

**REPORT OF THE FIFTH SEMINAR
ON NATIONAL GOVERNMENT ADMINISTRATION**

(The Fiscal Year of 1990)

November 17, 1990

Japan International Cooperation Agency

National Personnel Authority

Japan Institute of Personnel Administration

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ON NATIONAL GOVERNMENT ADMINISTRATION

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I. TRAINING PROGRAMME

TRAINING PROGRAMME

1. Preface

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

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

2. Purpose

This international seminar for 6 weeks, intends to contribute to the modernization of the Government Administration for Industrial Development of the participating countries and to promote mutual cooperation.

3. Responsible officers and main role of each organization

(1) Course Leader: Prof. Toshio SHIMODA (NPA)

Mr. Yoichiro UENO (NPA)

(2) Coordinator: Ms. Keiko KAWAI (JICA)

Ms. Keiko TABATA (JICA)

(3) Organization:

① Japan International Cooperation Agency (JICA) : Life,
Tokyo International Center, Ichigaya (TIC Ichigaya)

② National Personnel Authority (NPA) : Study,
Office of International Affairs

③ Japan Institute of Personnel Administration (JIPA) : Budget Management

4. Guide to the programme

(1) Time & Place

① Duration: 11/Oct. 15/Oct. - 17/Nov. 1990

② Study hour: 10:00-12:30 & 14:00-16:30

From Mon. to Fri.

Excepting Comparative study: 9:30-12:00 & 13:30-17:00

③ Place: Seminar room No. 201 B at TIC Ichigaya

Excepting 17/Oct., Large Room (Opposite to Room 201 B)

(2) Lecturers

University professors and administrators

(3) Curriculum

① Industrialization Process in Japan

by Mr. WATANABE, Director General, Industrial Technology Dept.,
New Energy and Industrial Technology Development Organization,
And the Assist. lecturer (Mr. OMURA) participated them.

② Industrialization Process in Developing countries

by Prof. HIRONO, Seikei Univ.

And the Assist. lecturer (Mr. UZUKA) participated them.

③ Modernization of Public Administration for Industrialization

(i) Following lectures by Prof. ITO, Saitama Univ.

(a) Modern governmental system

(b) Administrative reform in Japan

And the Assist. lecture (Mr. SUGIMOTO) participated them.

(ii) Comparative study on the governmental system & administrative issues

Each participant presentated his/her governmental system & inter-
ested administration (ex. Economic policy, Industrial policy & Trade
policy, Improvement of the social and economic infrastructure,
Education) , from his/her country, reports, and then the participants
made questions & answers (about one hour).

Prof. ITO was in the chair for the comparative study.

④ Japanese Experience in Public Administration for Industrialization

(i) Role of Public Administration to Rural Development

by Prof. OUCHI, Ritsumeikan Univ.

And the Assist. lecturer (Mr. SUGIMOTO) participated them.

(ii) Modernization of Education System

by Prof. YOSHIMURA, Saitama Univ.

And the Assist. lecturer (Mr. YOSHIZUMI) participated them.

(iii) Industrial Policy

(a) Observation to the Murayama Plant of Nissan Motor Co.

(b) Lecture by Mr. WATANABE

And the Assist. lecturer (Mr. OMURA) participated them.

(iv) Case Study in the improvement of the social & economic infrastruc-
ture

(a) Shinkansen (High Speed Railway Network System)

• Lecture by Mr. YAMASHITA, Deputy Director, Min. of Transport

- Observation to the General Control Center of JR Tokai
- (b) Regional Power Development Administration
 - Observation to Sakuma Regional Power Facilities
 - Observation to Electric Power Exhibition Center
 - Lecture by Mr. FUJIYOSHI, Min. of Construction
- (v) Self Study I (Summary Discussion)
- (vi) Summary Discussion
 Prof. OUCHI, Prof. SHIMODA and Mr. FUJIWARA were in the chair for the Discussion
- (vii) Self Study II (Making a report by each participant)
 Participants made a report about Japanese Experience
- ⑤ Study Tours
 - (i) Osaka area: The Museum of Technology, Matsushita Electronic Co.
 - (ii) Kyoto area: The Cultural & Historical places
- ⑥ Others
 - (i) Individual research
 At the time of Self Study II, if you wish, we made arrangements for the attachment studies;
 - (ii) Honorable visit to the Crown Prince
 - (iii) Courtesy call to the Chief Cabinet Secretary

5. Calender

See the daily schedule

Framework of the 5th Seminar on National Government Administration

Oct. 15, 1990

Subject	Target	Method
I Industrialization Process in Japan	Study the Japanese Industrialization	Lecture: Industrialization process in Japan
II Industrialization Process in Developing countries	Study the Industrialization in Developing countries	Lecture: Industrialization Process in Developing countries Discussion: - ditto -
III Modernization of Public Administration for Industrialization	Role & function of Government Administration on the Industrialization	Lecture: Modern Governmental System Lecture: Administrative reform in Japan Comparative study: ① Role & function of Government ② Administrative issues
IV Japanese experience	Study the Japanese experience in Industrialization Process	Lecture: Role of Administration Lecture: Modernization of Education System Lecture: Industrial Policy Case Study: Improvement of the social & economic infrastructure ① Shinkansen ② Electric Power Development Self Study I Summary Discussion (aforementioned four subjects) Self Study II (Making a report)
V Study tours	Promotion of well-understanding the history, culture & people's life of our country	Observation: The Museum of Technology, Matsushita Electronic The Cultural & Historical places at Kyoto
VI Others	Study the practice & current situation of Personnel Administration / International Cooperation Promotion of well-understanding the Sovereign System Promotion of well-understanding the Cabinet System	Attachment to NPA/JICA, if you wish Lecture & Visit Lecture & Visit
I Individual research		
2 Honorable visit to the Crown Prince		
3 Courtesy call on the Chief Cabinet Secretary (State Minister)		

II. OPENING CEREMONY

OPENING CEREMONY

1. Opening Ceremony

(1) Place

Tokyo International Center (Ichigaya)

(2) Time

10:00—10:30 a.m., October 15, 1990.

