

Report of the 4th Seminar  
on National Government Administration  
(Senior Class Officials)

The Fiscal Year of 1989

November 11, 1989

Japan International Cooperation Agency  
National Personnel Authority  
Japan Institute of Personnel Administration

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on National Government Administration  
(Senior Class Officials)

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## I. Summary of Seminar Programme





## SUMMARY OF SEMINAR PROGRAMME

### 1. Preface

This seminar is organized by the Japanese Government as a part of its Technical Cooperation Programmers for developing countries.

This seminar is conducted by the National Personnel Authority and the Japan International Cooperation Agency (JICA) in collaboration with the ministries and agencies concerned.

### 2. Purpose

#### Rationale

In the present world, one of the main functions of the national government is to promote the economic and social development of the country.

For this purpose, it is very important and indispensable to elevate the professional level of senior class officials who play the key roles in the implementation of public administration.

The seminar not only benefits individual participating countries, but also contributes to the world's harmonious development by way of training that refines the administrative skills of senior class officials for economic and social development of their countries.

#### Aims

The purpose of the seminar is primarily intended to introduce participants to modern public administration for economic and social development (primary with reference to the Japanese experience), to exchange their information and views of the actual state of public administration, and then to assist them in seeking better ways to modernize public administration and to contribute to the development of participating countries.

#### Objectives

In line with above, the participants are expected to:

- 1) comprehend the process and problems of public administration and policies in modernization of the country;
- 2) make a comparative study on the public administration and roles of senior

class officials among the participating countries;

- 3) comprehend the principles of public administration management and the civil service system; and
- 4) comprehend the fundamental problems of building a modern economic and social system.

### 3. Duration

From October 11 (Wed.) to November 11 (Sat.), 1989 (4 weeks).

### 4. Training Institution

Institute of Public Administration  
National Personnel Authority  
3131, Miyadera, Iruma City, Saitama Prefecture  
358, JAPAN  
Tel.: (0429) 34-1291

The National Personnel Authority (N.P.A.) of the Japanese Government was established in December 1948 in compliance with the National Public Service Law. The Authority has been entrusted with the missions to ensure just and fair operation of personnel management for national public service.

The Authority is responsible for recruitment, compensation, equity, employee relations, training and efficiency etc.

The Institute of Public Administration of N.P.A. conducts comprehensive administrative training with the aim of developing promising administrators of various ministries and agencies in the Japanese government.

#### Main Training Institute & Accommodation

Tokyo International Centre Ichigaya, JICA  
No. 10-5 Hommura-cho, Ichigaya, Shinjuku-ku, Tokyo 160, JAPAN  
Tel.: Tokyo (03) 269-2911

### 5. Qualifications of Applicants

Applicants should:

- (1) be nominated by their government in accordance with the procedures mentioned in B-2 below;
- (2) be ranked senior class officials (at least directors of division) in the

- national government offices;
- (3) be university graduates on equivalent, with occupational experience of more than ten years, (at least five years of experience) in public administration;
  - (4) have a sufficient command of spoken and written English;
  - (5) be not less than thirty (30), and not more than forty-five (45) years of age and;
  - (6) be in good health, both physically and mentally, to undergo the training. Pregnancy is regarded as a disqualifying condition for participation in the training.

## 6. Allowances and Expenses

The government of Japan bears the following in accordance with JICA rules and regulations:

- (1) return air-ticket (normal economy fare) between the international airport designated by JICA and Tokyo;
- (2) an allowance of ¥9,500 in addition to free accommodation and breakfast at JICA Training Centre.
- (3) medical charges for participants who have fallen ill after their arrival in Japan and
- (4) expenses for study tours.

## 7. Participants

Thirteen persons from Argentina, Brazil, Chile, Egypt, Indonesia, Korea, Nigeria, Philippines, Saudi Arabia, Singapore, Sri Lanka, Thailand and Turkey.

## 8. Language

*The seminar is conducted in English*

## 9. Study Hours

10:00 a.m. to 12:30 a.m. (including a recess of 10 minutes)

(lunch time of one and half hours)

2:00 p.m. to 4:30 p.m. (including a recess of 10 minutes)

#### 10. Units of Instruction Hours

Total of 50 units (2 units a day -- 10 units a week, Monday through Friday for 4 weeks) .

#### 11. Schedule of the Seminar

Schedule is announced at the beginning of the seminar.

#### 12. Seminars

Seminars are conducted according to the instruction.

#### 13. Lectures

Lectures are generally conducted in the form of lecture-forum.

The names of the scheduled lecturers are announced at the beginning of the seminar.

#### 14. Prior Preparation and Submission of Reports and Data

##### (1) Country Report

In order to enhance the effectiveness of training, the participants are requested to write out a summary report on the following theme, which will be used in the seminars on "Comparative Study" as well as in other studies of the seminar.

The reports should be typewritten in accordance with the attached form, in single space and no more than 10 pages of typewriting paper and submitted to the Embassy of Japan (or JICA Office) together with the Nomination Form.

Theme: The Role of the National Government of the Participant's Country

Part I : Brief sketch of the development of the national government and problems it faces.

Part II : Actual state of, and the participant's opinion on:

i) specialization of function and its coordination within the government;

ii) reorganization of the government to meet changes in administrative needs in the recent social and economic conditions.

The report should be attached with an organization chart of the national government and a detailed chart of the organization which the participant belongs to.

The participant is kindly requested to mark his or her position on the chart. Each participant is requested to make a 50 minute oral presentation of the report including a 30 minute discussion at the seminar. (audiovisual equipment such as an overhead projector, slide tray etc. is available).

(2) Preparation of Other Materials

To facilitate group discussions during the seminar, it is desirable for the participants bring with him/her the followings.

- i) Organization chart of the participant's government;
- ii) Civil Service Law or Rules (or outline) ;
- iii) Constitution
- iv) Statistical year book (or summary) ;
- v) Document (or summary) describing the current state of the participant's country;
- vi) Document (or summary) of National Plan for economic and social development and
- vii) rough statistics on budget of National Government.

(3) Inquiry on Actual State of Departmental Administration and Attachment to Relevant Ministry Offices

A two days on-the-spot study at the concerning ministries/agencies according to your interested subjects is planned, (refer to part 5 of curriculum on page 10). Participants are assured to submit their concerns about public administration and/or select a ministry of interest for visitation and discussion in advance of the seminar. This inquiry will help us to make necessary preparation for the on-the-spot study.

Please describe your preference in accordance with the attached form within 50 words and submit it with the country report.

15. Certificate

A participant who has successfully completed the seminar is awarded a certificate by JICA and I.P.A.

# THE OUTLINE OF THE CURRICULUM FOR SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION

## Part 1. Modernization Problems

### Goals

To enable the participant to:

Study the meaning and process of modernization and examine the concurrent problems in developed countries and in participating countries.

### Methods

This part is conducted by means of lecture/discussion and seminars.

## Part 2. Comparative Study on the National Government

### Goals

To enable the participant to:

Study modern governmental systems, their principle and practices through discussions on various different country's experiences.

### Methods

This part is conducted by means of lecture/discussion and seminars with presentations of country reports and discussion concerning them.

## Part 3. Public Administration and Civil Service

### Goals

To enable the participant to:

- (1) Comprehend the roles of public administration in policy making and study problems arising in the process of implementation of that policy.
- (2) Understand the principles of modern administrative management and civil service.
- (3) Seek ways and means by which to streamline public services vis-a-vis growing people's expectations of the people.

## Methods

This part is conducted by means of lecture/discussion and seminars.

### **Part 4. Policies for Economic and Social Development**

#### Goals

To enable the participant to:

Study the principles and problems concerning some governmental policies in such fields as economics and social development.

#### Method

This part is conducted by means of lecture/discussion and seminars.

### **Part 5. Actual State of Departmental Administration and Attachment to Relevant Ministry Offices**

#### Goals

To enable the participant to comprehend the actual state of administration in some ministries through an on-the-spot study.

#### Methods

The participant is to select, in consultation with the Institute of Public Administration, an appropriate theme and is to be assigned to the ministry concerned.

### **Part 6. Study Tours**

#### Goals

To enable the participant to deepen their understanding about Japan by visiting governmental and public facilities, cultural properties, plants and institutions of private industries.

#### Methods

For the above purpose, observation trips to Hiroshima, Kyoto and other places are organized at the expense of JICA.





## II. Opening Ceremony



OPENING ADDRESS AT THE SEMINAR ON  
NATIONAL GOVERNMENT ADMINISTRATION IN 1989  
(ON OCTOBER 16, 1989)

by Kazushi Suzuki  
Director General,  
Institute of Public Administration,  
National Personnel Authority

Distinguished Guests,  
Dear Participants,  
Ladies and gentlemen:

It is a great pleasure and honor for me to give a few words at this opening ceremony of the Seminar on National Public Administration in 1989. On behalf of the Government of Japan, I would like to extend hearty welcome to each participant from thirteen countries. At the same time, I wish to express our sincere gratitude to the participating states, Japan International Cooperation Agency and all others concerned, for their large contributions and kind cooperations to this Seminar.

This Seminar was founded for senior class officials of developing countries in 1986, through our experiences in Group Training Course in National Government Administration for twenty years. This Seminar has the aim of introducing participants to modern public administration for social, economic development and exchanging informations and views on the actual states of public administration.

For the programme of this year, we planned the curriculum to study Modernization Problems, Comparative Studies on the Central Governments, Public Administration and Civil Service and Policies for the Economic and Social Development. These are all important problems for participating countries and detailed comparative studies will contribute largely to the development of public administration.

On this special occasion of your visit to our country for this Seminar, I truly hope you will have the opportunity to see the actual state of affairs in our whole society in your own eyes. Seeing is believing, as is often said. Everything in our society is now before you. I heartily wish you will make the

best of this opportunity in order to get anything useful to you.

One of the greatest concerns of those foreign people who visit our country will probably be the secrets of our economic success. For the purpose of revealing those secrets, a lot of researches and observations have been made in various fields such as business management, employment system, industrial relations and so on. As a result, they have thrown some new lights upon the characteristics of our economy. However, I think much remains yet to be solved. Anyway, what I would like to point out is that the key to those secrets is in the hands of our people who support and develop our society. Today, our people are trying very hard to make every effort to promote international cooperation in any field. In this context, I wish you will get closely acquainted with our people and our society through the course of this Seminar.

In concluding my address, I wish all of you will be successful in this Seminar and enjoy your comfortable stay in our country.

Thank you very much.

WELCOME ADDRESS OF NATIONAL GOVERNMENT  
ADMINISTRATION SEMINAR IN 1989

by Yoshiya Ikeda  
Acting Director  
Tokyo International Centre  
JICA

Mr. Suzuki, director of the Institute of  
Public Administration, National Personnel Authority  
Honourable guests,  
Dear participants of the seminar,  
Ladies and Gentlemen,

It is indeed my great honour and pleasure to say a few words on behalf of the Japan International Cooperation Agency, on this happy occasion of the opening ceremony of National Government Administration Seminar in 1989.

First of all, I would like to extend hearty welcome to all of you participants who have come to Japan all the way from various parts of the world to participate in the seminar.

As you know, one of the main responsibilities of the government is promotion of social and economic development of the society. In this sense it is vitally important for the government to elevate the professional level of senior administrative staff who play a key role in execution of public administration.

With this in mind, the seminar is organized by the Government of Japan as part of her technical cooperation programme. The main purposes are to introduce to the participants Japanese public administration for social and economic development, as well as to seek for the better way of modernizing public administration of the participating countries.

During the seminar, you will have chances to visit various places including Hiroshima and Kyoto. I hope that these field trips will give you some insight into our age-old culture and modern society.

Distinguished participants, it is our sincere hope that you will harvest the maximum benefit from the seminar by actively participating in it. On our part also, we assure you that we JICA will do our best in cooperation with Institute of

Public Administration to make this seminar successful.

Before closing, I would like to take this opportunity to express deep gratitude to the staff of Institute of Public Administration and all the other organizations concerned for their efforts and contribution in arranging this seminar programme.

To conclude, I wish you all the best and enjoyable life during your stay in Japan.

Thank you.

ADDRESS AT COURTESY CALL AT N.P.A.  
(ON OCTOBER 16, 1989)

by Mr. Hitoshi Utsumi  
President of N.P.A.

Overseas participants, ladies and gentlemen:

Taking this opportunity, I would like to express my heartfelt welcome to you, the participants of the Seminar on National Government Administration (Senior Class Officials) for coming all the way to Japan, and visiting National Personnel Authority shortly after the opening ceremony was over.

We, the National Personnel Authority, in collaboration with other organizations concerned, have been making every effort to make your four week stay in Japan as comfortable as possible.

Incidentally, this year marks 22nd year since the first National Government Course was organized.

During the years 316 people from 42 different countries have participated in the program. I've heard that these former participants are playing important roles in their respective countries.

Furthermore, I am confident that they have been playing significant parts in maintaining and further developing amicable relations between the participating countries and Japan.

I understand your Seminar program involves various activities. So you may be quite busy during your four week stay in this country. But I hope you will make the best use of this opportunity to deepen your understanding of the current status of Japan and our people, in addition to your active participation in the Seminar.

Fortunately, you have a chance to visit Kyoto, Hiroshima, etc. during your trip to western part of Japan. This may serve as a golden opportunity to increase your knowledge on the history, culture of Japan, and her people's life.

I wish you good health, and excellent achievement in the seminar. In addition, I sincerely hope you will make the best use of your achievement in your work at home.

Lastly, I wish you best of luck during your stay in Japan.

Thank you.

REPLY ADDRESS OF THE REPRESENTATIVE  
OF PARTICIPANTS  
(ON OCTOBER 16, 1989)

by Mr. Sima Simananta  
from Thailand

President of the National Personnel Authority

Executive Officials of NPA

Distinguished Guests

Ladies and gentlemen:

It gives me great pleasure and I am honoured to say a few words on behalf of the participants of the Seminar on National Government Administration.

