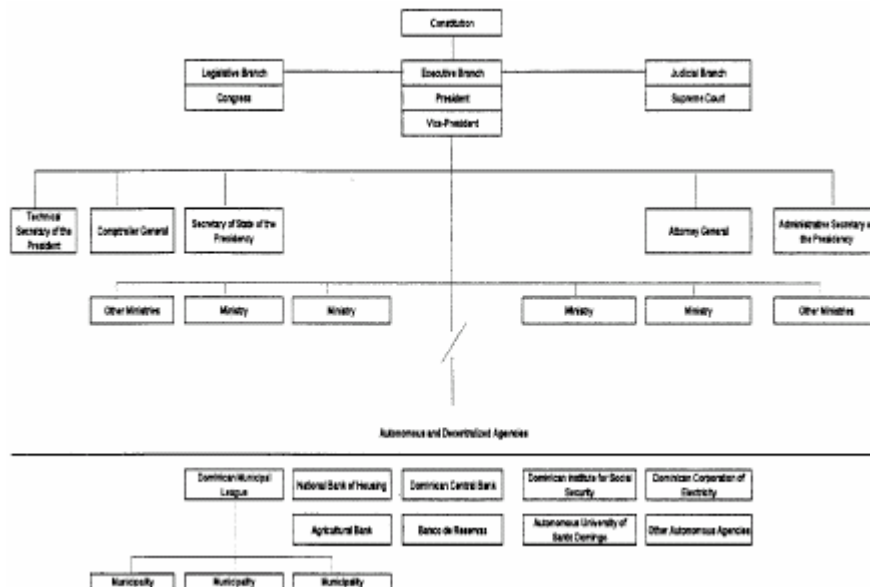
2.4 Local Government

Each of the 31 provinces is headed by a governor appointed by the president. The National District and the municipalities, grouped under the *Liga Municipal Dominicana* (LMD) are administered by elected mayors and municipal councils.

Source: [U.S. Department of State \(Background Notes\) - Dominican Republic](#)

The Structure of Government in the Dominican Republic:

⁹ [Click here](#) for additional information on the Dominican Court System (World Bank: p. 20-25).



As part of its goal to strengthen municipalities, the Government aggregated and disaggregated certain territorial jurisdictions of the National District in 2000. The new regions have a supra-provincial status - enjoying more autonomy than the traditional provinces though with responsibilities circumscribed by planning and investment coordination with the central government.

An institutional framework for decentralization was formalized by Decree 484-96 of September 1996, with the creation of the *Comision Presidencial para la Reforma y Modernizacion del Estado* (COPRyME). In January 2001, Decree 27-01 created the *Consejo Nacional de Reforma del Estado* (CONARE) to replace COPRyME. However, the first institutional schemes were initiated in 1994-95 under the National Planning Office's (ONAPLA) leadership, with the creation of the Provincial Technical Offices (*Oficinas Tecnicas Provinciales*) and the Provincial Development Councils (*Consejos Provinciales de Desarrollo*).

Executive Decree 685-00 seeks to more efficiently organize development planning at the centralized and decentralized levels of government. At the sub-national level, the Decree structures local government planning around three decentralized institutions: Regional Development Councils, Provincial Development Councils and Municipal Development Councils.¹⁰

Source: [World Bank \(Dom. Rep.\) - Dominican Republic: Public Expenditure Review \(March 15, 2004\)](#)

¹⁰ See page 123 of Source (Box 4.6: Executive Decree 685-00 on Decentralization) for more information.

3. The State and Civil Society

3.1 Ombudsperson

One of the most important amendments to Dominican legislation was the adoption of Law No. 19/01, promulgated 1 February 2001, instituting the *Defensor del Pueblo* (People's Ombudsman) as an independent authority responsible for safeguarding the citizens' personal and collective rights in case of violation by public officials.

Source: [UN OHCHR - Follow-up to State Party Report \(28 May 2002\)](#)

According to Law No. 19/01, the Chamber of Deputies shortlist the candidates with a two-thirds majority, from which a similar two-thirds majority of the Senate select the *Defensor del Pueblo*. The term of office is six years and is renewable only once.