(3) Ceremony

1) Opening Address

by Mr. Takeshi Kanno, Director General,
Bureau of Administrative Services,
National Personnel Authority

2) Welcome Speech

by Mr. Yoshiya Ikeda, Acting Director,
Tokyo International Center (Ichigaya)
Japan International Cooperation Agency

2. Programme Orientation by Prof. Toshio Shimoda, Professor, NIPA

3. Courtesy Call on President of National Personnel Authority

(1) Place

The President's Office

(2) Time

16:30—17:00 a.m. October 15, 1990

(3) Ceremony:

1) Welcome Address

by Mr. Keinosuke Yatomi, President
National Personnel Authority

2) Reply Address

by Mrs. Waffa Hosney El Tatawy from Egypt

4. Welcome Party

(1) Place

Nourinnenkin-Kaikan

(2) Time

18:00—19:00 a.m., October 15, 1990

(3) Ceremony

1) Welcome Address

by Mr. Keinosuke Yatomi, President
National Personnel Authority

2) Reply Address

by Mr. Mohd Anis Bin Ajmal Mohd from Malaysia

OPENING ADDRESS

by Mr. Takeshi Kanno
Director General,
Bureau of Administrative Service
National Personnel Authority

Ladies and Gentlemen:

It is a great pleasure and honor for me to give a few words at this opening ceremony of the 5th Seminar on National Government Administration. On behalf of the Government of Japan, I would like to extend a warm welcome to each participant from eleven different 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 to this seminar.

This seminar was founded in 1986, with the aim of introducing participants to modern public administration through Japanese experiences and exchanging views on the actual state of public administration.

Over the next five weeks, you will be studying on —

the process of economic development,

the modernization of public administration and

Japanese experiences in education, industrial policy, infrastructuring.

You will also have a chance to observe the public facilities which is monumental for Japanese industrialization in the study tour.

One point that will be stressed throughout the program is the role of public administration. Though the importance of the public administration is widely recognized, we are apt to look only at its achievements of individual fields. In this Seminar, greater attention is drawn to the coordination function of the government activities which, we believe, is the essence of public administration.

I believe that these study of Japanese practice may well act as a mirror: you are not interested in the mirror, but very much in the image it reflects, your own image. As if looking in a mirror, you will gain a better understanding of your own country and practices.

On this special occasion of your visit to our country, I 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 and to reveal Japanese secret for development.

If there is a secret to reveal, it may well be that development and its benefits to any society, Japanese or not, is the result of human resource development. So is the underlying object of this Seminar.

In concluding my address, let me thank you for the time and energy you will be putting into the Seminar. I hope you will find its rewards worth the efforts and enjoy your comfortable stay in our country.

Thank you, and the best of luck to all of you.

WELCOME ADDRESS AT THE COURTESY CALL

by Mr. Keinosuke Yatomi,
President of N.P.A.

Ladies and gentlemen,

I would like to extend my heartfelt welcome to all of you who have come all the way to Japan from various parts of the world to participate in the Fifth Seminar on National Government Administration.

Modernization of government administration, the theme of this Seminar, is a vital part of the harmonious development of a nation. It is my honor to be addressing this audience of high officials of respective governments, all of whom are expected to play a key role in the development of government administration.

Japan, once a developing country herself, has her own experience in the process of modernization and development which I believe is worthy of study. I hope that all of you will utilize this opportunity to learn something from the Japanese experience and from exchange of your own experiences with fellow participants, and will, upon returning to your home country, exert your best efforts toward the development of your respective nations.

Ladies and gentlemen,

All of you are expected to take this opportunity to deepen your understanding of Japan: her history, culture, and the life of her people. I am pleased to know that, in order to assist you in this regard, a travel to the ancient capital of Japan, Kyoto, has been scheduled. There, you will find what is tradition.

In closing, I wish you a pleasant, enjoyable and fruitful stay in Japan.

Thank you.

REPLY ADDRESS AT COURTESY CALL

by Mrs. Wafaa Hosney EL Tatawy
from Arab Republic of Egypt

Ladies and Gentlemen,

In the beginning, I would like to thank the Government of Japan to give us the opportunity to be in contact with her own important experience in the process of development after the second world war and I would like to extend my heartfelt gratitude on behalf of the participants who have come from various overseas countries to participate in the Seminar on National Government Administration.

As administrators in our respective countries, responsible for carrying out the administrative process in our developing countries, as well as for pushing ahead the vehicle of administrative development, it is undoubtedly required to join such a training program, to be in contact with the latests trends of administration in one of the most developed countries, namely Japan, and to acquire information skill and experience through discussions, lectures and field visits during the training program on the role and function of national government administration which will be evidently reflected upon our performance in our home countries.

In closing, I hope that all of us will utilize this opportunity to learn something from Japanese experience and from exchange of our own experience among fellow participants. I wish we could have a pleasant, enjoyable and fruitful stay in Japan.

Thank you.

WELCOME ADDRESS AT THE WELCOME PARTY

by Mr. Keinosuke Yatomi
President of N.P.A.

Ladies and Gentlemen,

Welcome to Japan and National Personnel Authority. We are very glad you have come all the way to Japan to participate in the 5th Seminar.

Since we already met this afternoon, please allow me to do without formalities. In order to express our sincere wish to welcome you, we hold this reception. So please make yourselves at home and enjoy free chatting as long as time permits.

I wish you excellent achievement in the training course and pleasant stay in Japan.

Thank you very much.

REPLY ADDRESS AT WELCOME PARTY

by Mr. Mohd Anis Bin Ajmal Mohd
from Malaysia

Mr. Yatomi, President of National Personnel Authority,
Ladies and Gentlemen,

My name is Mohd Anis and I am from Malaysia. On behalf of all participants of this 5th Seminar on National Government Administration for Senior officers, I would like to express our sincere gratitude and thanks for holding this wonderful reception for us and also for welcoming us to Japan.

Your country's astounding record in the industrialization and economic achievements amazes the world and especially us. To us in the developing countries, Japan and Japanese people especially in their work ethics have been and always will be a source of inspiration especially in our efforts to further develop our countries in order to give our people a better quality of life.

For most of us, this is our first time in this wonderful country of your, and I assure you sir, Ladies and gentlemen, that all of us are very glad, very happy and very keen to be here to witness with our own eyes and to be able to share some of the experiences not only for the benefit of our own advancement in our individual carriers but also for the countries that we represent.