As you already know, we — participants of the Seminar — come from 13 different countries. We may work for our government in different type of organizations, but the fact is that we all come here with same intention — that is to learn and to exchange our ideas and experiences for the purpose of improving public administration to cope with the changes in social and economic circumstances.

Japan has long been recognized as the country with highly efficient and stable government administration. Therefore it would certainly be advantages for us participants to have an opportunity to learn from Japan — as well as learning from each other. So I would like to thank, on behalf of my colleague participants of the Seminar, for the efforts and well-intention of the National Personnel Authority to help organize the Seminar in cooperation with JICA. We do hope that this deed will more or less, contribute to tightening the relationships between Japan and each individual country of the participants.

Thank you so very much.



ADDRESS AT RECEPTION BY N.P.A.  
(ON OCTOBER 16, 1989)

by Mr. Hitoshi Utsumi  
President of N.P.A.

Ladies and gentlemen,

Since we have met already, allow me to skip formalities. To tell the truth, I was deeply impressed with you when I met you this afternoon. Because I could easily recognize your high status in your governments reflected upon your faces.

I am not very sure whether the food and drinks we are offering you this evening will suit your tastes and sufficient for all of you. But please make yourselves at home and enjoy friendly chatting as long as time allows.

Thank you.

REPLY ADDRESS OF THE REPRESENTATIVE  
OF PARTICIPANTS  
(ON OCTOBER 16, 1989)

by Mr. Osman Güneş  
from Turkey  
at Reception by N.P.A.

Honorable President Utsumi,  
Distinguished guests,

It gives me a great pleasure to speak to you on behalf of my friends who came from 13 different countries to join the Seminar on National Government Administration which is organized by the Japan International Cooperation Agency.

As you know, this type of organizations play an important role pertaining to developing of countries socially and economically. Furthermore these organizations are very important to make friendly relations between communities. We have a good opportunity for exchanging our information and views of the actual state of public administration. At the same time we have a great occasion to observe and recognize the modern Japan.

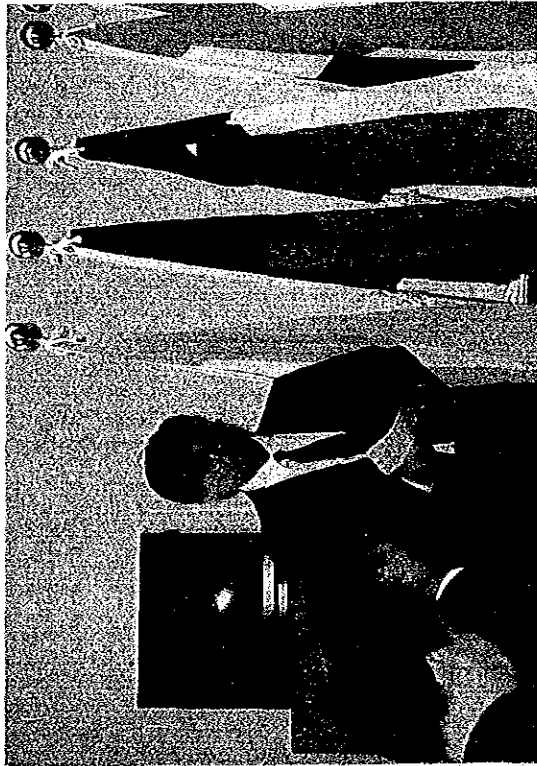
Mr. Utsumi,

You gave us a warm welcome. In this connection, I would like to say that we are very pleased with this meaningful reception. It is our great pleasure to meet members of National Personnel Authority and the other distinguished guests.

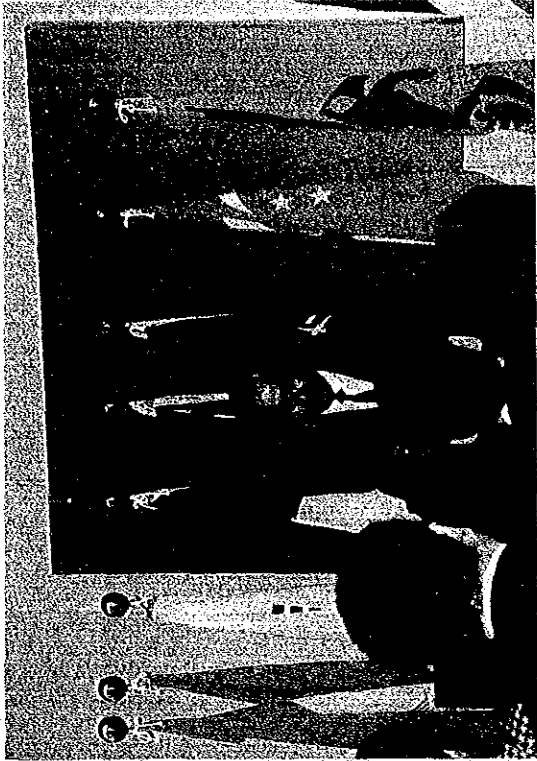
There is a Turkish expression: Hospitality is remembered for ever and ever. When we go back to our countries, we will take the Japanese friendship with us.

I would like to thank with my respects, on behalf of my friends, Mr. Utsumi and other members of National Personnel Authority for this friendly reception and warm hospitality.

Thank you.



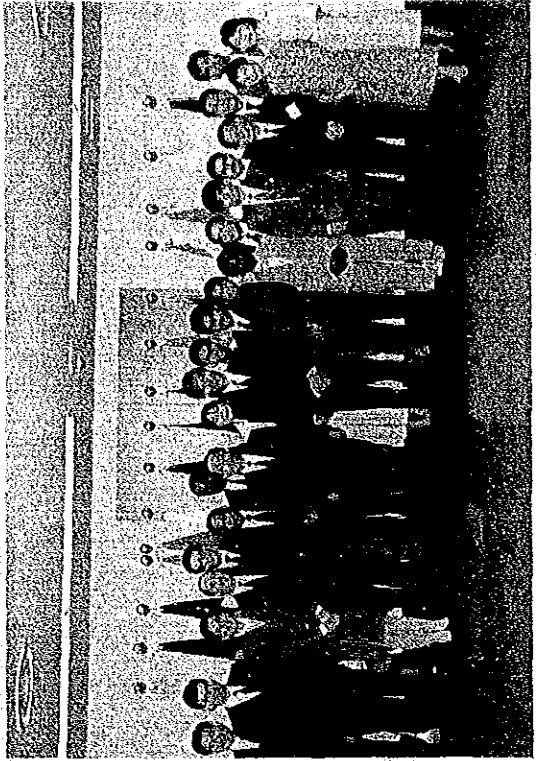
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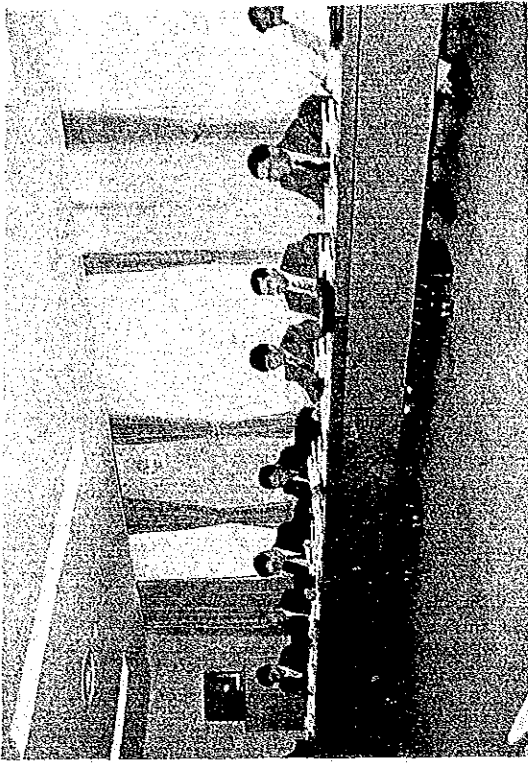


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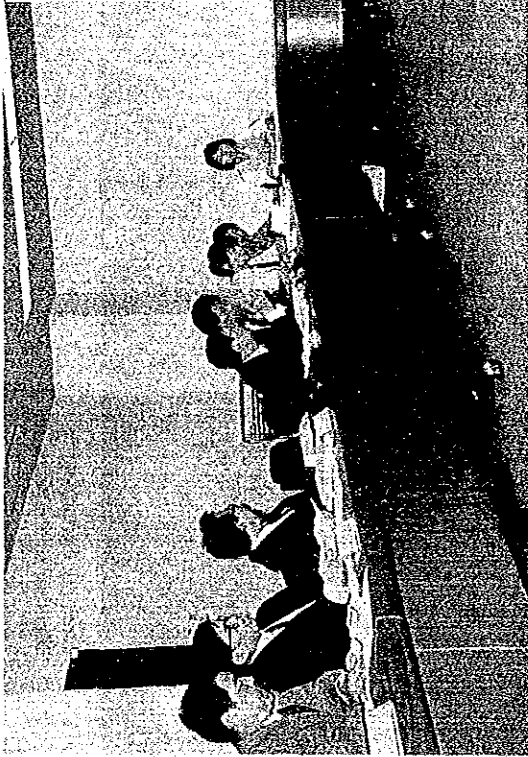
1 - 3 Opening Ceremony  
4 Member of Participants



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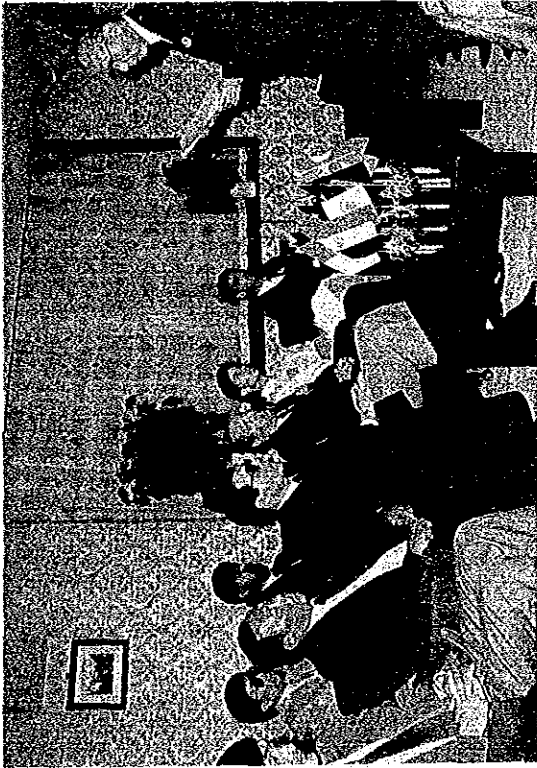


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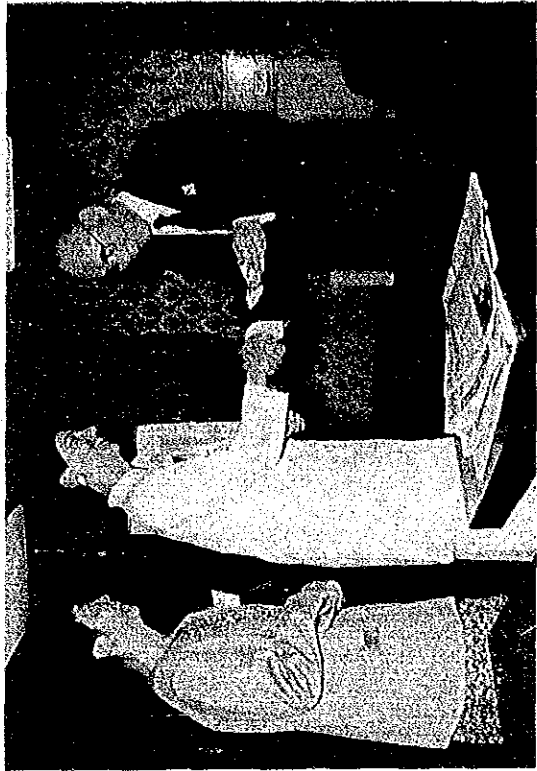


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5, 6 Orientation by I.P.A.  
7, 8 Courtesy Call at N.P.A.



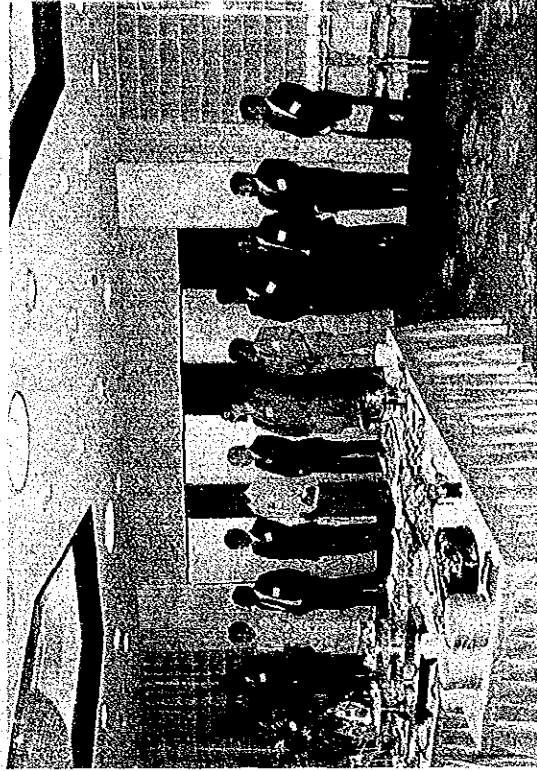
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9 - 10 Courtesy Call at N.P.A.  
11 - 12 Reception by N.P.A.



