

# Potentials and Capacity Building for International Affairs Personnel

Somsakdi Tabtimthong<sup>1</sup>

## ABSTRACT

*In 1999, the Royal Thai Government has enforced the Regulation of the Office of the Prime Minister on Good Governance B.E. 2542, comprising six essential factors including The Rule of Law, The Rule of Integrity, The Rule of Transparency, The Rule of Participation, The Rule of Accountability, and The Rule of the Value for Money. As a government agency, International Affairs Division, Kasetsart University, needs to follow this path in the administration aspect.*

*This article aims to provide the linkage between Good Governance and Potentials and Capacity Building for International Affairs Personnel. It is a lesson learned from the real situations. However, the brief information of both Kasetsart University and International Affairs Division are also provided for the better understanding of all readers.*

*The study demonstrates that International Affairs Division tries to follow the trace of Good Governance in her human resource development plan. However, this still seems to be very small part but essential component in her administration and management.*

## Introduction

The globalization process has brought about rapid changes in world economic, social, and political conditions. The global context has become more complex, interconnected, and uncertain. In this increasingly dynamic and complex world, Thailand has already initiated a new approach to national development throughout both The Ninth National and Social Development Plan (2002-2006) and The Tenth National and Social Development Plan (2007-2012). It is inevitable that the country has to prepare her people, economy, and society to cope with these changes.

Since the new economy emerges as a major factor in the global economy, the technological gap between advanced and less advanced economies is expected to increase, thus there is a need for Thailand to reposition herself accordingly. The world economic system is expected to become more knowledge-based. Innovations in modern information technology will be a deciding factor in determining the competitive position of each country. Thus, Thailand must learn how to make better use of advances in science and technology as a basis of developing a knowledge-based society. Besides, both science and technology should be strengthened so that the country can benefit from indigenous innovation, creativity, and the accumulation of intellectual capital in order to increase international competitiveness and to appropriately supplement local wisdom and national traditions, cultures and heritages.

It is inevitable that education, especially higher education reform, should be undertaken with an emphasis on improving the quality of the country's academic institutions and services to acceptable standards. Related to the foregoing provides support to international studies and specialized professional training for foreigners. Rules

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and regulations will be improved to support foreign students studying and training while academic and training systems must be designed to meet international standards. This will facilitate linkages, collaboration and cooperation with international academic institutions and universities.

## The Significance of the Problem

Meanwhile, it is obvious that Thailand higher educational institutions have gradually faced with an essential challenge, especially, international education; it seems that they have less experience in this kind of competition. So as to allow Thailand to play a more active and dynamic roles in the world community with the rapid movement of globalization, internationalization and regionalization of higher education, human resource development on international personnel needs to be taken into account in order to increase the quantity and quality of mid-level and advanced-level members of the workforce in terms of greater technical excellence, of an international standard, especially their related potential and competencies.

## The Brief Information of Kasetsart University

Kasetsart University emerged initially as College of Agriculture offering a 3 – year non-degree curriculum under the Ministry of Agriculture (now Ministry of Agriculture and Cooperatives). On February 2, 1943, it was conferred a university status through amalgamation of the existing Colleges of Agriculture and Forestry of the Ministry of Agriculture at that time and creation of two additional faculties, namely Faculty of Cooperative Science and Faculty of Fisheries.

Kasetsart University is the first University in Thailand to offer degree program in agricultural sciences. Such offering was dictated primarily by the large demand for well – trained manpower for the development of agriculture and related fields in the country. The ensuing large increase in the need for degree holders in many other fields in addition to agriculture and related sciences as a result of the on-going intensive university during recent years, additional faculties and units of faculty rank have consequently been instituted to take charge of the newly development program. Presently, Kasetsart University comprises 23 faculties including the graduate School, 10 Offices, 7 Institutes, 1 College, and 3 Affiliated Institutes and offers 125 programs in bachelor degree level, 129 programs in master degree level, 53 programs in doctoral degree level, and other 53 diploma programs among these are 18 international degree programs: 3 bachelor, 11 master and 4 doctoral degree programs.