With that sir, ladies and gentlemen, I shall conclude my humble speech, and once again on behalf of my other colleague and fellow participants, we thank you very much.



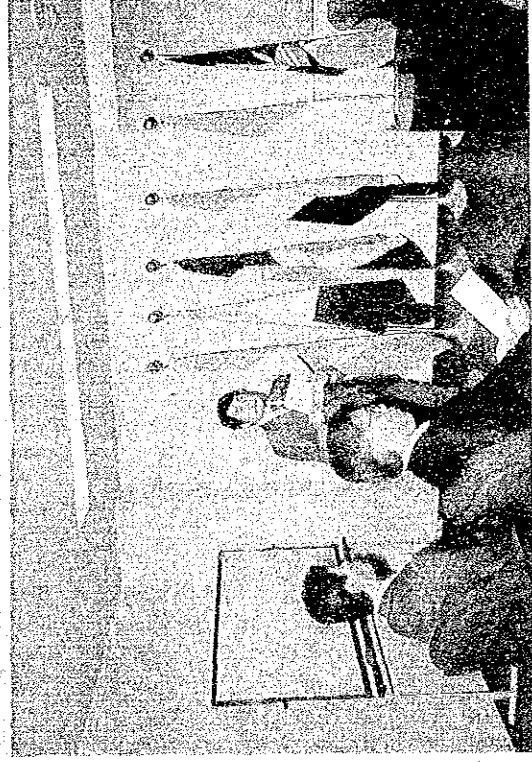
Opening Address by Mr. Kanno

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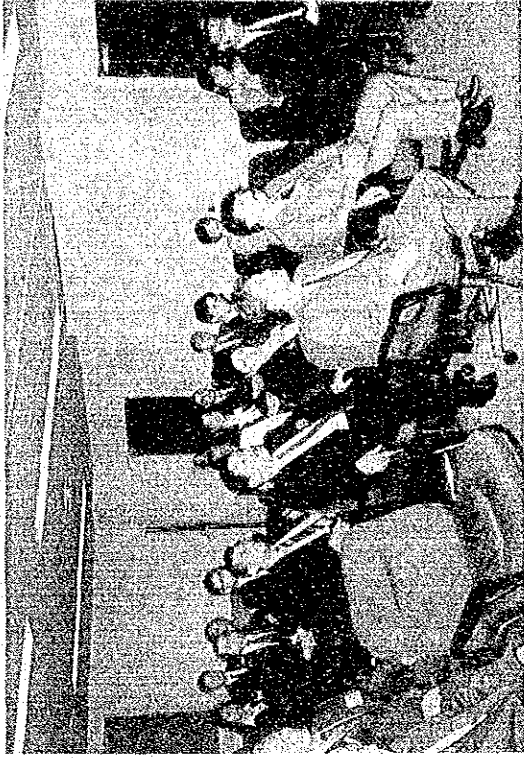


Welcome Speech by Mr. Ikeda

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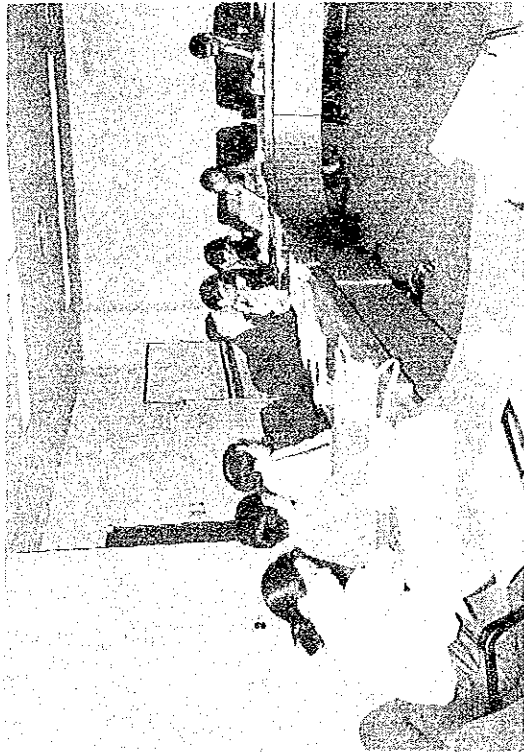


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1 - 4. Opening Ceremony at T.I.C.



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Welcome Address by Mr. Yatomi

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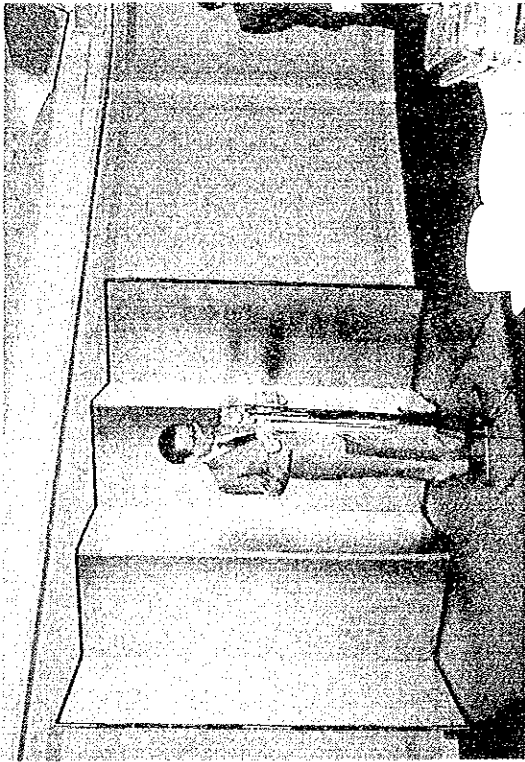
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5 Programme Orientation at T.I.C.
6 - 8 Courtesy Call on President of N.P.A.