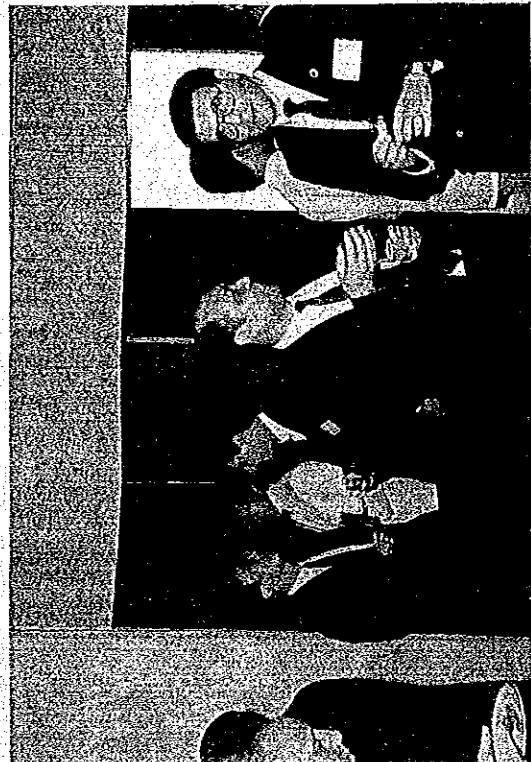
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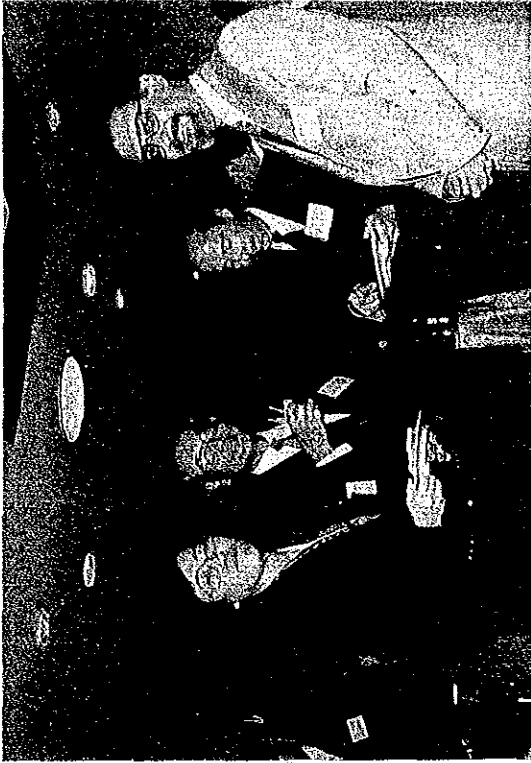


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13-16 Reception by N.P.A.



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17



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17 - 20 Reception by N.P.A.





### III. Reports of Comparative Study



## **Introduction on Comparative Study**

1. **Subject:** Comparative Study on National Government of the Participating Countries.
2. **Purpose:** To enable the participants to study modern governmental systems, their principle and practices through the discussion on different country's experiences.

After the briefing of the governmental system by the lecturer, each participant, based on his/her country report, present actual state and recent movement of his/her central government for 20 to 30 minutes. Following that, discussion is carried out by answering the questions from the participants and lecturer, as well as exchanging opinions among the group. In closing, the lecturer adds comments on the whole discussion, and suggests that a summary report be prepared in reference to the subjects below.

1. Social – economic background
2. The optimal size of the organization

Following is the report by the participants, summarizing the opinions of all the members presentation at the seminar.

**NO. 1 COMPARATIVE STUDY OF NATIONAL  
GOVERNMENT ADMINISTRATION  
SEMINAR**

by Eduardo Alberto Cammisa  
(Argentina)

**Argentina's Characteristics Numbers**

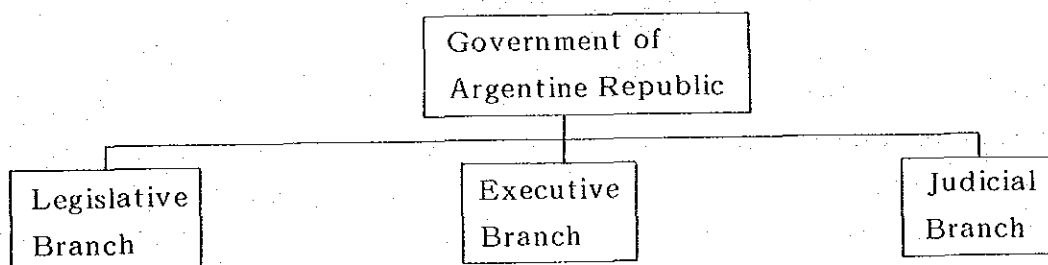
		% of total world
— Territory	2,792,000 km <sup>2</sup>	2
— Number of habitants	33,000,000	0.75
— Livestock production		
• Cattle Farming	56,000,000 heads	4.6%
• Lamb Farming	33,000,000 heads	2.9%
— Agricultural Production		
• Wheat	7.8 Millions Tn	
• Corn	6.4 Millions Tn	
• Rice	0.3 Millions Tn	
(Japan Production)	10.6 Millions Tn	
• Tea	30,000 Tn	
(Japan Production)	104,000 Tn	
• Fishing	0.5 Millions Tn	
(Japan Production)	10 Millions Tn	
— Mining Production		
• Coal	0.4 Millions Tn	
• Oil	23.2 Millions m <sup>2</sup>	
— Energy Generation		
• GW	11.4 GW	
(Japan Production)	127.4 GW	

— Manufactured Products	
• Steel	2.6 Millions Tn
(Japan Production)	102 Millions Tn
• Passenger cars	0.1 Millions
(Japan Production)	8 Millions
— Population Distribution (Density)	
Federal District	15,000 habitant/km <sup>2</sup>
Buenos Aires Province	35 habitant/km <sup>2</sup>
Cordoba Province	14 habitant/km <sup>2</sup>
Chubut Province	0.3 habitant/km <sup>2</sup>

### Political Structure and Division

Unitary system of government, division in a federal district, 22 provinces and a national territory.

Democracy with presidential election each 6 years and government of provinces elections each 4 years National Government in three branches, legislative, executive and judicial.



#### Structure of the Executive Branch

- President Headquarters (Formed with 10 secretary of state division)
- Eight Ministries (Formed with about 37 secretary division)

The ministries are: Home affairs, foreign affairs, finance, education and justice, constructions transport and communications, labour, defense health and welfare.

### Distribution of Public Budget at Argentina (about 1,000 Million US\$, 1989).

— Administration	11%	— Education	12.5%
— Defense	11%	— Finance and constructions	43.5%
— Security	3.8%	— Health and social development	18.3%

### Distribution of Public Agents

Total amount about	2,000,000
Local and municipal agents	1,000,000
National agents	1,000,000

### Distribution of National Agents

Enterprises 300,000, national agents 350,000, teachers and assistants at education system 350,000.

### Main Point of the Country Report

Principal problems and programs in ejection at the National Public Administration System (see details at the country report)

The principal subjects are:

- structural organization problems
- human resources
- normative system
- management techniques
- relation between state and user

### Question During the Exposition

1. The representative of Nigeria asked for some precision about the social and economic situation of the country, aspect which motivate and explanation related with the actual situation and the situation at the moment of the country report.
2. The representative from Philippines made and observation related with the characteristics of unitary system and Argentine system subject which were discussed and clarified.

## NO. 2 COMPARATIVE STUDY ON NATIONAL GOVERNMENT

(presented on Oct. 18)

by Teresa Maria Evangelista Vieira Stefan  
(Brazil)

### I. Brief Information on Economic and Social Aspects

Capital: Brasilia

Population: 119.002.700      50% male      50% female

Extension: 4,320 km north/south

4,328 km east/west

8,511,965 sq.km (total)

Demographic Arrangement: north      — 1.65 inhab/sq.km

northeast      — 22.57 inhab/sq.km

southeast      — 56.31 inhab/sq.km

south      — 33.86 inhab/sq.km

mid. east      — 4.07 inhab/sq.km

Concentration: 69% urban      31% rural

Birth rate: 30.6 per 1,000

Death rate: 70.65 per 1,000

Life Expectancy: 60.95 (male)      66 (female)

Fertility Rate: 3.81

Age Break Down: 0/14 — 38%      15/49 — 50%      50/70+ — 12%

Education Level: read/write — 74%      illiteracy — 26%

School System: 1st degree (8 years)

2nd degree (3 years) university (3 to 6 years)

(obligatory between 7 and 14 years old)

Religion: Catholics — 89%

Evangelics — 1%

Spiritists — 1%

Others — 1%

Null — 3%

Federative Units: 24 states 03 territories      01 federal district (capital)

Production Sectors: agriculture — 10%

industry — 36%

services — 54%

Unemployment Rate: 4.3%

Civil Servants (National Publ. Service) : 2,037,560 (1.7% of the population)

Estimate Budget/1990 (investments) : US\$ 1,688.1 millions

Transport — 16.70

Interior — 15.93

Agriculture — 8.97

Health — 7.91

Education — 7.59

## II. Summary of the Presentation

Due to a conjuncture in which the population felt themselves divorced from the nation's life it is not so difficult to observe that the society turned back from the management of it.

This situation has been provoked a side by side, complementary structure in which the citizen watches what is taking place in the economical, social and political stages of the country as a mere by-stander.

The outcome of a non-harmonic society is its inverted pyramid income model, which moves the population masses away from developing processes, since their constant worry is their bare economical survival.

In this sence, the human factor, which is part of their structure, is also ignored, for it is considered a representant of an artificial structure and identified with those who are responsible for the failure of the model.

No young student or professional contemplates the public service as a vocational option, since it will not enhance his personal status or win him the community respect.

My proposition is to reinforce the workfame of the public service by providing the some conditions of the private sector moreover the inherentes guaranties, likestability, career, increases and other benefits as well as to ransom the reputation of the public function.

## III. Closing

Brazil is the biggest country in South America, 5th in the world, a place



plentiful of resources since raw material until manpower.

We're self sufficient in almost every item, and those we usually imported from abroad, are, frequently, for political or economical reasons.

I'm quite sure that in the next 10 or 15 years, no more, Brazil can raise the first stage of the evolution and remain, side-by-side, between developed countries, as Japan.

Of course, it is necessary to avoid several problems and fixed solution for such another. But this is the journey that all countries have to go through to arrive at a better condition of well being.

#### IV. Questions

1. About the removal of the capital, from Rio de Janeiro Brazilia, in 1960: this was certainly, the initial boundary of the inflationary situation Brazil suffer nowadays, due to the huge accumulated internal and external deficit.
2. Critical analysis about the public service situation: due to a long dictatorial period, the country breathes today democratical airs since their managers realized that this is the right way towards a participative performance.
3. *Comment made: the reporter's observation that the Brazilian bureaucracy is inefficient doesn't seem to well with its size. It was noted that the Brazilian bureaucracy is very small, i.e., only 1.7% of the population, and normally, inefficiencies are associated with big bureaucracy.*
4. *Suggestion made: the report should explain the nature of relationships between the 24 states and federal district on one hand and the territories and federal state on the other hand.*
5. *Question: what specific measures has the government of Brazil undertaken to address the various ills of its government?*

The first step towards the solution was done since the new constitution was promulgated. The new law gave the civil servants such rights as to be on strike, have the same duties and benefits between the same step, join a labor union, etc.

## NO. 3 SUMMARY – CHILE – COUNTRY REPORT

by Dominguez Lira Jose Sergio  
(Chile)

I. As in the case of number of other constitutions the political constitution of Chile established the public powers into 3 branches; executive, legislative and judicial.

The government and the state administration rest with the President of the Republic, who, as it will be explained later, exercises power through the ministers of state, Intendants and Governors.

The President of Republic is elected by direct vote, his mandate is for eight years and he cannot be re-elected for the immediately following period.

The Ministers of States (16) are the direct and immediate collaborators of the President of the Republic in Government and administrate state, and each one of them must be at least one undersecretariat.

The ministers are also integrated with centralized service that depend upon them, but that do not enjoy juridical status nor do they have their own property.

There exist finally the services that are decentralized both functionally and territorially, which are only related with the President of the Republic through a ministry, without depending from them.

The legislative branch rest on National Congress that is composed of two houses, the Senate and Chamber of Deputies both concern in the makinbg of laws in accordance with the constitution.

The Senate is integrated by two types of members (36) elected by direct vote, every eight years, and 6 appointed members (one former minister of state, formes commanders-in-chief of the Army, Navy Air Force and carabinieri, and formes General comptroller of the Republic.

Finally former Presidents of the Republic hold their Positions in the Senate in their own right for life.

The Chamber of Deputies is composed of 120 members elected by direct vote of the electral districts established by law.

The election of Deputies are each four years.

The Chilean judicial system is established in a pyramidal scheme, at the top of which is the Supreme Court under this and subject to its supervision and con-

trial are the different Court of Appeals (16) . Finally, there are a number of courts of one judge and generally vested with multiple jurisdiction, who are those who act in civil, criminal and labor prosecutions.

The cases must be tried in accordance with the procedure predetermined by the law, and the judges are compelled to render judgment according to them. Exceptionally, judgment according to conscience is admitted (e.g. the application of death sentence by the Supreme Court) .

## II. Economic Topics

1. Gross National Products (in U.S.\$)  
19,848 (Million of U.S.\$) (1)
2. Total Amount of National Budget - 1989  
863,341 (Millions of U.S.\$)
3. International Balance of Payments  
(Millions of U.S.\$) = surplus 732
4. Total Population  
(thousands of people) 12,536.4 (1987)
5. Birth rate 2.2% per year
6. Mortality rate 0.6% per year  
(1) Millions of U.S.\$ \$1977
7. Population Density 16 inhas per km<sup>2</sup>
8. Workforce  
(thousands of people 1987)

employed	4,010.8
unemployed	343.6 (8.56%)

## NO. 4 SUMMARY REPORT:

by Moustafa Mahmoud El Sayed Ali  
(Egypt)

### Presentation:

1. Geography of Egypt.
2. The state and the constitution: Democratic and socialistic.  
The Main Authorities are:
  - a) The Legislativ Authority (People's Assembly)
  - b) The Executive Authority (President—Prime Minister—Members of the Cabinet)
  - c) The Judgmatic Authority
3. Demographic Data and Population:
  - The population growth rate (3%)
  - The population (52 million)
  - Percentage of rural population (55.6%)
  - Total area of Egypt 1,002,000 sq.km.
  - The number of governorates (26)
4. Agriculture, Agrarian Reform and Land Reclamation:
5. Industry and Petroleum
6. Health Service
7. Social Affairs
8. Housing
9. Education (The stages are: 6 × 3 × 3 × 4 years) — and Education is free —
10. Tourism
11. Resources of Foreign Exchange:
  - a. Remittances
  - b. Oil Exports
  - c. Suez Canal Dues
  - d. Tourism Revenues
  - e. Cotton Exports
12. Economy:

The national economic and social development plan is adopted throughout the contribution of the governmental sector, the public sector, the private and

joint sector.