Recognizing the need to provide a leading role in manpower training for national development, Kasetsart University finally adopted a development project, with the blessing of the Thai Government, several campuses were established in every region country including Kamphaengsaen Campus in 1965, Sri Racha Campus in 1989 and Chalermprakiat Sakon Nakhon while the other three new campuses are under construction, namely, Lop Buri campus, Suphan Buri Campus, and Krabi Campus. Nowadays, Kasetsart University has become a comprehensive university which is very famous among students who complete their high school education and continue their advanced study in university level with four major functions as follow:

1. To implement high-level educational curricula in various technological and professional fields,

2. To conduct research pertinent to the educational curricula being implemented, the attainment of high – quality academic staff and up keeping of a dignified institution of higher learning, and the prevailing technical, economic and social needs of the nation,

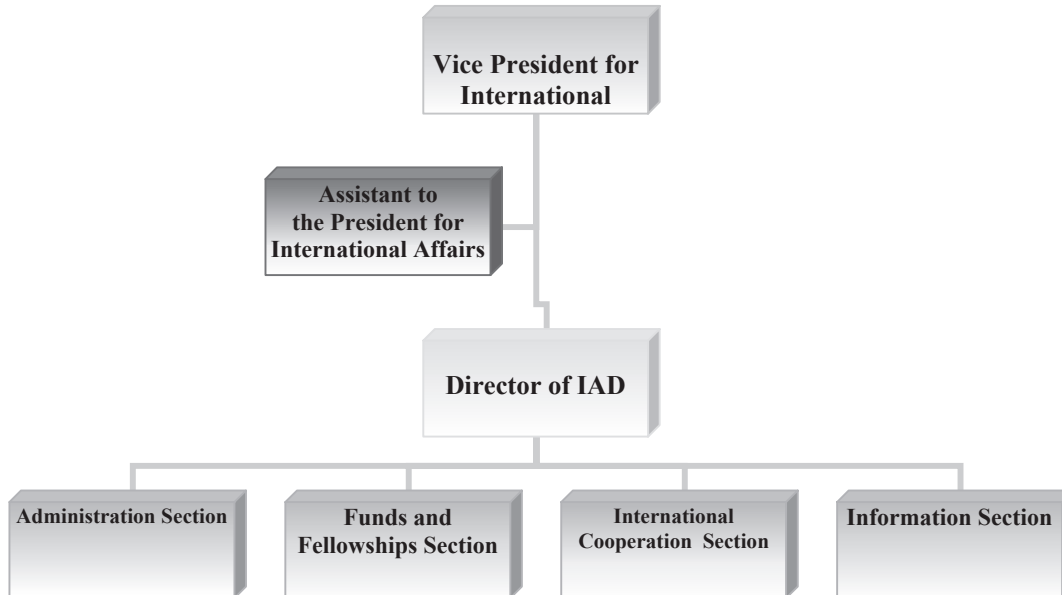
3. To render technological services to the society and promote application of desirable research findings among members of the various occupational groups of the country, and

4. To assist in preserving national cultures.

So as to complete these functions and to achieve the development policy as being a higher educational institution with national and international recognition, Kasetsart University has already established more than 200 academic cooperation agreements with universities worldwide while all international activities are under the responsibility of International Affairs Division.

### **International Affairs Division**

International Affairs Division was firstly emerged as Office of Foreign Relations, as a unit under General Division, in 1965. Head of the section was The Secretariat of Kasetsart University while the major responsibility was to take care of all of the university international affairs and policies. Then, in 1994, this unit was conferred to be International Affairs Division. The division is divided into four major sections, in accordance with the Structural Functional Basis, namely, The Administration Section, The International Cooperation Section, The Fund and Fellowship Section, and The Information and Database Section, as indicated below:



**Figure 1:** The Organization Chart of International Affairs Division, Kasetsart University

The vision of International Affairs Division is:

**International Affairs Division is committed to fostering an academic, social and cultural environment to serve the need of KU's international community and promoting internationalization to create a better intellectual environment for optimal human resource development at KU.**

The major goals are:

1. **Cater to the needs of students and staff going abroad as well as to the needs of the international community at KU. ,**
2. **Act on international agreements to stimulate academic exchange and information transfer for the accumulation and development of intellectual knowledge,**
3. **Manage funds and fellowships to acquire the most benefit in academic development,**
4. **Support all international activities of KU.,**
5. **Coordinate and support the establishment and operation of Area Studies Centers, and**
6. **Collect and create KU information databases on international issues.**

So as to accomplish the mentioned commitment, International Affairs Division has always realized the essence of internal human capital; therefore, the Division has tried her best to recruit qualified staff. Nevertheless, according to rules and regulation of the Royal Thai Government, the basic qualification of applicants must obtain at least bachelor degree in various areas including Business Administration, Economics, Education, Humanities, Liberal Arts, Politic, and Social Sciences. Obviously, these educational backgrounds are very broad. Thus, it is inevitable to state that Potential and Capacity Building for all staff, especially the newcomers, seem to be hard tasks of the Division. Orientation and On the Job Training must be continually conducted.

## **Good Governance in Thailand**

As the World Bank confronts the challenge of reducing poverty, it must address the root causes of poverty and focus on necessary conditions for sustainable development. Poorly functioning public sector institutions and weak governance are major constraints to growth and equitable development in many developing countries. In the 1994 report "Governance: The World Bank experience", the word "governance" refers to the way in which power is exercised in managing economic and social resources for development. Core issues of governance such as the structure and functioning of state institutions, voice and participation of civil society in public decision making, transparency and accountability, public sector capacity building, and rule of law are all central concerns.

The United Nation Development Programme: UNDP (1997: pp. 2-3) defines Good Governance as:

"Good governance is, among other things, participatory,

transparent, and accountable. It is also effective and equitable. And it promotes the rule of law. Good governance ensures that political, social, and economic priorities are based on broad consensus in society and that the voice of the poorest and the worst vulnerable are heard in decision-making over the allocation of development”

Klaus König (1999: pp. 74-75) states that good governance has been used to refer to the type of political regime, to the process by which authority is exercised in management of a country’s economy and social resources in favour of development, and also to a government’s capabilities of developing, formulating and implementing substantive policies. In reversal of detected deficiencies, a positive strategy has finally been introduced, namely “Good Governance”

Therefore, it can be concluded that good governance refers to the ways that governments use the administrative power and authorities to manage economic and social issues of countries for sustainable development throughout the following keys elements:

1. Participation
2. Transparency
3. Accountability
4. Rule of Law
5. Competition
6. Public Sector Capacity Building

Thailand is one country which adopts the concept of Good Governance to be adapted to Thai society. Nevertheless, Good Governance has just been clarified after the Regulation of the Office of the Prime Minister on Good Governance B.E. 2542 has been launched on. Though the definition of good governance isn’t clearly stated in this regulation, good governance seems to be an essential tool to create harmony, stability, and order among all sectors. Besides, there are six key elements of good governance which seems not to be different from those illustrated by western scholars.

1. The Rule of Law (4. Rule of Law)
2. The Rule of Integrity
3. The Rule of Transparency (2. Transparency)
4. The Rule of Participation (1. Participation)
5. The Rule of Accountability (3. Accountability)
6. The Rule of the Value for Money (6. Public Sector Capacity Building and 5. Competition)

Details of each key element are as follows:

#### 1. The Rule of Law

The rule of law is a wide concept. Some elements of laws are needed to create a sufficient stable setting for economic and social sectors such as to have reasonable assurance against arbitrary interference or expropriation. At least, two main dimensions of laws emerge: the instrumental, which concentrates on the formal elements necessary for a system of law to exist and the substantive, which refers to the content of the laws and concepts.

#### 2. The Rule of Integrity

Integrity includes ethic and morality. Ethic deals with what is right or wrong on human behaviors and conduct. Ethic seems to pertain to the individual character of a person or persons while morality means customs or manners. It seems to point to the

relationships between human beings. The application of morality may be considered in the following aspects. First, individual morality refers to individuals in relation to themselves and to an individual code of morality that may or may not be sanctioned by anyone. Second, social morality concerns a human being in relation to other human beings. Besides, Integrity also covers some principles of human beings such as the Principle of Goodness or Rightness, the Principle of Justice and Fairness, the Principle of Truth Telling or Honesty, and the Principle of Individual Freedom.