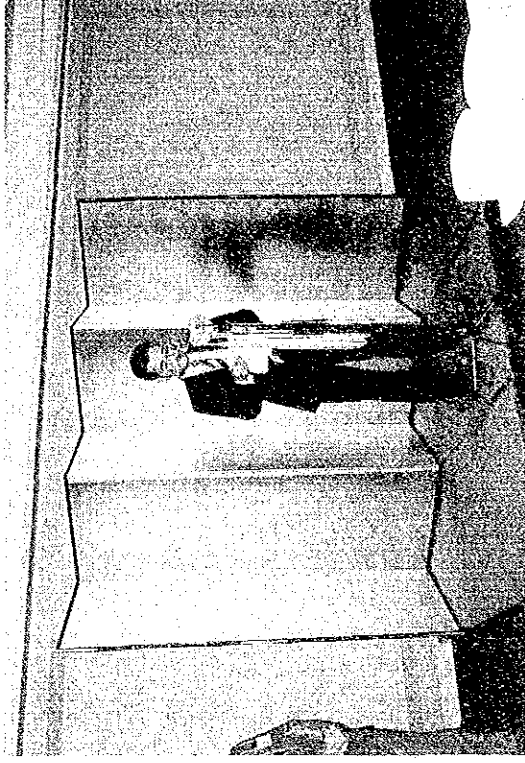
Reply Address by Mrs. Waffa Hosney El Tatawy

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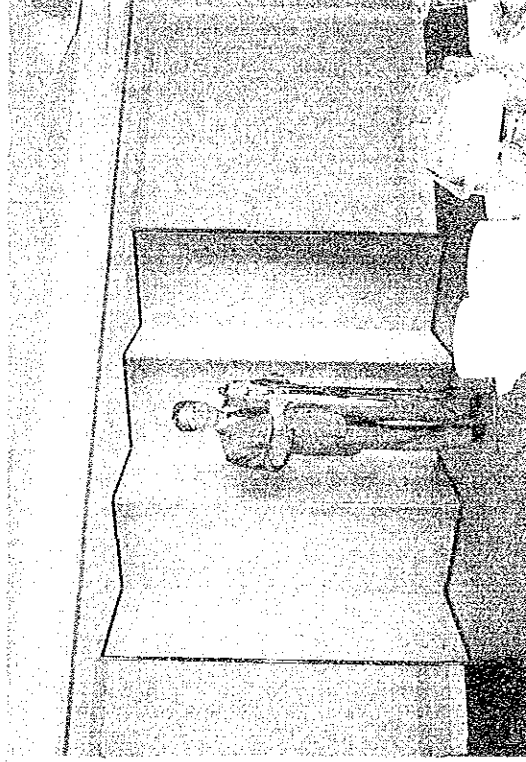
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Welcome Address by Mr. Yatomi



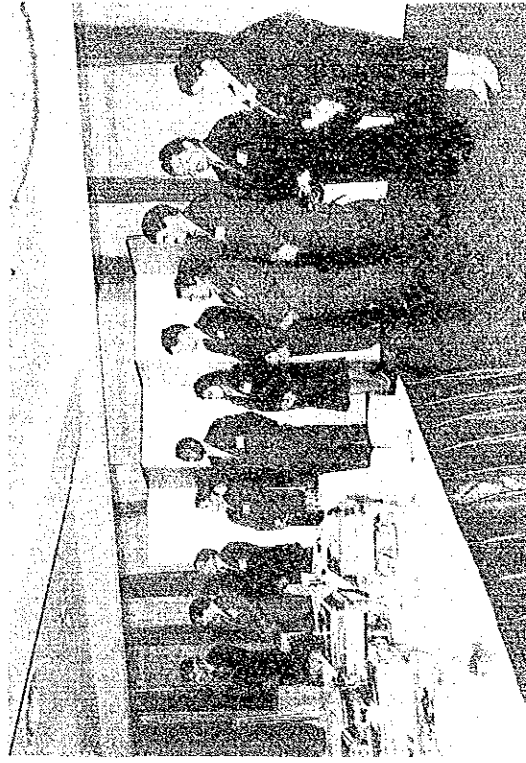
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Reply Address by Mr. Mohd Anis Bin Ajmal Mohd



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Cheering by Mr. Sano



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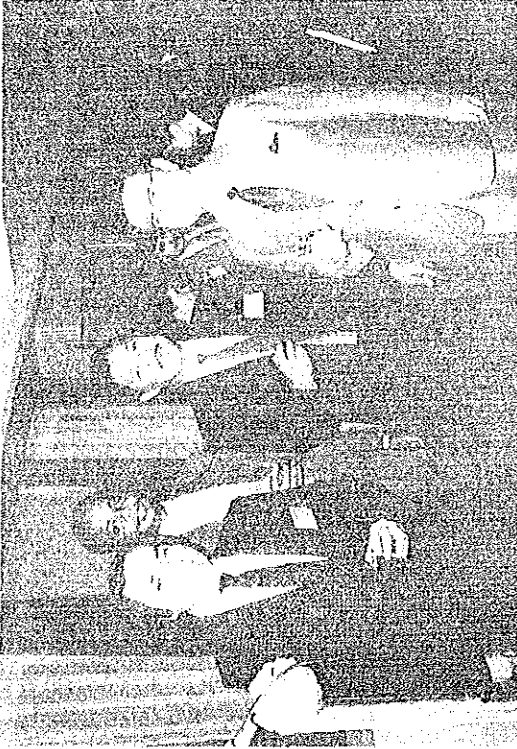
9 - 12 Welcome Party