13. Problems Facing the Economic and Social Development:

- a. Population growth rate (3%) → has a great pressure on the necessary items of living and services which most of them are subsidized.
- b. The increasing number of university graduates.
- c. Because of Egypt's centralized location, funds must be devoted for purpose of defence instead of development projects.

14. The Discussion: The Role of Public and private sector in the Economic and Social Development Plan; can be clarified as follows.

**The National Economic and Social  
Five-Year Plan**  
(1987/1988—1991/1992) (size of Investments)

(million E.P.)

Economic Sectors	Public	Private	Total
Agriculture & Land Reclamation	852.3	2,650	3,502.3
Irrigation	1,434.9	-	1,434.9
Industry & Mining	5,790.5	6,400	12,190.5
Petroleum	1,114.5	-	1,114.5
Electricity	4,761.3	-	4,761.3
Constructions	631	550	1,181
<b>Commodity Sectors (Total)</b>	<b>14,584.5</b>	<b>9,600</b>	<b>24,184.5</b>
Transportation & Communications & Inventory	4,703.1	1,400	6,103.1
Suez Canal	240	-	240
Trade	233.2	80	313.2
Finance and Insurance	143.1	-	143.1
Tourism	208.1	220	428.1
<b>Productive Service Sectors (Total)</b>	<b>5,527.5</b>	<b>1,700</b>	<b>7,227.5</b>
Housing	167.1	6,600	6,767.1
Public Utilities	4,016.6	-	4,016.6
Education Services	1,628.9	35	1,663.9
Health Services	798.2	50	848.2
Other Services	1,093.8	15	1,108.8
<b>Social Service Sectors (Total)</b>	<b>7,704.6</b>	<b>6,700</b>	<b>14,404.6</b>
<b>Gross</b>	<b>27,816.6</b>	<b>18,000</b>	<b>45,816.6</b>

## NO. 5 INDONESIA'S NATIONAL DEVELOPMENT AS THE IMPLEMENTATION OF PANCASILA

by Nurhakim  
(Indonesia)

### I. Introduction of Indonesia in General

- a. Location, islands and islets
- b. Coat of arms, National flag and National Anthem

### II. Pancasila

Pancasila is the philosophical of the Indonesian State. Pancasila consists of two Sanskrit words, Panca meaning five and Sila principle. It comprises five insinseparable and interrelated principle as follows:

1. Belief in the one and only God
2. Just and civilized humanity
3. The unity of Indonesia
4. Democracy guided by the inner wisdom of deliberations of representatives
5. Social justice for all Indonesian people – Elaboration of the five principles is as follows:
  - 1) Belief in the one and only God
    - the Indonesian people's belief that God does exist
    - it also implies that the Indonesian people belief in life in the here-after
  - 2) Just and civilized humanity
    - this principles require that human being be treated with due regard their dignity as God creatures
  - 3) The unify of Indonesia
    - This principle embodies the concept of Nationalism, of love for one's nation and motherland.
    - It envisages the need to always foster national unity and integrity.
    - Pancasila nationalism demands that Indonesias avoid superiority feelings on ethnical grounds, for reasons of ancestry and color of the skin.

- 4) Democracy guided by the inner wisdom of deliberations of representatives.
  - Decision making through deliberations to reach a consensus.
  - This implies that democratic rights must always be exercised with a deep sense of responsibility to God almighty according to one's own conviction and religious belief.
- 5) Social justice for all Indonesian people
  - This principle calls for the equitable spread of welfare to the entire population, not in static but in a dynamic and progressive way.
  - This means that all the country's natural resources and the national potentials should be utilized for the greatest possible happiness of the people.

### III. Principles of National Development

1. The principle of benefit
2. The principle of joint efforts and the family system
3. The principle of democracy
4. The principle of justice and equity
5. *The principle of harmony of life*
6. The principle of legal consciousness
7. *The principle of self-reliance*

### IV. The Aim of Indonesia's National Development

1. To protect the whole of the Indonesian people and their entire of Native Land of Indonesia.
2. To advance the common welfare
3. To develop the intellectual life of the nation
4. To contribute in implementing an order in the world which is based upon independence, abiding peace and social justice.

### V. The System of Government of the State

1. Indonesia is a state based on law
2. The system is constitutional



3. The highest authority of the state is in the hands of the Majelis Permusyawaratan Rakyat (= the People's Consultative Assembly)
4. The President is the highest Executive of the Government of the state below the Majelis (= the Consultative Assembly)
5. The President is not responsible to the Dewan Perwakilan Rakyat (= the House of Representative)
6. The minister of the state are assistants to the President, the Minister of the State are not responsible to the Dewan Perwakilan Rakyat (= House of Representative)
7. The authority of the head of state is not unlimited.

## NO. 6 SUMMARY REPORT ON THE PRESENTATION OF THE COUNTRY REPORT ON THE KOREA

by Choi, Gil Su  
(Korea)

### 1. *The structure of the national government and its powers and activities*

- 1) We have a presidential form of government. The power and authority are shared by three branches, the Executive, Legislative (one house), and Judicial department.
- 2) The power and authority of three branches are defined in the constitution and principle of "check and balance" is observed.
- 3) President is elected in a national election for 5 year-term of office. As head of the Executive Branch, he must carry out the government programs enacted into law by congress. In order to carry out the role of the president, there are many subordinate agencies. There are many agencies directly belonging to president and the office of prime minister, 22 ministries and so many other agencies.

### 2. *Outline of science and technology*

- 1) Science and technology has been an instrument of effecting national development policy since early sixties and it has been implemented in line with our economic plans.
- 2) The main features of science and technology strategy to support industrialization can be separated into three stages.
  - In the first stage, the main development goal of industry was to lay a foundation for industrialization through the development of import — substitute industries, expansion of light industries, and support for producer good industries.
  - In the second stage in 1970's

The science and technology strategy aimed at strengthening technical and engineering education in the heavy and chemical industry fields, improving the industrial mechanism for adaptation imported technology, and promoting research to meet industrial needs.

— In the third stage, in 1980's

Our industrial policy has been directed to transforming the industrial structure to one of comparative advantage, to expanding technology — intense industry such as machinery, electronics, to encouraging technical manpower development, and to enhancing productivity.

— To this end, we have continuously sought the development and acquisition of high level scientists and engineers by adopting an extensive policy which includes reinforcement of graduate school education, expansion of overseas training programs, and the repatriation of experts abroad.

### 3. The problem that we face

Development was made in regardless of local conditions so gap between each regions was broadening.

According to emphasize the development of economic only, the gulf between rich and poor became big as the wave of democratization became strong, the various desires blazed up and labor-management dispute occurred at once — and so on.

To solve these complex problems, our government is trying as follows.

— To enlarge the delegation of power from central to local government system into effect.

— To establish a sound labor-management relation and to make a fair distribution of rich to all, etc.

## NO. 7 SUMMARY OF THE PRESENTATION OF COUNTRY REPORT

by Ohifemen Aikhoje psc  
(Nigeria)

### Role of the National Government of Nigeria

#### 1. Presentation

The report of the role of the Central Government of Nigeria was presented at an international seminar on National Government Administration on Thursday 19th October 1989. Participants from the following countries were present:

Argentina	Philippines
Brazil	Saudi Arabia
Chile	Singapore
Egypt	Sri Lanka
Indonesia	Thailand
Korea	Turkey

2. The earlier submitted *Country Report* was the main reference document. However, during the presentation, a large map of Africa was displayed where the location of Nigeria was indicated. Also some handouts which showed the organogramme of the Central government and a typical Ministry under the new Civil Service dispensation were given.

3. Also distributed were handouts which clearly stated the main objectives of government policies in Nigeria.

4. In detail presentations, a brief but clear historical background of the education of the Nigerian nation was given. The potentialities of the country including geographical features, education, agriculture, industry were highlighted.

Details were given in the following areas:

- (a) Organization and working of Central government
- (b) Other Government Agencies
- (c) The Federal Civil Service Commission

- (d) The new Civil Service dispensation
- (e) Organisation of a Ministry
- (f) Organisation of Police Affairs office
- (g) The education policy
- (h) Industry

5. Effective means of securing a proper quantity (quality) of manpower loyal and effective in the civil service.

- (a) The new civil service dispensation
- (b) Enhanced salary structure
- (c) Reward for hardwork
- (d) The merit system introduced
- (e) Spot check by the Federal Civil Service Commission
- (f) Continuous training
- (g) Specialization
- (h) Responsive Civil Service

6. The presentation was followed by lively discussion. Participants wanted more information on the new Civil Service dispensation; Recruitment and advancement in the Federal Civil Service; jobs security and the independence of the judiciary. These points were explained in detail to the satisfaction of participants. The freedom and independence of the judiciary was stressed.

7. The additional information given to the participants on all the issues raised during discussion were well received. It is only by hoped that participants must have had a good knowledge of the organisation and role of the National Government of Nigeria.

NO. 8 A SUMMARY REPORT ON THE PRESENTATION OF  
THE COUNTRY PAPER ON THE PHILIPPINES  
FOR THE SEMINAR ON NATIONAL  
GOVERNMENT ADMINISTRATION  
(SEMINOR CLASS)

by Nicanor L. Torres, Jr.  
(Philippines)

**1. Summary of the Report**

The presentation of the country report on the Philippines was divided into two major parts. The first part of the report focused on the structure and process of the Philippine government highlighting the structures and functions of the Executive, Legislative and Judicial branches of government. The report also made an analysis of the functional relationships of the three major branches of the Philippine government and described briefly the mechanisms established to ensure cooperation and harmony among the Executive, Legislative and Judicial departments.

The second part of the report presented the Presidential Advisory System in the Philippines. The report described the administrative framework for coordination and consultation process within the Executive branch and made a brief analysis of such a system.

The following are the highlights of the report:

**1.1 On the Philippine National Government**

The following observations were made:

- a. The Philippines has a Presidential form of government and the power and authority are shared by the three major units of government, namely: the Executive, Legislative and Judicial departments.
- b. The power and authority of the three branches of government are clearly defined in the Philippine Constitution and a system of "check and balance" in the exercise of such power and authority exists.
- c. Appropriate mechanisms were put in place and relevant measures were adopted to ensure cooperation and harmony between the Executive and Legislative departments. These include, among others, the following:

- (1) A common Executive-Legislative agenda;
  - (2) Joint-Executive-Legislative committees; and
  - (3) A system of Presidential certification of legislative proposals.
- d. While the abovesited measures were designed to foster harmony and coordination between the Executive and Legislative departments, they sometimes become sources of irritations between the Executive and Legislature. The occurrence of such, however, have been very limited.

## 1.2 On the presidential advisory system

The following joints were made:

- a. The establishment of a number of advisory bodies to the President was necessitated by the different roles which the president plays, i.e., as chief Executive, as Administrator, as legislator, as Chief of the Armed Forces of the Philippines, overseen of local government units, etc.
- b. These advisory bodies were designed to assist the President to efficiently perform the duties and responsibilities of her varied roles. Those policy advisory bodies, which include among others the NEDA Board, the National Security Council, the Council of State, the Presidential Committee on the Agrarian Reform Program, the Cabinet Officers for Regional Development and the Cabinet Assistance System, provide the President with valuable policy advice on specific areas of concern.
- c. Control to the Presidential Advisory System is the Cabinet which is the chief advisory body to the President. It is important to understand the personality of individual members of the Cabinet because the characteristics of the Cabinet as a whole are to a large extent by the personality of its individual members. Moreover, the quality of policy advice which the Cabinet gives to the President is largely influenced by the characteristics of the Cabinet as a group.
- d. The Cabinet in the Philippines operates as follows:
  - (1) As a collegial body, the Cabinet counsels the President on the overall policies of government and serves as a forum for reviewing and harmonizing the diverse views of the body polity.
  - (2) As a motley of personalities, the Cabinet is composed of Secretaries with diverse professional background. This diversity is working favorably for the President and government. The varied views of Cabinet members provide the president with wide array of options and depth of analysis necessary to arrive at national decisions.
  - (3) As a system, the Cabinet consultation process provides for a more

- efficient and thorough processing of issues that are presented to the President thereby facilitating quick and appropriate decision-making.
- e. The Presidential Advisory System in the Philippines is from being perfect. It has its strengths and weaknesses. On the positive side, the system allows for wider consultation and, therefore, more thorough analysis of issues and problems needing immediate attention of the President. On the negative side, the system demands a lot of the executive time of Cabinet and senior officials of government. This has serious implications on the management of internal affairs of departments.

## 2. Comments and Questions Made on the Report

### 2.1 Comments and questions

The following are the comments and questions raised by the other participants on the report:

- a. A query was made on whether the power and authority accorded to the President in relation to her varied roles are absolute and whether there are controls and safeguards to prevent abuse of such power and authority.
- b. A question was made on whether the joint Executive-Legislative committees dilute the principle of separation of powers between the Executive and the Legislature. It was commented that such a principle should be preserved to allow for a "second opinion."
- c. A request was made to clarify the status of members of the various advisory bodies, i.e., whether they are members of the civil service.
- d. A proposal was made to further clarify the functional relationships between the President and the Legislature.
- e. A query was made on the role of the Cabinet Secretary.