### 3. The Rule of Transparency

Transparency focuses on a climate of mutual trust and reliable information. Though governments are essential source of information, governments have legitimate reasons to withhold and control some types of information. It implies that Reporting and Monitoring systems can update the information base of principals and they are also considered as essential factors of Transparency.

### 4. The Rule of Participation

Participation emphasizes on the awareness of involvement of people in any other significant and crucial decision of the countries. This concept believes that sufficient and reliable information will enable people in each organization to join activities which effect their own organization. Obviously, the demand for public participation has increased since people nowadays need to be informed and want to know whether they have any opportunity to complain, if possible.

### 5. The Rule of Accountability

Accountability means holding public officials responsible for their actions. It always includes the raise of the awareness of people in society concerning their duties and rights. Accountability varies widely in different countries, depending upon cultural characteristics, history, political institutions, administrative capacities, and the public's access to and use of information.

### 6. The Rule of the Value for Money

There are three essential terms in this key element: efficiency, effectiveness, and potential. Normally efficiency and effectiveness are always explained together. "Efficiency" is the relationship between expenditure of resources and results while "Effectiveness" means the degree to which an organization realizes its goal. Effectiveness evaluates the extent to which multiple goals –whether official or operative- are attained. On the other hand, "Potential" refers to the essential conditions that enable a certain country to export goods and services to global market with high quality and reasonable prices.

## Career Path and Professional Trainings

International Affairs Division has altogether 39 members whom can be classified by their educational background as follows:

**Table 1:** Numbers of staff classified by educational background (B.E. 2549) 2007

Positional Classification	Academic Year B.E. 2549 (2006)									
	Below Degree Program		Bachelor Degree		Master Degree		Doctoral Degree		Total	
	M	F	M	F	M	F	M	F	M	F
Officials	-	-	-	2	1	2	-	-	1	4
Governmental Permanent Employees	-	-	-	1	-	3	-	-	-	4
Governmental Staff	-	-	-	2	-	-	-	-	-	2
University Revenue Employees	-	1	-	2	-	1	-	-	-	4
Permanent Employees	-	-	-	-	-	-	-	-	-	-
Temporary Employees	1	4	3	7	1	5	-	-	5	16
<b>Total</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>14</b>	<b>2</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>30</b>

International Affairs Division has categorized three schemes of human resource development, based on Nadler, namely, Training, Education, and Development.

- Training = learning related to present job  
 Education = learning to prepare the individual for a different but identified job  
 Development = learning for growth of the individual but not related to a specific present or future job

### 1. Training

Training is defined as learning related to the present job. It may be asked why an organization should provide learning related to the present job for somebody who is already working on that job. There are a variety of reasons.

1. Though the newcomers have already had necessary competencies and potentials, these may still need to be applied to fit for any new organization, any specific organization, since the same kind of job, in various organizations; will have differences. Thus, what International Affairs Division provides them are, first, the Orientation so as to allow them to be acquainted with their task environment and their colleagues, and second, the Mentor System by designating one staff to assist the new comers to follow the Learning by Doing Process.

2. For those already working for the organization, there are also reasons for providing training. It is all too easy for even a good employee to lose some skills over a period of time. Besides, new skills of works are always required, such as information technology. Without training, it is probable that staff won't be able to improve their works.

Learners for training should be selected by their supervisors, however, participation from all is also essential. Thus, both supervisors, and subordinates must be all in agreement as to the purpose of any training which will be beneficial for the Division.

## **2. Education**

Education is learning to prepare the individual for a different but identified job. Education is designed to enable an employee to learn about a different job within the same organization. This is need for any rotation of workforce in each organization. Besides, education still covers any advanced study during their time in an organization. Normally, International Affairs division always encourage staff to pursue their higher education, but, the only condition is that it must be any special program since they need to work during the office hour. Therefore, education should be selected in a very different fashion from those selected for training.

## **3. Development**

Development is learning for growth of the individual but may or may not relate to a specific present or future job. However, the need of development in International Affairs Division is how staff can improve their works after experiencing and Learning by Doing or the experience gained from works since it is believed that such a development implied the improvement of any work.