14



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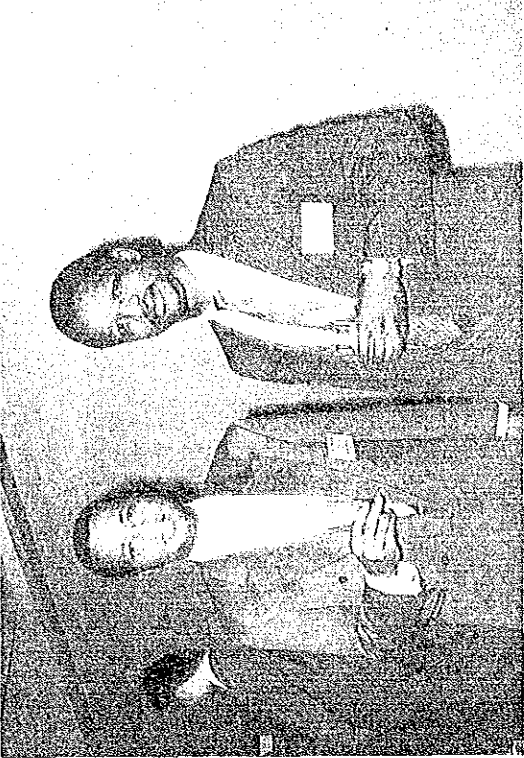
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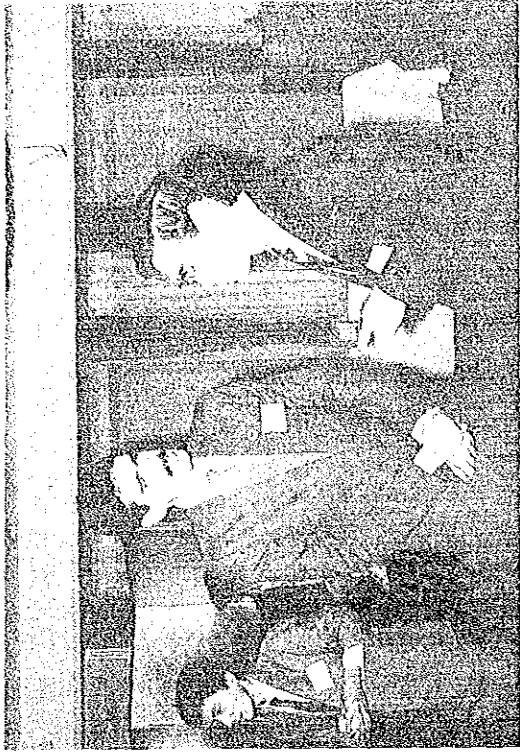
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III. SUMMARY REPORTS OF JAPANESE EXPERIENCE

SUMMARY REPORTS

This Seminar intends that each participant looks for the suitable characters among Japanese Experiences in the field of Administration in the process of the Industrialization for the purpose to contribute the development of each country.

Therefore each participant summarizes the Seminar, and makes a report concerning with the Japanese experiences after ending the programme.

List of the summary reports

Name of Participant	Title of the summary report
1. Mr. Richard Enrique Adra	Small and Medium Enterprise Policy
2. Mr. Michel Dagbatsa Koffivi	Japanese International Cooperation
3. Mr. Jorge Adalberto Santiago	Recruiting and Training Systems of the Ministry of Foreign Affairs of Japan
4. Ms. Waffa Hosney El Tatawy	Training process
5. Mr. Muhamad Rizal	Training program as part of Technical Cooperation
6. Mr. Kathurima Harry Mutuma	Human Resources Development
7. Mr. Mohd Anis Bin Ajmal Mohd	Problem of Small and Medium Scale Industries in relation to Technology Transfers and Technology Advancement
8. Mr. Javier De La Rocha Marie	Macroeconomic Policies for Industrialization
9. Mr. Luis Pacheco Romero	Economic Policy
10. Mr. Abdulhabil A. Saudi	Human Resources Development
11. Mrs. Chitrapa Soontornpipit	Coordination of Prime Minister Office
12. Mr. Kosol Vichitthanarurk	Government Information
13. Mr. Leo Figarella Mota	Industrial Technology Policy

SUBJECTS THAT THE PARTICIPANT IS SPECIALLY INTERESTED TO LEARN IN THIS COURSE

by Mr. Richard Enrique Adra
(Argentine)

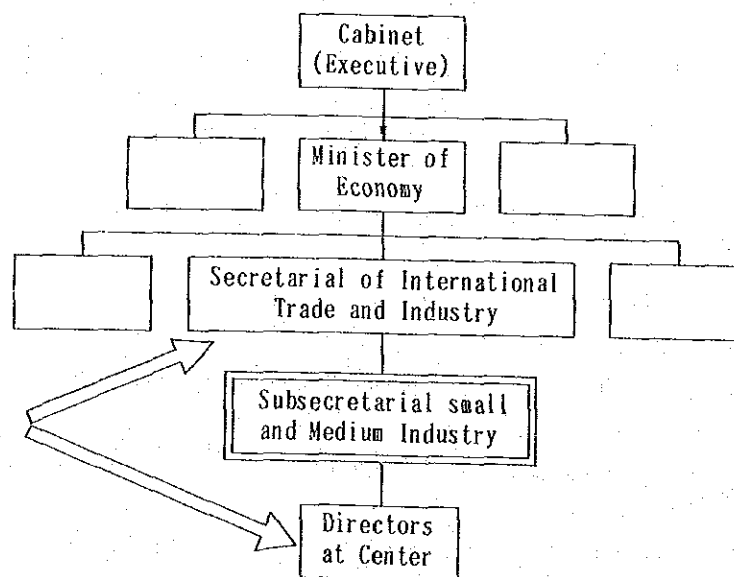
The participant is specially interesting about industrialization process in developing countries and Public Administration in developing countries for industrialization and Japanese experiences.

The course has got a significant, relevance both for myself and the sub-secretary for small and medium enterprises as well since on my return I would be able to offer my improved knowledge to small and medium industries.

1. Why you are interested and choose this subject?

The government considers of small and medium industries is one of the key policies to reactivate the industrial sector, but not yet announced any concrete strategies and policy instruments.

The understanding of the actual conditions of small and medium industries is essential to formulate effective policies for us present position held by the participant.