### 2.2 Responses

- a. On the first item, it was clarified that the power and authority of the President are not absolute and that the principle of "check and balance" is working perfectly well. The Philippine Constitution clearly defines and delineates the functions of the President vis-a-vis the Legislature, and that sufficient controls are instituted to check abuse of authority not only of the President but of all government functionaries.
- b. On the second item, it was emphasized that on the contrary, the joint



Executive-Legislative bodies foster debate among the officials of the Executive and Legislative departments. These bodies in fact make possible for officials of both branches of government to physically come together and discuss issues of national interest. It was pointed out that there are other fora where contrary views can be ventilated and expressed.

- c. On the third item, it was explained that only members of advisory committees who come from the government sector are civil servants. The Other members are either private sector or nongovernmental organizations' representatives.
- d. On the fourth item, it was clarified that per the Philippine Constitution, the Legislature is mandated to promulgate laws, the Executive Branch is supposed to implement such laws, and the Judiciary is to make legal and constitutional interpretation of laws in case of conflict. It was added that there are concerns which cut across the Executive and Legislative departments, i.e., management of foreign debt, administration of the official development assistance, etc. In such cases, joint coordinative mechanisms were created.
- e. On the fifth item, it was stated that the Cabinet Secretary, is a full-pledged member of the Cabinet. His major responsibility is to ensure that the Cabinet Agenda is systematically planned and the decisions of the President and the Cabinet are faithfully implemented.

## NO. 9 SUMMARY REPORT

by Mohammed Aldayel  
(Saudi Arabia)

### General Informations:

Saudi Arabia occupies about four Fifths of Arabian Peninsula and cover area of 2,129,690 sq km, 829,997 sq km. The capital is Riyadh pop. 1,600,000, Jidda pop. 1,400,000.

#### The population:

12,000,000 people density 13 per sq mi, 7 per km.

ages

0-14 43.1%

15-64 54%

65 2.7%

Average size of household 5.2

Proportion of urban 7.2 99%

Life expectancy male 61

female 65

7,000,000 Foreign

Education, 6-3-3-4 Free

Transportation: 24 Airports 3 internationals

The Roads 100,000 km

#### Economy:

G.D.P. per capita \$12,800

Inflation 1%

Oil reserves 169 bill barrels

Silver, gold, copper, iron.

Planning is under the central planning organization. Second development plan 1975-80 provides \$142 billion for the expenditure.

1. Economic and social development 63%
2. Defence 18%
3. Administration 8%
4. Other items including foreign aid 4%

### Third Development plan 1980—85

Aim to achieve major industrial development Saudi Arabia Basic Industry Corporation (S.A.B.I.C.)

### Fourth D.P. 85—90

Plan to encourage the involvement of private sector. The government sale of 30% of (S.A.B.I.C.) to the public.

#### Foreign commerce

— Exports \$42,654 billion

— Imports \$33,368 billion

#### Major exports sources

Japan 23.8%

France 9%

U.S. 7.8%

Singapore 5.3%

W.G. 4.3%

#### Major imports sources

U.S. 21.0%

Japan 19.6%

W.G. 11.0%

U.K. 6.6%

#### Agriculture and water resource

Self sufficiency in eggs, chicken, milk.

#### Export dates, wheat

27 desalinization plants capacity (145 million gal)

Agricultural credit is provided by Agricultural bank offer free loans to farmers subsidies for machinery, pumps and chemical fertilizer.

#### Industry:

The government has adopted a liberal policy toward foreign collaboration and private enterprise under the foreign investment regulations companies must be 51% Saudi owned not less than 75% of all employee.

#### Legal System:

Justice is administered in accordance with Koran (Holy Book) religious law of Islam.

Political system:

Monarchy with King heading the government as Prime Minister, Crown Prince first deputy Prime Minister. Executive power rests with the council of ministers.

Local government is administered through general municipal councils.

21 ministries

No political parties

Civil service system:

16 grades below minister appointments to grades 11–16 made by minister 1–10 through qualifying examinations.

The central organization management department O&M.

Duties and responsibilities within the government in general and within M of finance. Its problems and recommendation.

There was a discussions about the problems in O&M department and about Islamic law and the political system in Saudi Arabia.

## NO. 10 SEMINAR IN NATIONAL GOVERNMENT ADMINISTRATION

by Lim Theam Siew  
(Singapore)

### 1. Presentation

1.1 The presentation was divided into 3 parts:

- ( I ) General information on Singapore, incl. key statistics;
- ( II ) Outline of the structure and system of government;
- ( III ) 3 recent changes in Singapore's public administration, viz privatisation, de-centralisation of financial management and greater interaction with the private sector.

1.2 Part I of the presentation introduced the other participants and others present to Singapore as a country so that they would get a better picture of what Singapore is like. In particular, its small size and population, its multi-racial and multi-religious population profile, its education system and its economic performance in 1988 were stressed. Part I of the presentation was concluded with a quick discussion of some of the major concerns facing the Singapore government today. These include the following:

- vulnerability of the Singapore economy to fluctuations in the world economies;
- maintaining of racial harmony;
- declining birth rate and aging population;
- dependence on external sources for water resources;
- maintaining of high quality of life.

1.3 In Part II of the presentation, the system of government in Singapore was explained, and the structure and allocation of functions outlined. It was pointed out that the present structure of the Singapore Civil Service had remained largely unchanged since 1981, when a major reorganization of government functions was carried out as a result of a review by the Management Services Department of the Ministry of Finance. However, changes have continued to take place, e.g.

frequent reviews to increase efficiency through streamlining of operations, mechanisation and computerisation.

1.4 The presentation then proceeded with Part III which discussed 3 recent changes in the Singapore public administration which were carried out to respond to changes in conditions. The 3 changes were as follows:

- 'privatisation' of government functions — this included the divestment of the government's interests in government — linked companies and statutory bodies, the restructuring of government institutions to run along the lines of commercial organizations and the contracting out of services to the private sector;
- de-centralization of financial management to ministries — the permanent secretary of each ministry would be given greater flexibility in spending with a new block vote budget allocation and control system introduced in April '89.
- greater interaction among government agencies and the private sector — the government has recognized that there is a need for greater interaction among government agencies and the private sector to ensure that policies for the development of the private sector are well — coordinated.

1.5 The presentation concluded with the observation that there is a trend towards 'corporatisation' of the public administration in Singapore. Wherever possible, functions and activities which can be carried out by the private sector will be hived off. Of the remaining activities, the Civil Service will have to adopt a more professional and business — oriented approach to run the operations. This entails a fundamental change in the culture and philosophy of the Civil Service.

## 2. Discussion

2.1 One participant sought clarification on the difference between the Public Service Commission (PSC) and the Public Service Division (PSD) of Singapore. It was explained that the PSC comprises 5—11 members and is headed by a Chairman. All the commission members are not from the public sector. The PSC is the authority on appointment confirmation, promotion, dismissal and disciplinary control over the civil Service. It is an independent body provided for under the Singapore Constitution. The PSD, on the other hand, is a department under the Ministry

of Finance and it is the administrative authority on such matters as personnel development, training and terms and condition of service.

2.2 The other questions on the presentation were predominantly related to the subject of de-centralization of financial management to ministries.

2.3 One participant commented on the potential problems of abuse if permanent secretaries of ministries are given a free hand to spend and transfer funds from one sub-vote to another. It was explained that although the block vote system gives spending flexibility to ministries, certain restrictions apply. For example, budget allocated for manpower expenditures cannot be used for other purposes even if there are surplus funds.

2.4 Professor Ito commented that certain ministries may underspend. Underspending could be due to lack of activity (e.g. laziness of the officials) or to increased efficiency. It was explained that this was where the importance of periodic reviews and audits as well as a good performance measurement and monitoring system — which are part of the new block vote budget allocation and control system — comes in. With such monitoring and control mechanisms, whether a ministry is efficient or not can be easily detected. Professor Ito agreed that for the decentralisation of financial management to succeed, such monitoring and control systems are essential. He pointed out that the system described seemed similar to the Financial Management Initiative of the British Civil Service. He asked for more information to be sent to him, particularly the use of performance indicators to monitor the performance of ministries.

2.5 A participant asked if the system is linked to the ministries' goals and targets. It was explained that both efficiency and effectiveness indicators are formulated to measure a ministry's performance. While the efficiency indicators relate the output to input, effectiveness indicators serve to assess to what extent the ministry's objective, and targets are met.

2.6 Another participant commented that the system of inter-departmental charging for services provided by one department to another amounted to taking money from one pocket and putting it into another. It was explained that although this was true, the benefit of such a system was that departments would be more cost-conscious as their expenditures on such services would be subject to scrutiny in the course of reviews and audits. They would hence only request for services from

another department when they really need them. This would help eliminate wastage and lower cost.

### 3. Conclusion

On the whole, I am pleased with the interest shown on my presentation and hope that the insight I have shared with those present would be of some use.



NO. 11 SUMMARY REPORT COMPARATIVE  
STUDY ON NATIONAL GOVERNMENT OF  
PARTICIPATING COUNTRIES

by Cyril Pallegedara  
(Sri Lanka)

1. Since independence 1948 the country was ruled under the partimentary system of government by the elected representatives who were elected on the basis of political party system. The most striking feature of this system was that it came closer to the Westminster model than other Commonwealth countries. The head of the State was only a nominal figure appointed by the chief executive, the Prime Minister. I 1978 this system was changed and a Presidential, Parliamentary System was introduced. The head of the State is the executive President, who is elected by the people. The members of Parliament which is the legislative are also elected through the popular vote. Democratic Socialist Republic of Sri Lanka is a free sovereign and independent country with a unitary system of government.

In Sri Lanka every government that came into power has been changed after their first tenure except for the present government. The two main political parties who gained power were adopting two different who gained power were adopting two different approaches to solve the problems. This situation is aggravated by the unfortunate problem of ethnic conflict. As Sri Lanka comprises of three main ethnic groups such as Sinhalese, Tamils and Muslims. There had been misunderstandings among those groups in the past too from time to time. But they were sporadic and far between. At present Sri Lanka is faced with a severe problem and threat by armed terrorist with both sides. The Government of Sri Lanka is compelled to spend its scarece resources and defence activities as a result of this problems.

The issues and problems of development faced by Sri Lanka are more or less similar to those of any developing country. High growth of population, ever increasing labour force. Unfavourable balance of trade, large proportion of population under poverty line, income oriented to primary level production, other social problems of education, health housing, etc.

Sri Lanka is a free democratic social republic and it is a unitary state. The sovereignty is vested with the people and is inalienable. The legislative power

is exercised by a Parliament consisting of elected representatives. The executive power is exercised by the President elected by the people and the judicial power is exercised by the Parliament through courts and other judicial institutes established by law.

The Parliament is the legislative authority. The duration of parliament of one government is 6 years. The Parliament has power to enact laws.

2. Effective means for making sure that government revenue would be gained regularly.

According to 13 ammendment of our Constitution it has formed Provincial Council to each province. There are about 9 Provinces.

The Administrative Reform Committee of Sri Lanka appointed in 1986 has recommended structure of devolution as comprising three levels namely the centre, the Province and the Pradeshiya (Division) .

Each of these levels would have representative institutions. At the center would be the Parliament, at the Province would be the Provincial Council, and at the Division would be Pradeshiya Sabha.

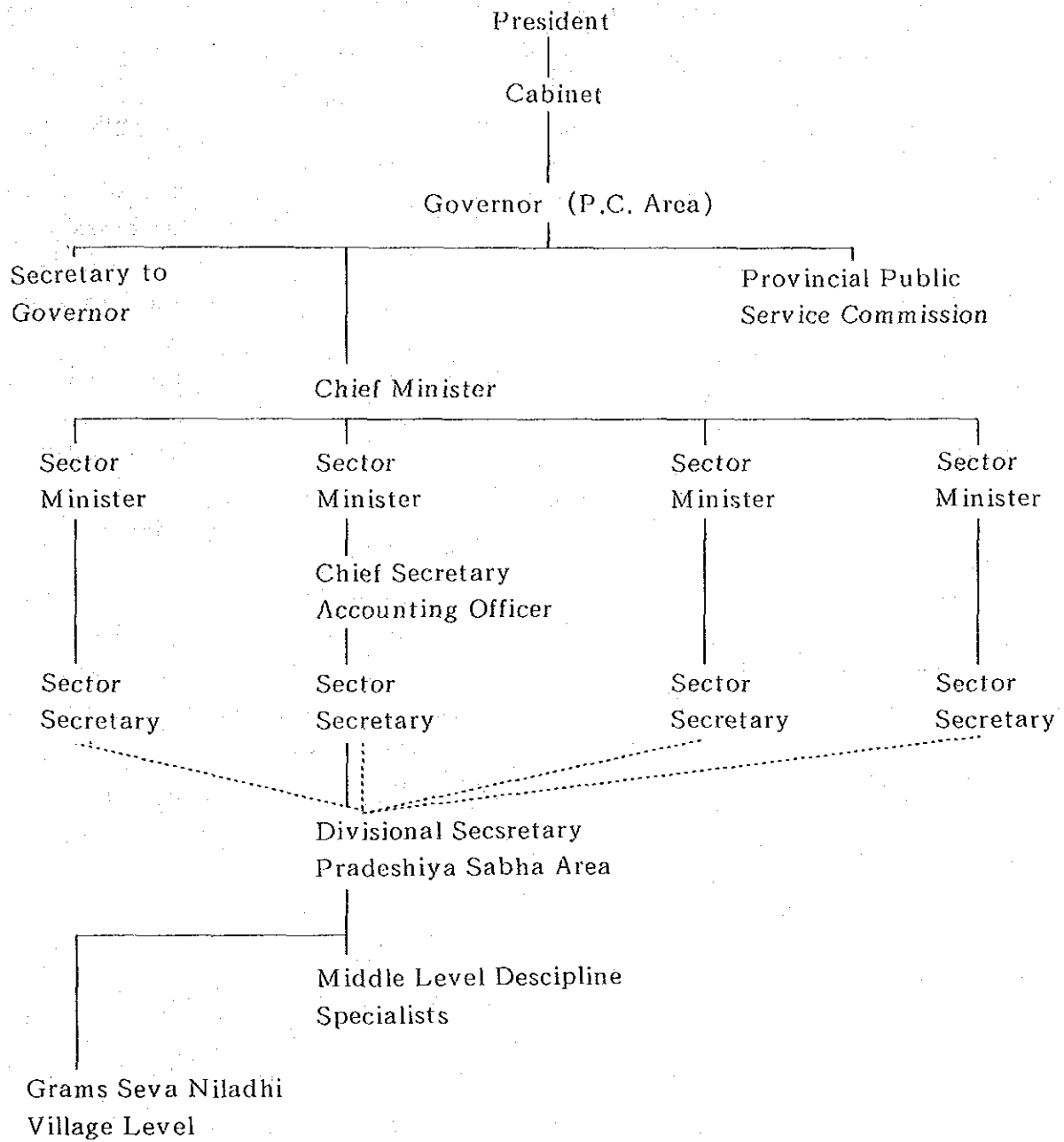
Each level would have a political executive, namely, the Cabinet of Ministers at the centre. The Board of Ministers at the province and the Executive Council of the Division level. The stresses that the use of the system of financial relationships as a mechanism of control of the periphery by the centre should be avoided. Therefore the committee advised against giving greater weightage to discretionary allocations in the system of financial allocations.