International Affairs Division believes that any organizations are constantly growing and changing. Besides, individuals are also constantly growing and changing. Most individuals need challenges and opportunities to grow through learning. If the organization does not provide such opportunities, individuals may seek them elsewhere, or they may join an organization that does provide growth through learning. Through development it is possible for an organization to identify employees at all levels who have great potential for learning and for using that learning.

Factors of Good Governance are always essential codes of conduct in International Affairs Division, especially in Career Path Development. Annually, International Affairs Division always sends staff to attend several training courses on related issues. Those selected courses will be also based on the tasks of each section such as:

1. The Administration Section.
  - a. Information Technology and Computer
  - b. Service Mind
  - c. Cost and Benefit Analysis
  - d. Manpower Analysis and Planning
  - e. Personnel Management
2. The Funds and Fellowships Section
  - a. Information Technology and Computer
  - b. Service Mind
  - c. Language for Individual Interest
  - d. The Workshop for Personnel on International Affairs
3. The International Cooperation Section
  - a. Information Technology and Computer
  - b. Service Mind
  - c. Language for Individual Interest
  - d. The Workshop for Personnel on International Affairs



- e. The Workshop on UMAP, UCTS, and GMS
  - f. Proposal Preparation
  - g. Financial Rules and Regulations
  - h. Cultural Differentiation and Diversification and Effects
4. The Information Section
- a. Information Technology and Computer
  - b. Service Mind
  - c. Language for Individual Interest
  - d. The Workshop for Personnel on International Affairs
  - e. Media

Excluding those courses, International Affairs Division always conducts an internal seminar for all members so as to provide a forum for them to share their ideas and experience gained from their work in the whole year. In this forum, every one will have his/her right to demonstrate own ideas whether it will be related to another sections. The information from the forum will assist supervisors on planning and policies development for the next coming year. Obviously this will automatically assist the Division to improve her efficiency and effectiveness on their works and duties. After the event, a report with the Executive Summary will be prepared and submitted to the Administrative Members of Kasetsart University such as President, Vice president for Administration and also Vice President for International Affairs.

On the other hand, several training programs mentioned above are emphasized on the individual capacity building. Therefore, the annual seminar seems to allow all staff to join together as well as to present their ideas towards the accomplishment of the Division in each year. This is “the Spirit of Team Work”. This is the same as what Senge called “the Learning Organization”. He stated that a learning organization is an organization where people continually expand their capacity to create the results they truly desires, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are learning how to learn together. Obviously, an essential aim of International Affairs Division is to become a learning organization where all can obtain their ability to create and transform, and to invent alternative future.

Thus, human resource development refers to organized learning experiences in a definite time so as to increase the possibility of improving job performance growth in both organizational and individual levels. Besides, there are three categories for human resource development : first, **Training**, any learning related to present jobs, second, **Education**, any learning for a different but identified job, and third, **Development**, any learning for growth of individuals while the goal of these activities are to become a learning organization.

However, because of the budget constraint, it seems very difficult for International Affairs Division to invest in human resource development programs set from the annual seminar. Therefore, appropriate criteria must be set up so as to allow all staff to have opportunities to join the programs and improve their potential.

Under the framework of Good Governance, International Affairs Division has enforced essential mechanism to provide opportunities for all members to pursue their own capacity building and potential as follows:

#### Step 1: The Sectional Meeting

Each section must have a meeting before the beginning of the fiscal year. In such a meeting, the work plan for the whole year will be initiated and discussed among members. Issues include individual plan for training and education in the coming year as well as the estimated budget to be required from the Division. Priority of training courses will be set up and then the final outcome will be forwarded to the next step, "The Divisional Meeting".

#### Step 2. The Divisional Meeting

After each section has submitted her plan to the Director of International Affairs, The Divisional Meeting will be organized among Heads of each section and chaired by the Director of International Affairs. In this meeting, each sectional work plan will be integrated and combined to be the International Affairs Annual Work Plan including Human Resource Development Plan. Budget allocation and courses will be decided in this meeting. Nevertheless, because of budget constraint, in case that individual staff would like to pursue advanced studying other universities, the Division seems inconvenient to allocate any subsidy. On the other hand, if such studies will be in Kasetsart University, International Affairs Division always requests concerned authority for the exemption of tuition fee.