Source: [Institute of Human Rights \(Santo Domingo\) - Law no. 19-01 \(Defensor del Pueblo\)](#)

3.2 NGOs

Non-Governmental Organizations (NGOs) and Community-Based Organizations (CBOs) constitute a vast if extremely heterogeneous network, ranging from informal neighborhood organizations (e.g., *Clubes de Madres*) to well-established and -financed operations such as the *Instituto de Desarrollo Integral*. There is no official count of the number of NGOs and NGO-type organizations that exist in the Dominican Republic. One report (*La diversidad en busca de su unidad*) sets the number at over 20,000. This includes all forms of not-for-profit organizations, including NGOs, CBOs, chambers of commerce, professional associations, and other organizations.

One reason for the proliferation of NGOs is Law 520, the enabling legislation permitting the existence of NGOs without defining or regulating them. Another important reason may be found in the national budget. The budget line for government support to NGOs (3,236 institutions) in 2004 was \$RD1,021,582,272.¹¹

- Many and perhaps most NGOs are "sustainable," at least on a subsistence level. With several notable exceptions, their individual impact is marginal, but as part of a network they have the institutional strength to be able to contribute measurably to the sustainability of democratic processes.
- The overwhelming majority of NGOs has a minimal resource base, but still continue to exist, however marginally.
- NGOs have mixed management and institutional capacities. Not surprisingly, the larger organizations tend to be much stronger and better managed, although not always. In general, however, only a handful has the institutional capabilities to manage significant donor-supported projects.
- A secure NGO financial base cannot necessarily be equated with effective management.
- Many NGOs receive government funding, but most do not. There is no official definition of an NGO, or of the different types that exist. In addition, as there are

¹¹ [OAS \(Implementation of the Inter-American Convention Against Corruption\) - Civil Society Follow Up Commission \(August 2004\)](#)

scarcely any criteria for government funding, this has made it easy for many self-proclaimed NGOs to qualify for state support.

- Most NGOs are characterized by a highly personalized leadership style and tend to be single-issue groups. Even so, many are involved in civil society types of activities, attempting to influence public decisions that impact their issues and constituents.
- Extensive NGO networking exists, which has resulted in a much greater impact on developing civil society and the political processes than otherwise would have been the case.

Source: [USAID \(Dominican Republic\) - Assessment of USAID Civil Society Programs in the DR \(March 2002\)](#)

3.3 Civil Society

[Click here](#) for Report on *“Civil Society and NGO’s participation in the efforts to prevent corruption”* (Interamerican Convention Against Corruption, August 2004).

4. Civil Service

The Office of Personnel Management (ONAP) is charged with implementing policy, developing the human resource, and managing the resource database. ONAP reached an important milestone in the late 1990s by conducting an all-important civil service census, producing job classification manuals and schemes, and attempting to standardize and rationalize public sector practices.

Source: [World Bank \(Dom. Rep.\) - Dominican Republic: Public Expenditure Review \(March 15, 2004\)](#)

4.1 Legal basis

[Law 14-91](#) of 20 March 1991 on the Civil Service and the Administrative Career.

Regulation 81-94 of 29 March 1994 for the Law on Civil Service and the Administrative Career.

Chapter I, general provisions, regulates the scope of application, status of the autonomous and decentralized entities, magnitude of the system, etc.

The regulations provides for all aspects concerning the administrative career such as: Classification, appraisal and categories of posts, system of remuneration. Income, recruitment and retrenchments, establishments of posts. Evaluation and promotion. Training. Vacation. Ethical system for the civil servants: Duties, prohibitions and incompatibilities. Rights: Protection, security and welfare. Labour rights. Disciplinary procedures: Offences, sanctions, resources, etc.

Source: [International Labour Organization \(NATLEX\) - Public and civil servants](#)

4.2 Appointment

The Presidential Decree 1280-00 gave the Office of Personnel Management (ONAP) the mandate to evaluate employees for immediate transfer to career status in 2000. The Decree identified education, health, agriculture and public works as the priority sectors (in addition to finance and all its dependencies) to be incorporated into the career track.

ONAP has made a transfer determination for 1,150 civil servants to career status on the basis of their educational background, professional skills, performance and the two-year minimum length of service. Subsequently some 350 employees were transferred to career status. The official goals were to include 60 percent of public employees as potential candidates and immediately transfer 25 percent to career status.

In compliance with a joint resolution issued by ONAP and the *Contraloría General de la República*¹², beginning in January 2003 the selection and hiring for various career track central government positions were opened to public competition. This resolution was further reinforced by Executive Decree 538-03, promulgated in June 2003, which provides for:

- Competitive public examinations (as per Article 31 of the Civil Service Act) for career track positions in central government.

¹² The *Contraloría* is responsible for ex post financial control of government income and expenditures and exercises centralized internal ex ante and ex post control.