The financial relationship between the centre and the provinces should be conceived of in terms of sharing of the nation's financial resources amongst the provinces and the centre rather than in provinces and the centre rather than in terms of channeling Central Government funds to the Provinces.

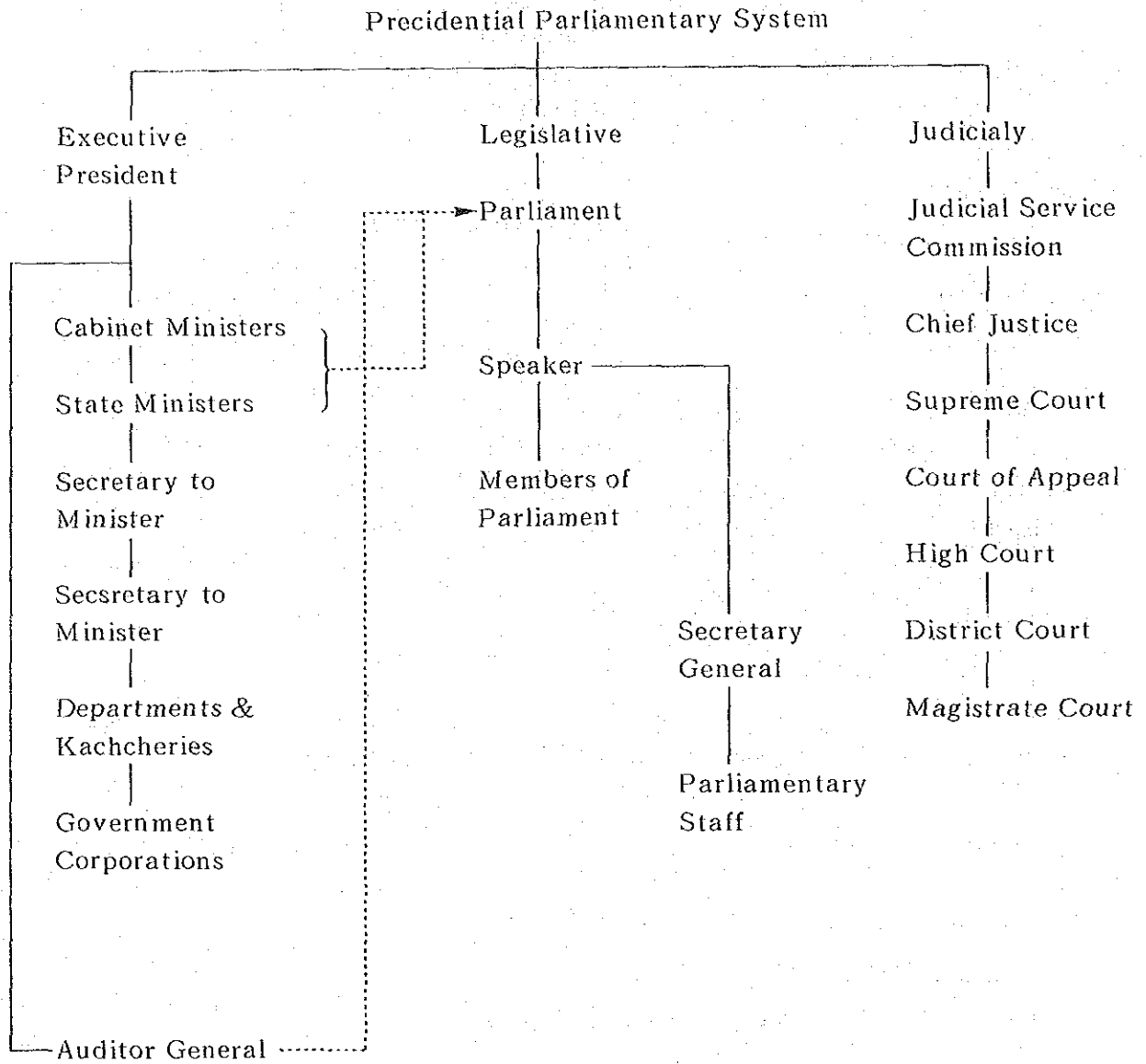
Stablishment of a Finance Commission comprising the Secretary to the Ministry of Finance and Planning and the Governor of the Centred Bank.

At present Government of Sri Lanka has implemented this system. Therefore government revenue would be gained regularly in each administrative level, such as Central Government, Provincial Council, and the Pradeshiya Sabha. These decentralization will be solved the service problem that we faced.

## Provincial Setup under Central Government



# National Government of Sri Lanka



## Economic & Social Statistic of Sri Lanka

1. Geography	Land area	65,610 km <sup>2</sup>
	Annual rainfall	1,450 mm
	Temperature	30° C
2. Population	16586000	Male 51%
		Female 45%
Age structure	0 - 14	35.5%
	15 - 54	54%
	55	10.5%
Composition	Sinhala	74%
	Sri Lanka Tamils	12.6%
	Indian	5.5%
	Moors	7.1%
	others	0.8%
Crude birth rate	per 1000	20.7%
Crude death rate	"	5.8%
Natural increase		14.9%
P. growth rate		11.4%
Density of population	per sq. km	244
urban	21%	Rural 79%
Infant mortality	1000:	29
Life expe.	male	68 female 72
3. National Account		
G.D.P. M. US\$	\$5,706	Agriculture GDP 26.3%
Per capita GNP	\$654	Manufacture GDP 25.5%
Growth rate	4.3%	Services 48.2%
Inflation rate	5.2%	
4. Social Indicators		
Literacy rate		85%
Person per physician		4505
" hospital bed		340
" calorie intake		2310
Food stamp holders		7 million

5. Education & Health			
Govt. schools	9,771	Pupils	3,938,062
Other schools	490		120,781
Teachers			146,000
Pupils per teacher			27%
Expd. on govt. education			4.5%
Hospitals			499
Doctors			3,204
Expd. on health			3.6%
6. Employment			
Plantation			357,000
Govt.			444,000
Semi govt.			768,000
7. Classification of employed population			
Professional technical			6%
Administrative			0.8%
Clerical & related			6.2%
Sales			7.7%
Services			5.7%
Agriculture			44.8%
Production			26.5%
Others			2.6%

## NO. 12 A SUMMARY REPORT ON PRESENTATION OF COUNTRY REPORT

by Sima Simananta  
(Thailand)

1. Presentation of the Country Report under the theme "The Role of the National Government of Thailand" was made by dividing into 4 parts:

1.1 Introducing the country by giving information concerning the location of Thailand, her neighbors and some geographical and historical background. Then a handout on facts and figures about Thailand was given to each participant together with pamphlets on tourism. (see Appendix)

1.2 After explaining the facts & figures in the handout, a 15-minute video tape under title "Civil Service Development in Thailand" was shown. The tape gave brief information about evaluation of the Civil Service, the 1932 administrative reform, roles and functions of the Civil Service Commission, and the emphasis on training of higher rank administrators.

1.3 Explanation about government administration system by using prepared transparencies:

1.3.1 The organization of the government

1.3.2 Administrative structure of a ministry

1.3.3 Administrative structure of a department

1.3.4 Ministries of the Government of Thailand

1.3.5 Functions of the Civil Service Commission

1.3.6 Position classification scheme

(see Appendix)

1.4 Two major issues facing current public personnel administration were stated as forum to be discussed:

1.4.1 The growing size of the Civil Service which needed to be limited in num-

ber of government officials and some other measures to make government mechanism become smaller and more efficient.

1.4.2 The "Intellectual Leakage" or "Brain Drain" problem of some professional personnel from public sector to private sector. This would need to be solved by higher compensation and streamline scheme.

2. Upon the End of Presentation, the following questions and comments were Made:

2.1 Professor Ito asked about the period of time a senior official at the level of Deputy Director-General and above could remain in the same position. The answer was 4 years according to the Civil Service Act, with some exceptions.

2.2 Mr. Nicanor Torress from the Philippines recommended that lateral entry into higher position should be used to induce professionals from outside, and that the system should be more open.

2.3 Mr. Mahmoud Moustafa from Egypt asked about recruitment and promotion system.

2.4 Mr. Ohifemen Aikhoje from Nigeria asked if there existed any favoritism with regard to region or birthplace of government official. The answer was none, all officials would be treated equally in terms of race, sex, birthplace etc.

2.5 There were some comments about the significance of seniority and other small matters.

3. The presentation adjourned after using approximately 50 minutes. To the reporter, the presentation was very successful and fruitful. He welcomed comments from Professor Ito and other participants with high value.

## THAILAND

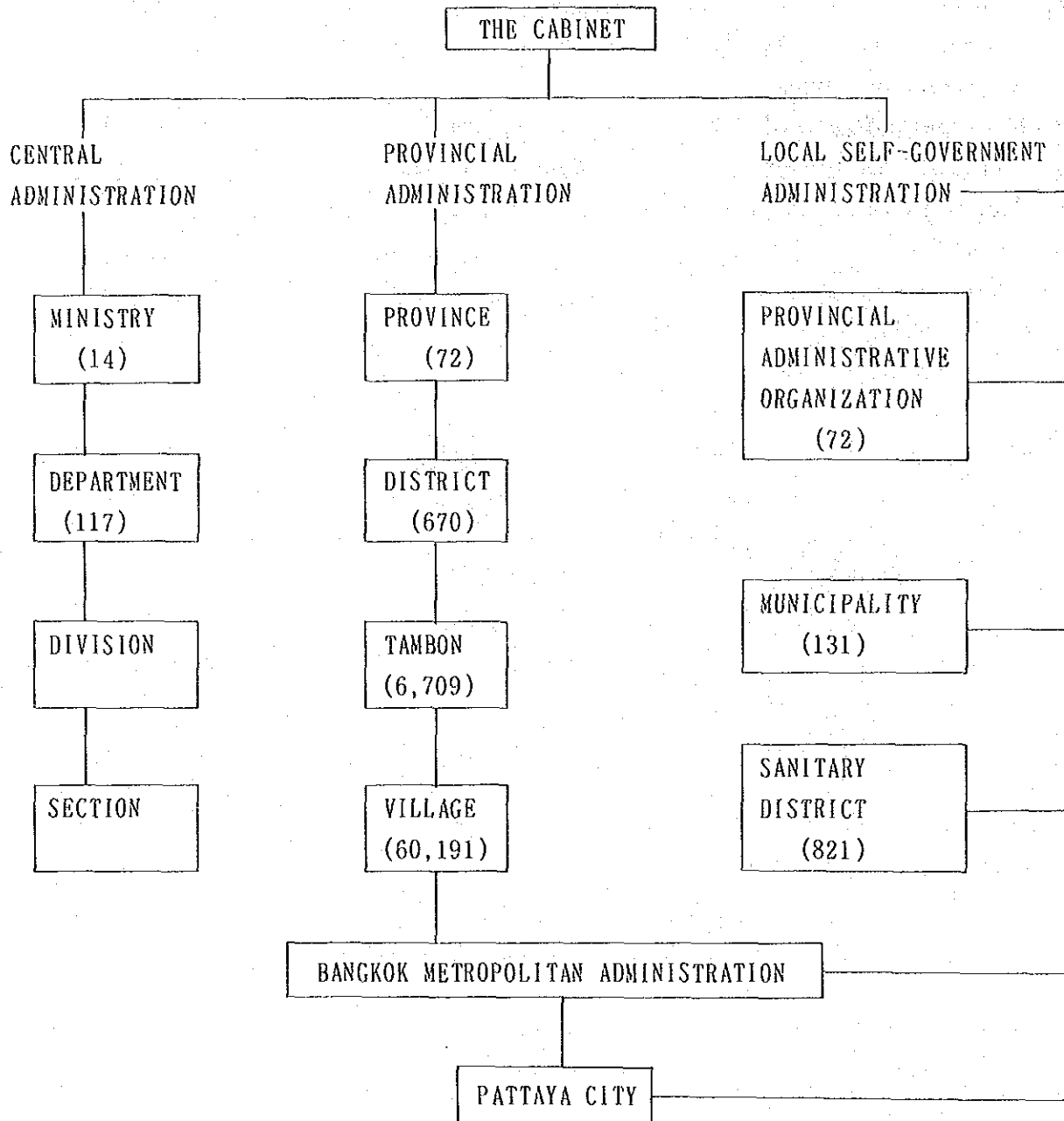
Some Facts & Figures:

1. Kingdom of Thailand (formerly SIAM) — a unitary state under constitutional monarchy system
2. Area: 513,115 km<sup>2</sup> (198,000 m<sup>2</sup>)
3. Population: 55.4 million, rate of growth 1.8% per year



4. Life expectancy: male 61, female 65
5. Education system: 6-3-3, 4 yrs. university, 2-3 yrs. vocational or technical college
6. Primary school enrollment: 99.7%
7. Adult literacy rate: 89%
8. Principal export: textile & garment, rice, tapioca, rubber, fishery products, tin, precious stones
9. GNP per capita: US\$995.--
10. Religion: Buddhism 90%, Islamic 7%, others 3%
11. No. of government employee: 900,000 (including armed forces, police, teacher etc.)