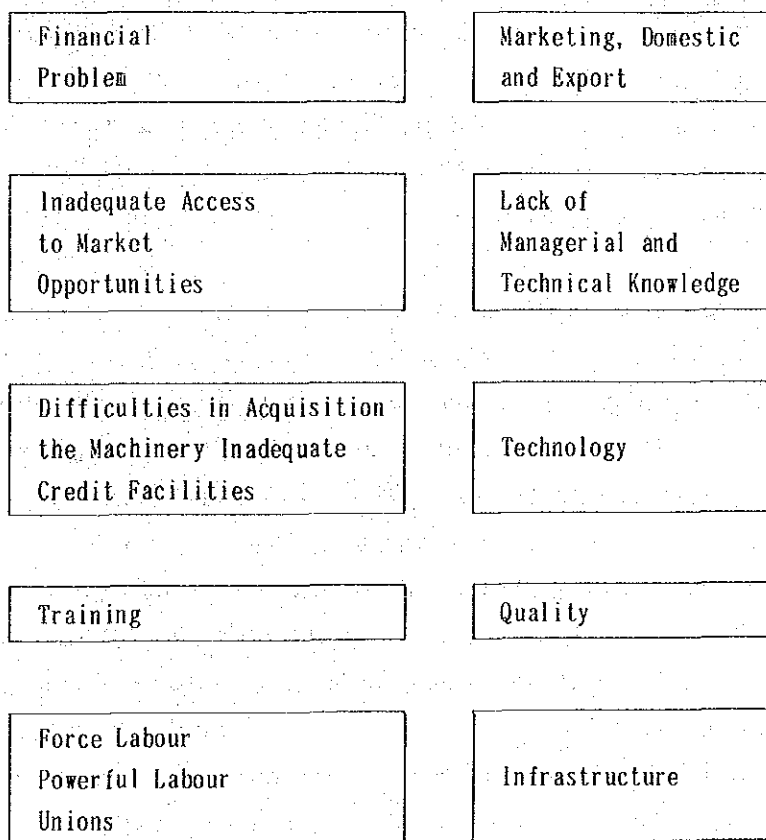


As of 1984, small and medium enterprises in Argentina accounted for 97% of the total number of industrial establishments, 56% of the total workers in the industrial sector, and 44% of the total industrial production.

These figures indicate the importance of small and medium industries.

2. Country Report Summarization of the Present Issue of Small and Medium Industries in Argentina

The Major Problem the Small and Medium Enterprises



The insufficient working capital is the main cause of Financial Problems. Due to high interest rate collateral problem. Utilization of bank loans are very limited. The entrepreneurs who were accustomed to high inflation versus low interest rate have difficulties in adjusting to new economic conditions.

Since the cost of production is higher than the price of manufactured products, they sacrifice from quality of products by using cheap and poor quality raw materials they further employ unskilled and lower wage workers in production. Eventually, the quality of the products manufactured is no more is the accepted quality level. Due to the poor quality the work owners reject the orders, and produce more of their needs themselves giving out less work.

Only a few of small scale entrepreneurs utilize modern management techniques but they do not consider managing a problem. But this shows an insufficient knowledge of modern manager is techniques. In fact, the major problems of finance and marketing are not independent of management. Also the less affected enterprises by the economic fluctuations are determined to be those that have good managers.

3. Faulty Presentation of Japanese Experiences

Japanese experiences in rapid post-war economic development might have something useful to offer, especially concerning various policies and measures implemented for industrial and trade promotion. The before this summary report has examined some relevant aspects of Japanese experiences, but with the awareness of the different circumstances between Argentina and Japan.

From Professor Daiichi Ito in "Modern Governmental System and Its Impact on Society," we can observed: hierarchical strategies, central direction and control, no overlapping jurisdictions.

Argentina, with 2.4 million public employees, more than 20% of the work force, the bureaucracy is also a major reason for budget deficits and an inflation rate that is running at a 435% annual pace. There is a broad consensus that the solution is to privatize bloated, money-losing state-owned companies, which cost the treasury 3.2 billion last year.

For 15 years, successive governments promised to do exactly that, and failed. Even experienced people sometime make mistakes. The Japanese Language abounds some proverbs for instance, SARU MO KI KARA OCHIRU, as meaning even the monkey sometime falls from the tree. The monkey is monkey but politician is no longer if he fall from the power.

From text material "Privatization and deregulation," the Japanese experience, we can learn: the goal is to reduce the state's involvement in the economy to a minimum and to get out of the vicious cycle of bad services, wasted investments and ever growing deficits (page 16, NTT) .

Now President Carlos Saul Menem is making the prescription stick. Over the past eight months, the government has sold off some of Argentina's most underperforming state assets, including Entel, the telephone company, which has 44,000 employees, and Aerolines Argentinas, the national flag Carrier, with 10,900.

Menem has also divested the government of two television networks, 10,000 km of highways and 28 oil fields with 10 billion bbl. in proven reserves (the roads are being leased to private companies, which will be permitted to charge tolls in exchange for keeping the highways in good repair) .

In return, a close-to-bankrupt government will take in more than \$733 million in cash and remove 56,000 state employees from the payroll the self-offs have been structured around complex debt-for-equity arrangements that will reduce Argentina's foreign debt of \$65 billion by 10% and save \$600 million in interest payments.

Menem hope to move as decisively in the future. In the coming year, the government intends to auction off the national gas company, the major electrical utility, nuclear-power plants, four radio stations and an additional 5,000 km highways.

Half the national railroad will be leased to private firms, as will four of the richest oil producing regions controlled by Y.P.F., the national oil giant. Twenty-three foreign and local companies offered a total of \$1.5 billion for the four oil-drilling contracts.

With the privatizations, Menem hopes he has found a fast way to reduce the bureaucracy. Rather than make the staff reductions necessary to balance his budget, Menem is avoiding political heat by turning over the job of cutting payrolls to the private companies that buy state enterprises. That may be one reason why his program has run into surprisingly little opposition from powerful labor unions, which so far have suffered relatively little from Menem's austerity program.

One of the major problems for the small and medium enterprises is marketing domestic and export. The Secretariat of Foreign Trade and Industry is directly responsible, for overseas activities for export promotion, and there is no specialized statutory organization like JETRO (Japan External Trade Organization) in Japan.

JETRO is a Japanese government-supported organization that was originally set up in Japan to promote Japanese exports. As Japan's Trade surplus has ballooned in recent years, JETRO was switched its focus and started promoting imports into Japan to try to ease trade friction with the U.S.

In Argentina, overseas market information is sent back to the Secretariat from 63 offices of commercial attaches set up over the world.

The Secretariat of Foreign Trade and Industry is now planning to establish the data bank on the basis of the information sent by overseas commercial attaches and thereby to provide online services to prospective exporters. It is desirable to establish a system of information services, because basic market information must cover a wide range of subjects and requires a sizable collection of publications in overseas market.