- Formalizing civil service appointments through a work contract whose validity would span the probationary period.
- Appointments to tenure track (*fijos*) positions that will formalize the status of thousands of temporary employees (*nominales*) hired by Ministers, Managers and Directors of State institutions, in violation of constitutional statutes and provisions.
- Transfer of civil service administration responsibilities (managing and forwarding appointment information to the Office of the Resident as well as processing requests for appointments to career track positions) from the Administrative Secretariat of the Office of the President to ONAP's Career Appointments Division (*Division de Nombramientos de Carrera*). The Division will be responsible for screening and processing applications from Central Government employees who are eligible for career track status. Appointments to positions in the special careers category shall be handled by the Administrative Secretariat of the Office of the President and the Judicial Counsel of the Office of the President.
- Any elimination, restructuring or creation of positions should be communicated to the Executive branch; hiring requests for career positions should be subject to ONAP's evaluation and supervision; and candidates are to be selected through the established legal procedure that includes a competitive entrance examination, tests and interviews.

At ONAP's initiative the implementation of the civil service and administrative career has included the creation of associations of public employees (although this does not as yet include municipal level employees) and efforts to extend tenure track civil service positions to the municipal level.

In the past, however, ONAP has been marginalized from the process of appointments to new civil service positions, despite being the institution theoretically in charge of implementing policy, developing the human resource, and managing the resource database. Over time, it has ceased to have full or exclusive management control over the employment profile or records of the average civil servant.

The Civil Service Act provides for the Chief Executive to discretionally appoint individuals to a wide range of positions (*puestos de confianza*) outside the normal recruiting processes. Also, the Office of the President approves the appointments of all permanent employees.

The turnover-rate in most public sector jobs is high. According to census data, 40 percent of all employees of central executive offices during the 1996 administration had been in their positions for two years or less.

Source: [World Bank \(Dom. Rep.\) - Dominican Republic: Public Expenditure Review \(March 15, 2004\)](#)

4.3 Remuneration

Executive Decree 538-03, promulgated in June 2003, provides for the consolidation of the different payrolls of the various public institutions into a single, master payroll list of civil servants whose salaries would be made from the General Account, also known as *Fondo General de la Nacion*. The Decree authorizes the Office of Personnel Management (ONAP) and *Contraloría* to review central government payrolls and transfer to the General Fund (also known as *Fondo 100*) the names of all public employees paid from the Government's Special Fund.

Wage adjustments, since the mid-1990s, have markedly improved the pay level of civil servants, although civil service salaries remain uncompetitive compared with private sector wages. In 1996, 60 percent of public administration employees were located between the 1st and 4th deciles of the national distribution of labor income, while 16.4 percent were placed between the 8th and 10th deciles. After the 1997 wage adjustment, the structure began to change gradually until 2001, with 28.3 percent of the employees currently located between the 1st and 4th lowest deciles of the national distribution of labor income and 39.7 percent in the 8th to 10th deciles. The structure of employment in the Public Administration and Defense activity has shown the most significant change in the last six years. A comparison of the Labor Force Surveys for 2000 and April 2001 shows that 12,923 out of 19,746 jobs created in public administration and defense activity received an income corresponding to the 9th and 10th deciles of national labor income distribution.

Despite its uncompetitive salary scales, especially at the professional level, the public sector absorbs a great proportion of the highly educated workforce (compared with non-public sector employees) but also counts a higher proportion of employees with two or more jobs than in the rest of the economy. About 20 percent of civil servants have one or two parallel jobs.¹³ Recently, steps have been taken to electronically double-check civil service payrolls to identify Government employees who may be receiving remuneration for more than one public sector job.

The Office of Personnel Management's (ONAP) recommendation for salary increases of between 15 and 50 percent was ignored in favor of an across-the-board salary increase of 6 percent for all public sector workers in late 2001.

Source: [World Bank \(Dom. Rep.\) - Dominican Republic: Public Expenditure Review \(March 15, 2004\)](#)

4.4 Training

Source: [Institution - Title](#)

4.5 Gender

The State Secretariat for Women was established through Act No. 86/99. Act No. 974-01 establishes an Office for Gender Equality and Development, under the supervision of the State Secretariat for Women in every State Secretariat.

Source: [UN OHCHR - Follow-up to State Party Report \(28 May 2002\)](#)

¹³ The Civil Service Act does not prevent civil servants from holding a parallel job in the private sector

5. Ethics and Civil Service

5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
Rank	Country	2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
70	Dominican Republic	3.3	6	0.4	2.7 - 3.8	4	3.0 - 3.5
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

Surveys Used: Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

Standard Deviation: Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

High-Low Range: Provides the highest and lowest values of the sources.