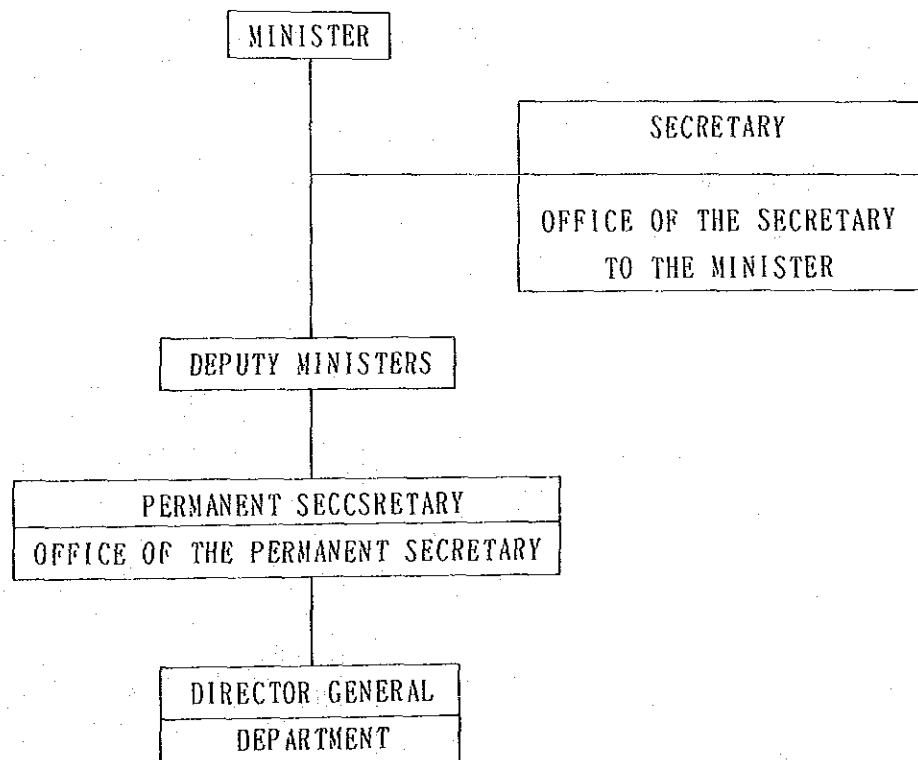
## THE ORGANIZATION OF GOVERNMENT



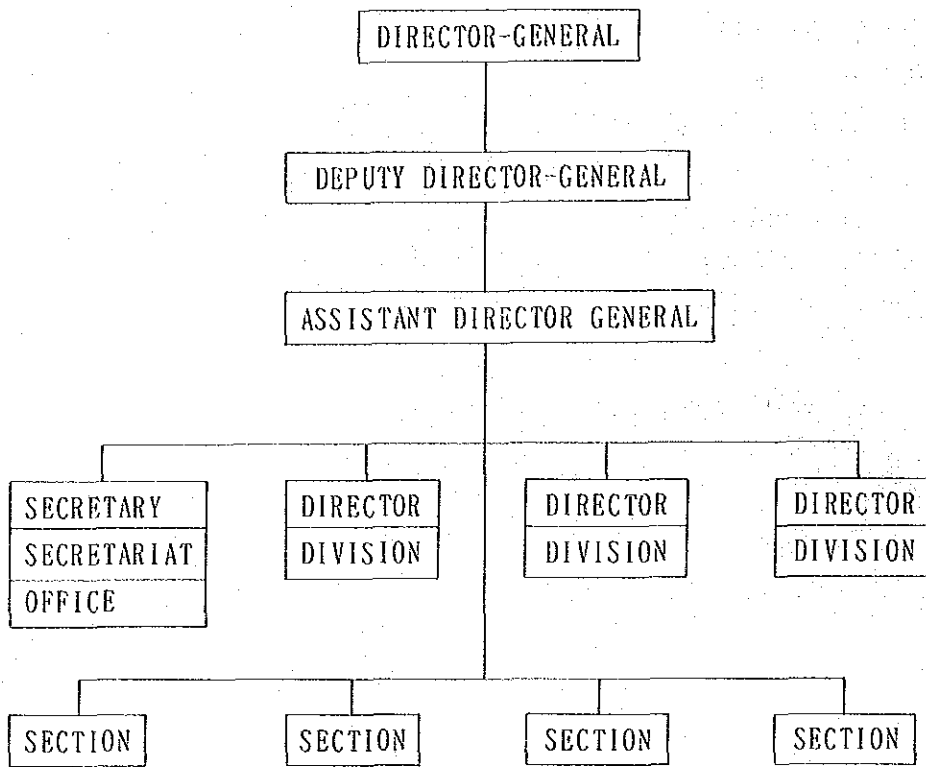
## THE MINISTRIES OF THE GOVERNMENT OF THAILAND

1. OFFICE OF THE PRIME MINISTER
2. MINISTRY OF DEFENCE
3. MINISTRY OF FINANCE
4. MINISTRY OF FOREIGN AFFAIRS
5. MINISTRY OF AGRICULTURE AND COOPERATIVES
6. MINISTRY OF COMMUNICATIONS
7. MINISTRY OF COMMERCE
8. MINISTRY OF INTERIOR
9. MINISTRY OF JUSTICE
10. MINISTRY OF SCIENCE AND TECHNOLOGY
11. MINISTRY OF EDUCATION
12. MINISTRY OF PUBLIC HEALTH
13. MINISTRY OF INDUSTRY
14. OFFICE OF THE UNIVERSITY AFFAIRS

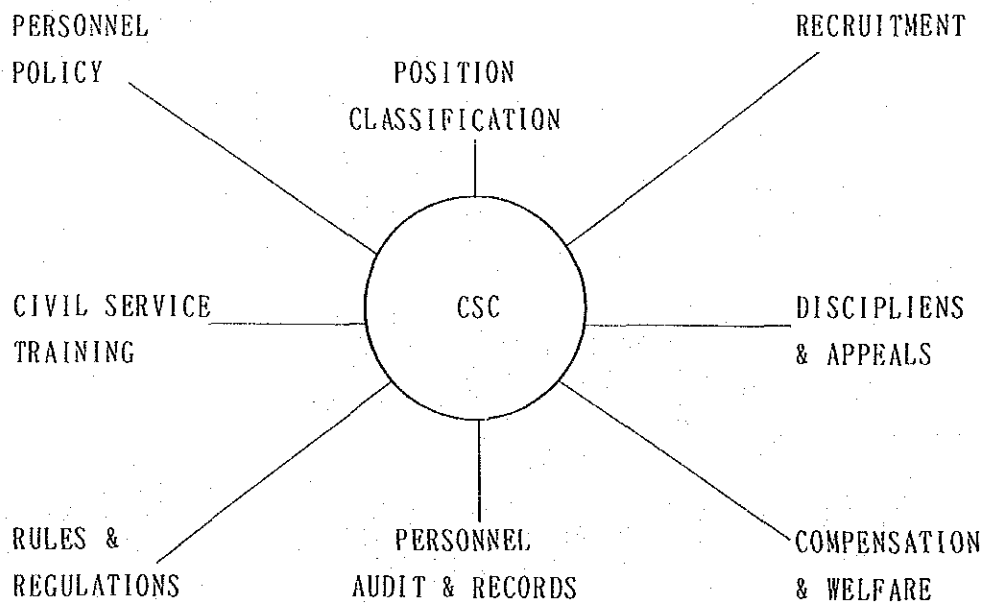
## ADMINISTRATIVE STRUCTURE OF A MINISTRY



ADMINISTRATIVE STRUCTURE OF A DEPARTMENT



FUNCTIONS OF CSC



POSITION CLASSIFICATION SCHEME

LEVEL	POSITION
11	Permanent-Secretary / Secretary-General
10	Director-General / Deputy PS / Deputy SG / Governor
9	Deputy DG
8	Division Director
7	Division Director / Sub-Division Chief
6	Division Chief / Sub-Division Chief
5	Section Chief
4	Unit Chief / Senior Officer
3	Entry Level - University / Officer
2	Entry Level - Diploma / Senior Clerk
1	Entry Level - Vocational Cert. / Clerk

## NO. 13 SUMMARY REPORT ABOUT PRESENTATION OF COUNTRY REPORT

by Osman Güneş  
(Turkey)

I presented my country report on 20th October 1989 in the presence of Prof. Ito and 12 participants. The method of my presentation was as follows:

First of all, I gave some general information about Turkey's physical geography, population and demographic structure. I also indicated Turkish educational system.

Secondly, I told them some main economic indicators which were about GNP, GNP per capita, composition of GNP, growth rate and unemployment rate in recent years, foreign trade etc.

Third part of my presentation was about actual state of specialization of function and its coordination within the government. I continued by telling fundamental bodies of the state which are legislative power, judicial power and executive bodies. I gave some detailed information pertaining to executive bodies which are the president, the Council of Ministers and ministries. I also indicated formation and number of ministries, organizations of ministries which are central organizations, provincial organizations, overseas organizations, attached and related organizations.

Finally I talked about Turkish administrative structure and main administrative organizations which are centralized administration and local administration. Centralized administration consists of the president, the Council of Ministers, Ministries, assistant organizations and provincial organizations which are attached to the center. Local administration consists of Provincial local governments, municipalities and villages. Meanwhile I indicated public services in brief. At the same time, I gave some detailed information about administration of province, district and subdistrict. I also indicated duties and powers of the provincial governor and district governor who are the key of the provincial administration.

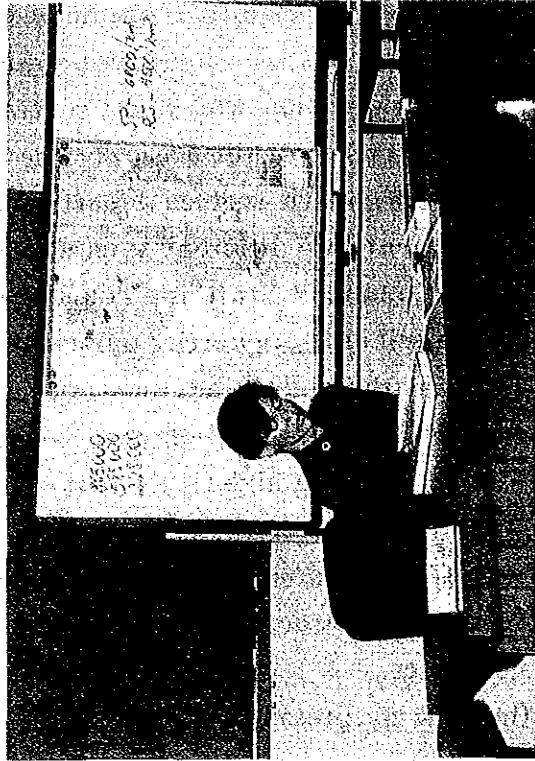
During my presentation, some questions were asked by some participants. One of them was about dividing provinces and the aim of the establishing regional organizations. I told that criteria about dividing are geographical and economic

conditions and requirements of public services, and the aim of the establishing regional organizations is to increase productivity and harmony about public services. Another question was about central organizations of the ministries, particularly the shortage of the basic service departments. I explained that every ministry has some basic service departments as many as it needs. The number of these departments are different from ministry to ministry. The last question was about if the Council of State is a court or not, and I gave answer by saying that the Council of State carries out two different functions. One of them is this Council as the highest administrative Court. The Council reviews decisions and judgements given by administrative courts. The second function is that, the Council of State is the highest consultative body of the State. In this capacity the Council expresses opinions on draft legislation when asked to do so by the Prime Minister and Council of Ministers. Furthermore, the Council examines draft regulations and contracts relating to government concessions and settles administrative disputes.

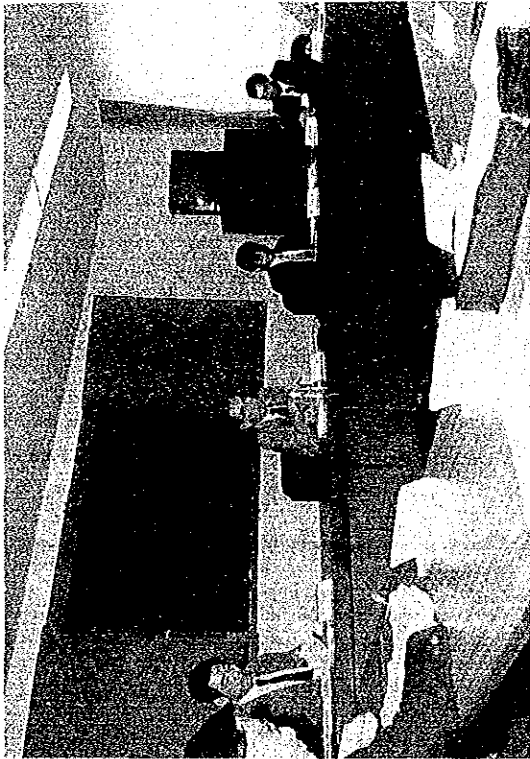
I finished my presentation by thanking all participants and other audience.