In fact, Good Governance is not only demonstrated in Human Resource Development Plan, as mentioned, but has been enforced since the Recruitment Procedure. In case that International Affairs Division needs to recruit some new staff, a committee will be set up to be responsible for the selection process including the preparation of written examination and interview examination. This will guarantee that all applicants have the same opportunity to be selected.

Besides, after the recruitment process and new comers are already hired by the University, International Affairs Division also initiates essential mechanism for staff to clearly understand their roles and responsibility. First, the Orientation will be conducted so as to allow the new comers know their right, rules, regulation, social welfares, etc. Besides, the Mentor System by senior staff will be assist them to understand the nature of their works such as how they should do so as to complete their duties efficiently and effectively. Lastly, the Job Description and the Job Analysis must be signed among the New Comers, Heads of Section, and Director of International Affairs. . Each members has to prepare these two documents and sign their name as the commitment while appraisal and promotion will be based on their work mentioned in such documents.

Thus, it can be stated that Good Governance is an essential Code of Conduct for International Affairs Divisions. Several important factors and examples as well as evidences of such practice are indicated in the following:

**Table 2:** Summary of Good Governance conducted at International Affairs Division

<b>Factors of Good Governance</b>	<b>Practical Details</b>	<b>Evidences</b>
<b>1. The Rule of Law</b>	1. A set of laws and rules known in advance. 2. The enforcement of rules and laws.	Orientation and Meeting
<b>2. The Rule of Integrity</b>	1. Individual morality 2. Social morality	Orientation and Mentor System
<b>3. The Rule of Transparency</b>	Information about policies and actions	Job Description and Job Analysis
<b>4. The Rule of Participation</b>	The awareness of involvement of members in any other significant and crucial decision	Meeting both Sectional and Divisional Level
<b>5. The Rule of Accountability</b>	The raise of the awareness of members concerning their duties and rights.	Job Description and Job Analysis
<b>6. The Rule of the Value for Money</b>	The criteria for budget allocation	Priorities in Human Resource Development Program, as the integration of Sectional Plans


## **Conclusion**

International Affairs Division, Kasetsart University was established 1994 as a unit that is responsible for all international activities of Kasetsart University. Its organization structure was based on the Structural-Functional Form. According to the duties and responsibilities, International Affairs Division always tries her best to recruit qualified staff. However, under rules and regulations, members of the Division always come from various backgrounds. Therefore, after the recruitment process, International Affairs Division needs to provide several mechanisms so as to sharpen and strengthen specific skill for both the new comers and the others who has been in the office for a period of time. As always, International Affairs Division allows and encourages all staff to follow their career path and professional training through three schemes: Training, Education, and Development.

Besides, there are many different requirements on human resource development of each section while budget constraints seem to be crucial obstacles for sending staff to follow human resource development plan and equal opportunities for all members to be selected to attend courses must be reconsidered. Thus, International Affairs Division has adapted Good Governance as a resolution for such a problem. Moreover, Good Governance is also applied in another atmosphere of International Affairs Division, especially, the Recruitment Process and the Appraisal Process.


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## Introduction

*Challenges of International Affairs officers  
in Thailand*

- \* Global Context
- \* Rapid Change
- \* The Ninth National and Social Development Plan (2002-2006)
- \* The Tenth National and Social Development Plan (2007-2012)
- \* Advances in science and technology
- \* A Knowledge-based society.

## The Brief Information of Kasetsart University

- Established On February 2, 1943
- 23 Faculties including the Graduate School, 10 Offices, 7 Institutes and 1 College
- 125 programs in bachelor degree level, 129 programs in master degree level, 53 programs in doctoral degree level, and other 53 diploma programs
- 7 Campuses: Kamphaengsaen Campus in 1965, Sri Racha Campus in 1989, and Chalermprakiat Sakon Nakhon Province in 1996 while the other three new campuses are under construction, namely, Lop Buri Campus, Suphan Buri Campus, and Krabi Campus.