For this purpose, it would be necessary to set up trade information documentation and service centers at major industrial cities in the country. In this regard, it is important to select basic information items by country and collect relevant data on the continuous basis. It is necessary to select important merchandise categories for each prospective market, and collect information therein on their supply and demand, the degree of competition, marketing networks, consumer behaviors and other relevant characteristics. It will be useful to introduce the system of market surveys by merchandise category similar to the one adopted by the JETRO.

Japan's general trading companies developed their own networks of marketing and information gathering all over the world and tried to follow market signals to estimate demand prospects in the various corners of the world. Coupled with industrialists' efforts to improve the potential international competitiveness of their products, these efforts of the trading companies greatly contributed to the expansion of Japanese manufactured exports.

The trading companies also played an important role in the industrialization of the Japanese economy, by securing stable imports of cheaper and better-quality industrial raw materials, sometimes organizing overseas investments in mining. The contribution which the trading companies made to Japan's export expansion primarily depended on their personnel who were experienced in the details of international trading business and their know-how to utilize the personnel efficiently.

Briefly, the different approaches, which are on different ways of thinking in analysing the causes of success as well as failures of Japanese management practices can be classified as follows:

Culturalist

They claim that the success of Japanese management is fostering harmony and promoting productivity at the work place is attributed to cultural variables unique to Japan and the Japanese people.

Convergence theorist

They insist that the current success of Japanese management practice is an outcome of adopting western methods/system under the pressure of fast-changing technological and marketing development.

Direct observation studies

Those who had undertaken intensive studies in Japan by observations and interviews with "KOMUIN" insist that there is no miracle about Japanese management success but say that the Japanese are doing the right things in the simplest manner.

The present summary report examined possible approaches and measures for industrial activation and export promotion the SMEs, with due attention to these constraints.

When I speak about the technical assistance in my country report I said, it is advisable to consider the following points in order to strengthen technical supports to small and medium industries.

To grasp the needs of local small and medium industries and provide them with appropriate technical services accordingly by utilizing existing institutions.

To strengthen technical and management consulting services for small and medium industries.

To set up system for providing up-to-date information on new technologies, new product and international market prospects.

In order to achieve these objectives a computerized management information system will be initiated. With the development of this system ATI's problem-solving capability will be strengthened, its technical Resources improved, its response time shortened and its ability to monitor the effectiveness of technical extension activities improved.

The computer system will be used for planning, monitoring and supervising extension services activities and for promotion interfirm linkages and export marketing links with trading companies.

The information system will allow ATI Branches to develop a data bank on the small and medium enterprises population in their services areas, monitor

the extension services requested and follow up on the impact of the services provided.

As a result of these activities ATI as a whole will develop and organizational structure which will be able to adjust itself to the needs of small and medium enterprises and the flexibility of this structure will enable ATI to establish and implement its goals more effectively and efficiently.

In the long run ATI will promote the introduction of computers into SEMs and their usage in the fields of:

- Management
- Investment Planning
- Inventory Control
- Accounting
- Production Control
- Cost Analyses
- Work Study
- Purchasing

Information Technical Assistance Centre (ATI) plans to incorporate up to date marketing information into its computer center where entrepreneurs will have easy access to some reference technical information and computer aided design programmes will be stored by ATI for common usage.

From the white paper on small and medium enterprises in Japan I have been observe and I have been learned.

As follow: (from: small and medium enterprise agency, MITI, white paper)
Strengthening the capacity to collect and utilize information

- a) Increase importance of information for enterprises
- b) Strengthening of the capacity to collect and utilize information by small and medium enterprises.
 - 1) Population of information-related equipment among small and medium enterprises

Introduction of information-related equipment

- ① Personal Computers
- ② Small Business Computers
- ③ General-purpose Computers
- ④ CAD System
- ⑤ Facsimile Systems
- ⑥ DOS Equipment
- ⑦ EOS Equipment

2) Strengthening the software for data processing

Problems after the introduction of information-related equipment

- ① Shortage of staff capable of operating the equipment
- ② Difficulties in obtaining suitable software
- ③ Heavy burden of maintenance cost
- ④ Difficulties in changing programs
- ⑤ Lack of interchangeability between different models
- ⑥ Insufficient backup system in the case of system failure
- ⑦ No problem in particular

3) Strengthening the capacity to collect information

Reasons for the insufficient collection of information

- ① Inadequate system for collecting information
- ② Shortage of suitable staff
- ③ Limited opportunities to collect information
- ④ Poor recognition of the importance of collecting information
- ⑤ Ignorance of the sources of necessary information
- ⑥ Delays in the introduction of information-related systems such as computers system
- ⑦ Excessive supply of information and failure to select important information

4) Strengthening the capacity to utilize information

Reasons for the insufficient utilization of information

- ① Lack of capacity to analyze information
- ② No systemized flow of information
- ③ Poor awareness of the need to utilize information
- ④ Insufficient exchange between different departments
- ⑤ No linkage of information-related equipment with production equipment
- ⑥ No knowledge of the different kinds of information available

5) Strengthening the function of providing information

c) Formation of Information Networks

There is a growing tendency to introduce and utilize top-quality external resources in order to cope with the high level of market needs.

For this purpose, it is necessary to structure information.

CONCLUSION

In a most humble way, I present this summary report with a hope that the attendants of this seminar will draw substantial and workable conclusions, if which can be applicable to our own needs of further development as well as to avoid the same mistakes which Japan and the Japanese have committed in the past.

No one know as yet at this moment, whether Japan can overcame the current economic, diplomatic and political difficulties under the world-wide pressure imposed on her for leveling off trade surplus as well as bilateral trade imbalances while she is severely suffering from sharp and rapid yen appreciation against dollar which has caused diflational trend coupled with the increase of unemployment, bankruptcies, hollow but of domestic industries and inactive domestic consumptions.

However, it is generally accepted that in the past, at least a couple of years ago, Japan had been successful in her economic/industrial development, starting from the stage of rehabilitation from war devastation which followed by rapid and high economic growth that lasted almost two decades and most recently she was successful in overcoming successive oil crisis which could have been the last and most strong blow to terminate her economic prosperity by eleminating almost all the favorable conditions which she so far enjoyed.