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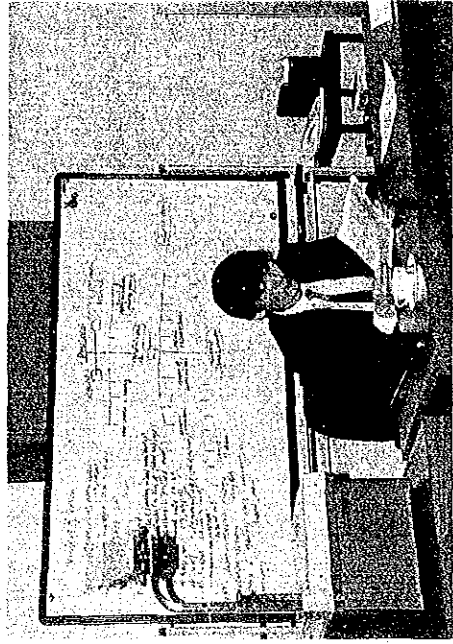
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1 Seminars  
2 - 4 Reports of Comparative Study





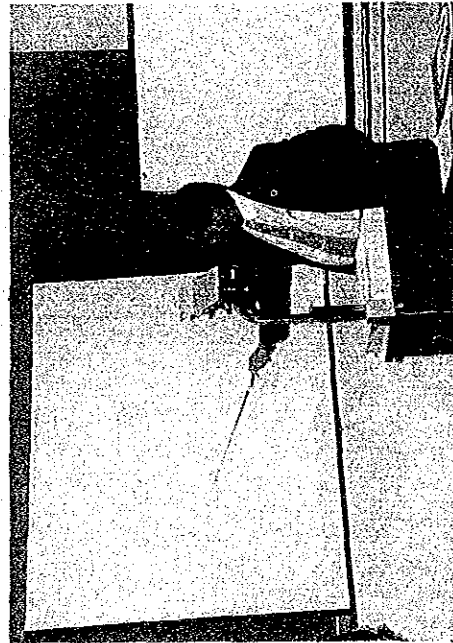
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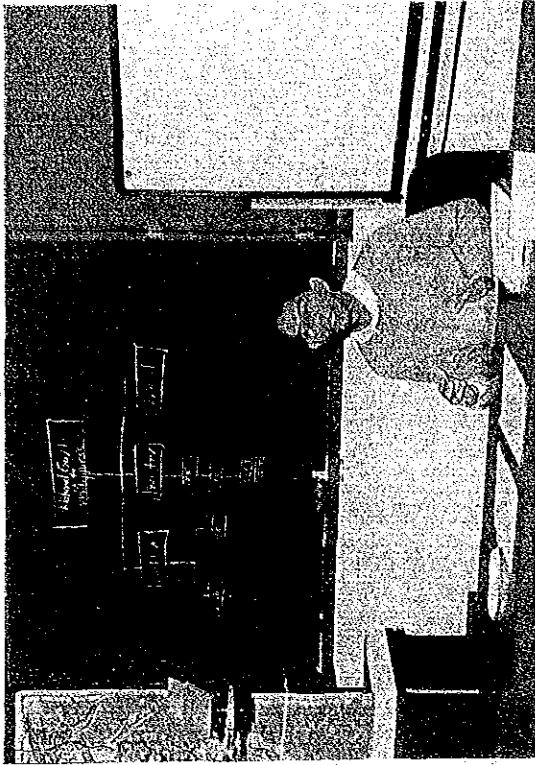


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5 - 8 Reports of Comparative Study



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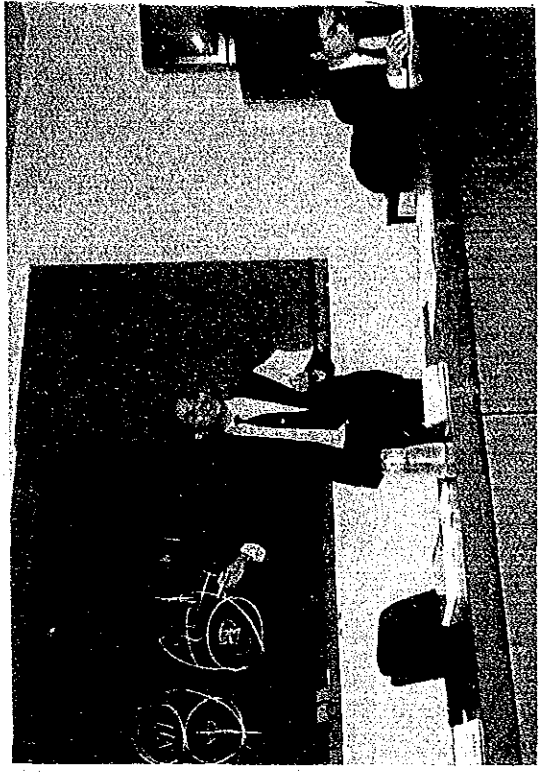


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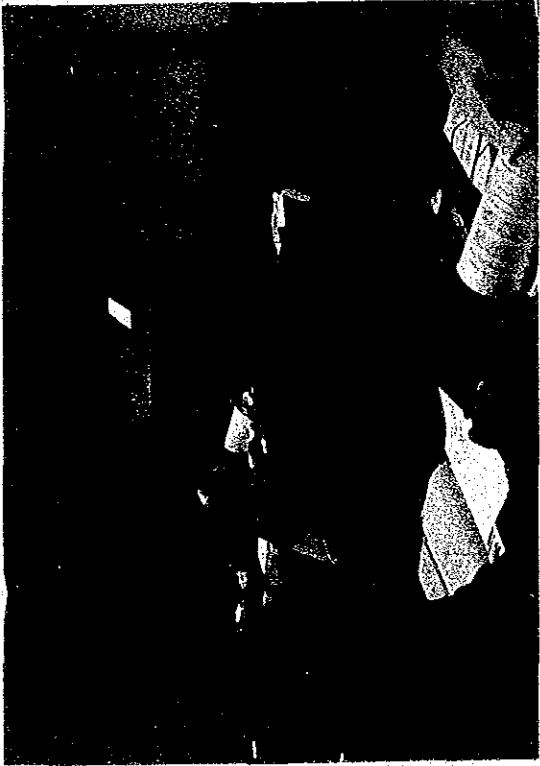
9 - 12 Reports of Comparative Study



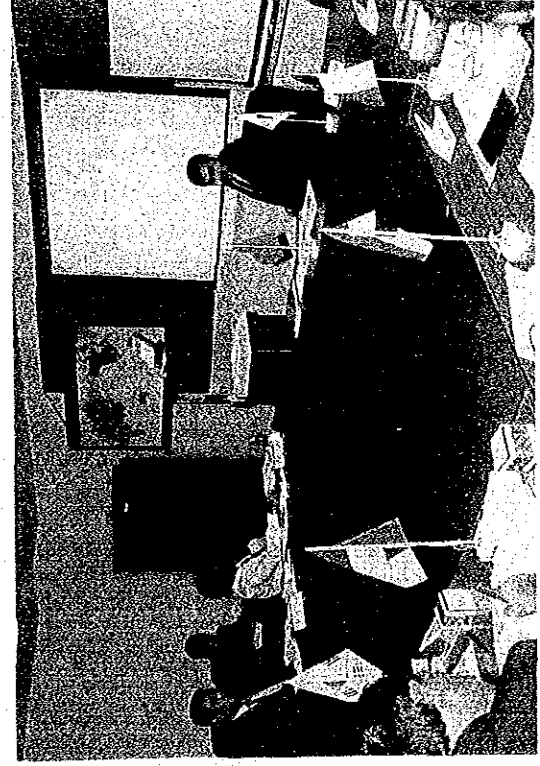
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13 - 15 Reports of Comparative Study  
16 Seminars



#### IV. Reports of On-the-Spot Studies



## Introduction to On-the-Spot Study

At the last stage of the training course, each participant is given a chance to conduct on-the-spot-study of the administrative organs he/she wants to investigate for two days.

Following are reports of the on-the-spot study.

List of the Ministry .....

LIST OF THE MINISTRY AND AGENCY FOR ON-THE-SPOT STUDY

Assigned Ministry Theme	Participants	Country	Date
<ul style="list-style-type: none"> <li>• Prime Minister's Office</li> <li>• Organization and Functions of the Cabinet Secretariat</li> </ul>	Mr. Moustafa Mahmoud El Sayed Ali Mr. Nicanor L. Torres Jr.	Egypt Philippines	Nov. 1 (Wed.)
<ul style="list-style-type: none"> <li>• National Police Agency</li> <li>• Administration of the Japanese Police</li> </ul>	Mr. Ohifemen Aikhoje psc	Nigeria	Nov. 1
<ul style="list-style-type: none"> <li>• Management and Coordination Agency</li> <li>• Admini. Management Bureau and Admini. Inspection Bureau</li> </ul>	Mr. Mohammed Aldayel Mr. Lim Theam Siew Mr. Sima Simananta	Saudi Arabia Singapore Thailand	Nov. 2 (Thurs.)
<ul style="list-style-type: none"> <li>• Economic Planning Agency</li> <li>• Planning Bureau</li> </ul>	Mr. Eduardo Alberto Cammisa Mrs. Teresa Maria Evangelista Vieir Stefan Mr. Jose Sergio Dominguez Lira	Argentina Brazil Chile	Nov. 1
<ul style="list-style-type: none"> <li>• Science and Technology Agency</li> <li>• Science and Technology System</li> </ul>	Mr. Choi Gil Su	Korea	Nov. 2
<ul style="list-style-type: none"> <li>• Ministry of Home Affairs</li> <li>• Local Administration Bureau</li> </ul>	Mrs. Teresa Maria Evangelista Vieir Stefan Mr. Jose Sergio Dominguez Lira Mr. Cyril Pallegedara Mr. Osman Gunes	Brazil Chile Sri Lanka Turkey	Nov. 2
<ul style="list-style-type: none"> <li>• Fire Defence Agency</li> <li>• Organization and Function</li> <li>• Tokyo Fire Department</li> <li>• Organization and Function</li> </ul>	Mr. Nurhakim	Indonesia	Nov. 1 Nov. 2
<ul style="list-style-type: none"> <li>• Defense Agency</li> <li>• Relationship with the National Police Agency</li> </ul>	Mr. Ohifemen Aikhoje psc	Nigeria	Nov. 2
<ul style="list-style-type: none"> <li>• Chiba Prefecture</li> <li>• City Re-development</li> </ul>	Mr. Eduardo Alberto Cammisa	Argentina	Nov. 2
<ul style="list-style-type: none"> <li>• National Personnel Authority</li> <li>• Civil Service System and Personnel Admini.</li> </ul>	Mr. Choi Gil Su Mr. Mohammed Aldayel Mr. Lim Theam Siew Mr. Cyril Pallegedara Mr. Sima Simananta Mr. Osman Gunes	Korea Saudi Arabia Singapore Sri Lanka Thailand Turkey	

## NO. 1-1 ECONOMIC PLANNING AGENCY

by Eduardo Alberto Cammisa  
(Argentina)

### 1. Introduction

I made the visit to the Economic Planning Agency with my colleagues from Brazil Mrs. Teresa Maria Vieira Stefan and from Chile Sergio Dominguez Lira on November 1, 1989.

At the Agency, we were attended by Nobuo Sakamoto Senior Research Officer from the Economic Research Institute which belong to the Economic Planning Agency.

During the meeting, we received from Mr. Sakamoto a detailed description about the area and some specific information related with the planning system and the planning control mechanism.

### 2. Organization of the area

The Agency was founded in 1946 as an Economic Stabilization Board which had an important participation in many of the main decision at that time.

In 1955 the board had intervention in the planning and resolution of the "Five-year Plan for Economic Self Support" and at that time it was created the Economic Planning Agency. Actually, the Agency is a key organization in the functions of Japanese Government and has the level of a Ministry, at the Prime Minister's Office.

The staff of the Agency is composed actually by about 500 members distributed in eight principal areas: The Minister's Secretariat, The Coordination Bureau, The Social Policy Bureau, The Price Bureau, The Economic Research Institute and the Councils (Economic, Social Policy, Stabilization of National Life, Electric Power Development, Coordination and Consumer Protection Council).

The Coordination Bureau has the main function of preparing the budget and developing the policies for the "Economic Outlook and Basic Policy Stance"; in consultation with the other government Ministries and Agencies. The final form is decided by the Cabinet, every January.

The Social Policy Bureau is engaged in drafting a long term vision of the



country's welfare in order to develop the policies that permits to improve the peoples life.

The Price Bureau maintains the appropriate level of aggregate demand in Japanese Economy through fiscal and financial policies. Maintains and encourages also fair play and free competition among enterprises and secures stable supplies including import promotion, provides information to consumers and promotes other activities supporting them.

The Planning Bureau carries out and analyses Japan's development working in areas such as economy, politics, culture, and national security guarantees.

The Research Bureau makes the study of the current situation and analysis of main problems at development of policies.

The Economic Research Institute makes the link between basic research and planning of policies.

### 3. Conclusions

From the analysis of the Agency and its functions I can conclude that the whole organization works like a very sharp and efficient planning system in which subjects like budget, planning and control systems are closely linked with the main objective of improving the resources distribution, and increase the government efficiency.

## NO. 1-2 CHIBA PREFECTURE — MAKUHARI CITY

by Eduardo Alberto Cammisa  
(Argentina)

### 1. Introduction

I made the visit to Makuhari City, accompanied by Professor Shimoda and JICA's coordinator on November 2, 1989.

At the city we were received by Masakuei Mori, Coordinator of Planning Department of Chiba Prefecture. During the visit Mr. Mori gave us a description of the complete project and the actual program of execution, and then we made a visit to the convention city where Tokyo Motor Show has been developed.

### 2. Organisation of the project

Located in a futuristic design, full of high technology and color, built on 522 hectares of reclaimed land along Tokyo Bay, Makuhari-Shintoshin is the main development city construction program in Japan. The project was put in practice in 1976 with the reclaimed land construction and operation and in 1980 were initiated the building constructions.

The principal idea of the designers was a meeting of technology and culture, subject that was materialized in several block constructions:

#### Convention City:

It is equipped with many facilities at a surface area of 170,000  $m^2$ , composed by the International Exhibition Hall with 54,353  $m^2$  floor space and 12.28 m high ceiling movable partitions with allow convention, public shows and trade exhibitions.

#### International Conference Hall

Builded with a seating capacity for 2,000 people and a floor space of 1,526  $m^2$  has an international hall and nine small and medium-sized meeting room equipped with a simultaneous interpretation facility.