Number Institutions: Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

90 percent confidence range: Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

Article 175 of the Penal Code punishes public officials or employees who openly or covertly, or through third parties, receive an interest or remuneration not authorized by law.

The Anti-Corruption Department (DPCA) was established by [Decree 322-97](#)¹⁴ as part of the Attorney General's Office. It is headed by a Deputy Attorney General and specializes in handling all aspects of administrative corruption in the Dominican Republic. Among its duties are to prepare and carry out policies to change public attitudes on government corruption and the fight against it which is done, for instance, through the National Plan to Prevent and Combat Corruption.

The Anti-Corruption Department's Program for Certification in Ethics and Transparency (PROCET) offers temporary public recognition to agencies or parts of them that are meeting pre-established administrative standards.

[Decree 783-01](#)¹⁵ established the Advisory Anti-Corruption Council in the Office of the President. Six civil society organizations belong to this council.

A bill for a National Anti-Corruption Auditor's Office was introduced to Congress in 2000 where the bill also died. It was reintroduced on 4 June 2003 and approved unanimously in the Senate. After going to the Chamber of Deputies as a draft law establishing the National Office for the Prevention and Investigation of Corruption it died again.

Source: [OAS \(Implementation of the Inter-American Convention Against Corruption - Dominican Republic](#)

¹⁴ Page 187

¹⁵ Page 205

5.2 Ethics

[Law 14-91](#) of 20 March 1991 on the Civil Service and the Administrative Career provides in article 23 that civil servants must respect the work regulations and ethical principles for conduct of public officials.

Regulation 81-94 of 29 March 1994 for the Civil Service and the Administrative Career, in articles 128-131, establishes ethical standards for civil servants, with general duties and restrictions. There are also standards of conduct in the laws and regulations for special occupations.

The Civil Service Ethics Code ([Law 120-01](#) of 20 July 2001) has been promulgated to complete and codify standards of conduct. The main purpose of the Code is to regulate the conduct of civil servants with regard to ethical principles that must govern their performance in public service, in order to guarantee and promote the highest standard of honesty and morality in the discharge of the State's function.

Article 6 provides that the Anti-Corruption Department is the organ responsible for ensuring compliance with and application of the ethical provisions contained in the Code. The Disciplinary Tribunal, established by the Code, determines and applies disciplinary penalties for infractions of the standards in the Code. The Civil Service Code furthermore stipulates in article 16 that any action or reprisal taken by a public official against a subordinate for having reported to any authority the commission of an offense shall be considered a serious violation of the Code.

[Decree 149-98](#)¹⁶ of 29 April 1998, which established a Public Ethics Commission in every government entity, provides that it is the duty of these Commissions to serve as an advocate for instilling and strengthening ethics and transparency in the business of their agency.

In the past two years about 2,000 civil servants in centralized and decentralized government agencies have received training in courses and workshops on four basic subjects: Civil Service and Administrative Career, Ethics, Transparency, and Penal Responsibility of the Civil Servant. Also, the National Institutes for Public Administration and Tax Training have trained more than 25,000 civil servants in public service ethics.

Source: [OAS \(Implementation of the Inter-American Convention Against Corruption - Dominican Republic](#)

¹⁶ Page 189

6. e-Government

e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

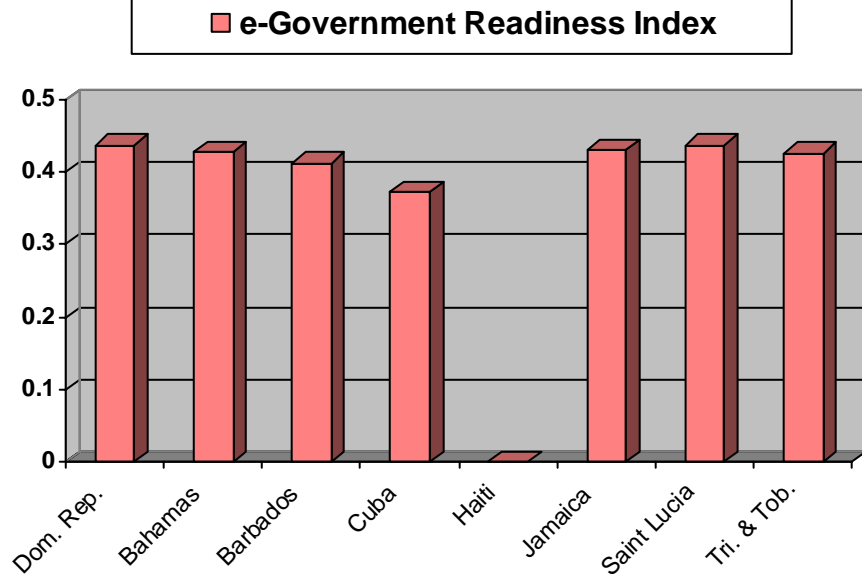
Telecommunications Infrastructure Index:

A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

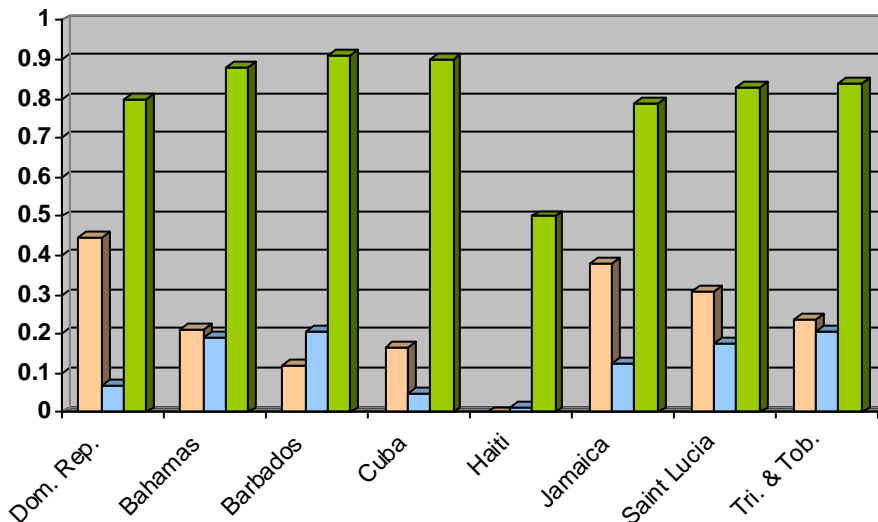
Human Capital Index:

A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.



Source: United Nations – World Public Sector Report 2003

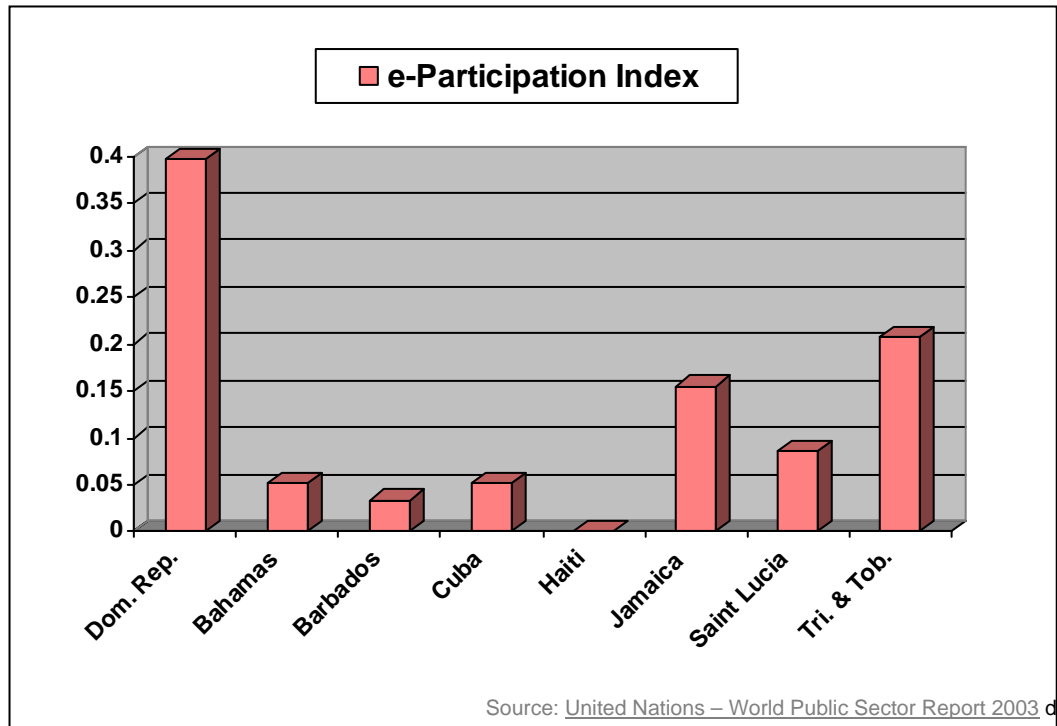
Web Measure Index Telecom. Infrastructure Index Human Capital Index