## Functions

1. To implement high-level educational
2. To conduct research
3. To render technological services to the society and
4. To assist in preserving national cultures.

## International Affairs Division

- Established in 1965
- Conferred to be International Affairs Division in 1994
- Comprising four major sections:
  - 1) The Administration Section,
  - 2) The International Cooperation Section,
  - 3) The Fund and Fellowship Section, and
  - 4) The Information and Database Section

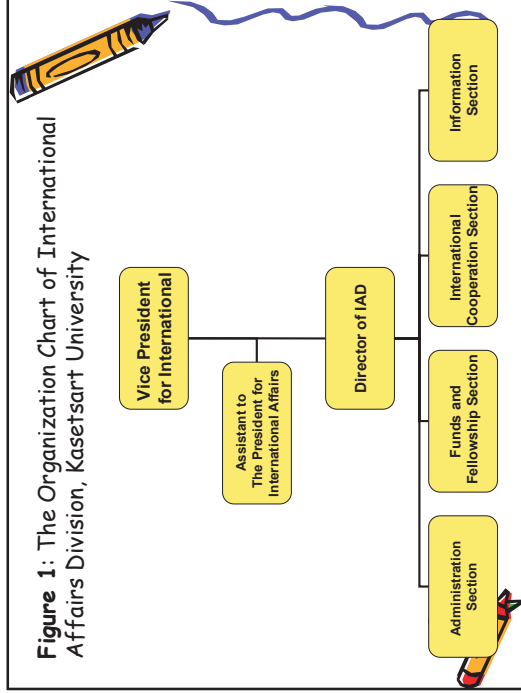
## The vision

*International Affairs Division is committed to fostering an academic, social and cultural environment to serve the need of KU's international community and promoting internationalization to create a better intellectual environment for optimal human resource development at KU.*

## The major goals

1. Cater to the needs of students and staff
2. Act on international agreements
3. Manage funds and fellowships
4. Support all international activities of KU., Area Studies Centers, and
5. Coordinate and support the establishment and operation of
6. Collect and create KU information databases on international issues.

**Figure 1:** The Organization Chart of International Affairs Division, Kasetsart University



## Good Governance in Thailand

- The Regulation of the Office of the Prime Minister on Good Governance B.E. 2542
- Six key elements of Good Governance
  1. The Rule of Law
  2. The Rule of Integrity
  3. The Rule of Transparency
  4. The Rule of Participation
  5. The Rule of Accountability
  6. The Rule of the Value for Money

## Career Path and Professional Trainings

Table 1: Numbers of staff classified by educational background (B.E. 2549) 2007

Positional Classification	Academic Year B.E. 2549 (2006)											
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Governmental Permanent Employees	-	-	1	-	3	-	-	-	-	4		
Governmental Staff	-	-	-	2	-	-	-	-	-	2		
University Revenue Employees	-	1	-	2	-	1	-	-	-	4		
Permanent Employees	-	-	-	-	-	-	-	-	-	-		
Temporary Employees	1	4	3	7	1	5	-	-	5	16		
Total	1	5	3	14	2	11	-	-	6	30		

## Three Schemes on Human Resource Development

**Training = learning related to present job**

**Education = learning to prepare the individual for a different but identified job**

**Development = learning for growth of the individual but not related to a specific present or future job**

## Good Governance and the Application

- Step 1: The Sectional Meeting**
- Step 2: The Divisional Meeting**

Table 2: Summary of Good Governance conducted at International Affairs Division

Factors of Good Governance	Practical Details	Evidences
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2. The Rule of Integrity	1. Individual morality 2. Social morality	Orientation and Mentor-System
3. The Rule of Transparency	Information about policies and actions	Job Description and Job Analysis
4. The Rule of Participation	The awareness of involvement of members and staff in significant and crucial decision	Meeting both Sectional and Divisional Level
5. The Rule of Accountability	The raise of the awareness of members concerning their duties and rights.	Job Description and Job Analysis
6. The Rule of the Value for-Money	The criteria for budget allocation	Priorities in Human Resource Development Program, as the integration of Sectional Plans