Source: United Nations – World Public Sector Report 2003

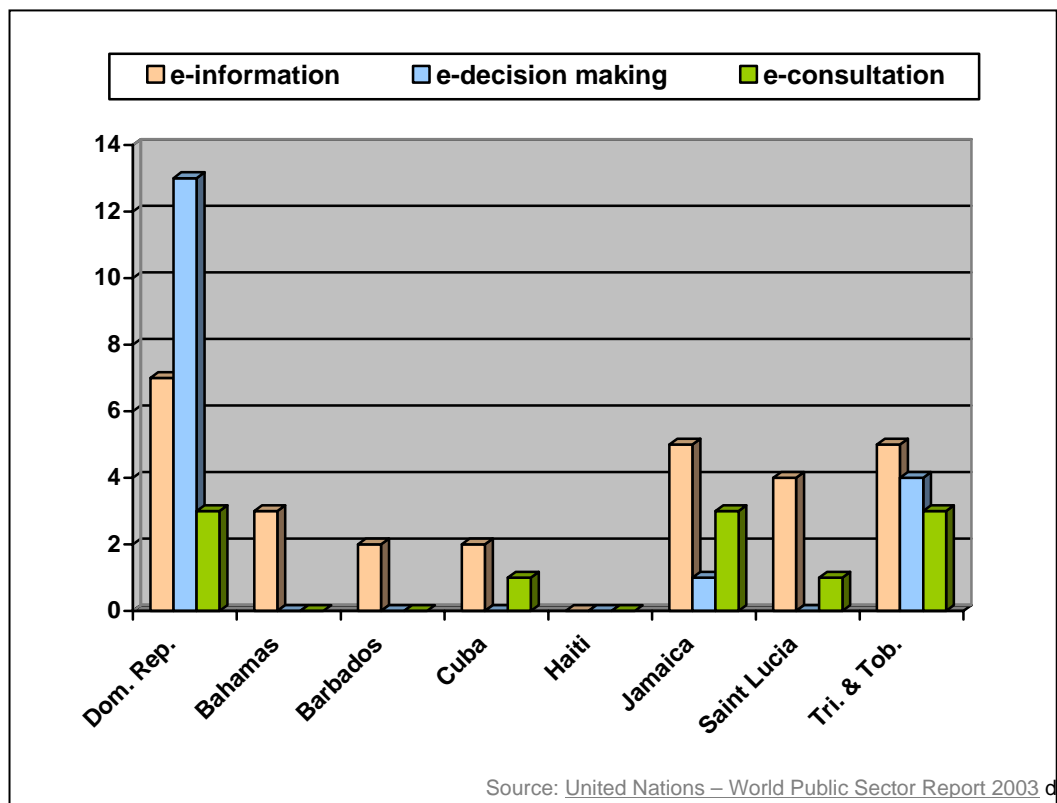
e-Participation Index:

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.



e-information:

The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.



e-decision making:

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

e-consultation:

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.

7. Links

7.1 National sites	
Authority	Topic
Presidency	http://www.presidencia.gov.do
National Congress	http://www.congreso.gov.do/
Supreme Court of Justice	http://www.suprema.gov.do/
e-dominica	http://www.edominicana.gov.do/
National Statistical Office	http://www.one.gov.do/
Public Administration Laws	http://www.oas.org/juridico/spanish/dna_res2.pdf

7.2 Miscellaneous sites	
Institution	Topic
Centro Latinoamericano de Administración Para el Desarrollo (CLAD)	http://www.clad.org.ve
Development Gateway	http://www.developmentgateway.org/countryprofile/...
European Union (EU)	http://europa.eu.int/comm/development/body/country/...
Inter-American Development Bank (IADB)	http://www.iadb.org/exr/country/eng/dominican_republic/
Organization of American States (OAS)	http://www.oas.org
Unit for the Promotion of Democracy (UPD) - OAS	http://www.upd.oas.org
UNPAN	http://www.unpan.org/virtual_library-byregion.asp
United Nations in the Dominican Republic	http://portal.onu.org.do
World Bank (WB)	http://www.worldbank.org/do