We have to realize the fact "no two situations or things are identical"

- Different value systems
- Different purposes
- Different people
- Different educational levels
- Different histories, and so on

In spite of special emphasis on social, cultural and geopolitical factors and thus insist that Japanese system and practices are quite unique and different from those of other countries. Too much emphasis on ethnic differences which will discourage people who are seeking lessons from Japanese experiences.

The most important purpose in an international technology transfer project is to promote the social and economic development in the host country by adapting the sender's technology in the specific area.

The human factor in technology transfer can be seen in four dimension

- ① Technology (knowledge, information, equipment) to be transfered

- ② Ability to facilitate the project
- ③ Ability to renovate the conventional system
- ④ Diligence and high moral

For successful technology transfer, their four dimensions are indispensable a simple technology transfer does not work in the host country most failures in past technology transfer projects were due to the lack of the any point.

In my opinion, we would try to focus on not only Japanese technology, but also try to absorb the facilitating, the renovating, the diligent, high morale which be observed in the Japanese situation.

**JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA)**

by Mr. Abdulhabil A. Saudi
(Philippines)

INTRODUCTION

As a requirement for the seminar on "National Government Administration" for Senior Class Officials, we have to write a Summary Report Concerning a Ministry or Agency in which we are interested.

As such, we choose Japan International Cooperation Agency (JICA), because it is not well-known in Côte d'Ivoire and we don't benefit that much of its technical cooperation.

Our interest concerned the following items:

1. Technical cooperation — Training programme
2. Grant aid programme
3. Development cooperation programme

MAIN BODY

1. The Present Situation in Côte d'Ivoire

As a developing country, Côte d'Ivoire does not have an International Cooperation Agency such as JICA, but we do cooperate with JICA on the receiving hand instead of the donor's hand.

Each year, JICA receive as trainees or participants to its different courses or seminars about 6,000 persons. Côte d'Ivoire is allocated only 23 to 25 persons and 3 sectors only are concerned:

- Agriculture
- Transport
- Trade

The needs for training in Côte d'Ivoire concerns sectors like:

- Development Plan
- Administration
- Public Utility Works

- Infrastructure
- Postal Service
- Telecommunication and Broadcasting
- Industry
- Energy
- Science and Culture
- Medical Treatment
- Welfare

The allocation of number of trainees for our country is low, but the procedure of applying for JICA's training courses is very tricky. When the Ministry of Foreign Affairs receives the application form from the Embassy of Japan, it will take weeks or months before reaching the proper applicant. Then, it will take weeks before getting back to the Embassy of Japan to be processed. Most of the time, the deadline for submitting applications is not respected and the country loses valuable training course. There is one other thing which is the lack of information concerning the number of trainees allocated to our country and the curricula of seminars. We wish to be informed ahead of time, so we can plan our training programme. For individual training course, the programme is almost unknown. We have only three individual training courses allocated to the country each year. But, most of them are not fulfilled because of the lack of communication and coordination.

Some of JICA's programmes do not exist in Côte d'Ivoire such as Japan Overseas Cooperation Volunteers (JOCV), Expert dispatch programme. There is no JICA office in our country, so every thing has to be done through the Embassy of Japan in Côte d'Ivoire. I think that Côte d'Ivoire is a crossroad country in French-speaking West Africa, so a JICA office stated Côte d'Ivoire will cover countries like Burkina-Faso, Niger, Togo and Benin. We wish to see that office opening next fiscal year.

Concerning technical cooperation, it is very limited in our country. JICA's overall activities need improvement and the other programmes have to start. This is the present situation of JICA in Côte d'Ivoire.

2. Japanese Experiences

We did talk about JICA in the previous paragraph on the receiving hand. Now let's talk about JICA on the donor hand.

JICA was created 16 years ago (1974) for the purpose of contributing to economic and social development in developing countries and promoting inter-

national cooperation. It took over the functions of diverse sectorial agencies.

Its functions are:

- 1) Technical cooperation
 - a) Training programme for overseas participants
 - b) Expert dispatch programme
 - c) Equipment supply programme
 - d) Project-type technical cooperation
 - Technical cooperation center programme (transportation, construction, telecommunications, vocational training and others)
 - Agriculture and forestry cooperation programme
 - Health and medical cooperation programme
 - Mining and industrial cooperation programme
 - e) Development survey programme
 - f) Other programmes
- 2) Promotional activities for the implementation of Grant Aid
- 3) Japan Overseas Cooperation Volunteers (JOCV)
- 4) Supply of Funds and related Services
- 5) Services related to Japanese emigration
- 6) Recruiting and training of personnel for technical cooperation
- 7) International Disaster Relief

After listing all of its functions, let's talk about its organization and budget and its future.

The Agency (JICA) is well organized and is headed by a President, Vice-Presidents, etc. It had a budget of ¥115,762 million comprising ¥106,207 million for Grants, ¥2,375 million for Investments and ¥7,180 million for funds in trust, for fiscal 1988. That budget is growing from year to year. The Agency employed about 2,000 staff members throughout the world.

The Agency has been promoting improvement in the overall system of programme implementation, taking into consideration the recent circumstances surrounding Japan's Official Development Assistance (ODA). Rapid expansion of Japan's ODA budget in recent years placed Japan second to the United States in the amount of ODA in 1988. However, the ratio of grants, such as technical cooperation and grant aid cooperation, in Japan's ODA remained now. It was impossible, as a result, for the Government of Japan to meet all of developing countries' requests, which have been increasing year by year. This made it necessary to strengthen and expand technical cooperation as well as grant aid

cooperation. It is necessary to set up a cooperation scheme that can most suitably cope with quantitative expansion of ODA and such diversified needs.

In order to respond to an increased number of countries that request assistance and quantitative expansion of assistance, implementation of cooperation programmes requires collaboration and liaison with nongovernmental organizations (NGOs). Especially the private sector, local public bodies, organizations of developed countries, and international organizations play an important role. It is also indispensable to improve and reinforce the system of compensating expenses by private businesses participating in cooperation activities, and to increase technology-related expenditure. It is also necessary to implement carefully planned cooperation in concert with nongovernmental organizations that promote "Grass roots" cooperation. In order to cope with these requests, it is necessary to strengthen international cooperation by mobilizing the expertise and know-how accumulated in the local government technical staff by dispatching them to developing countries as either experts or cooperation volunteers, and through training seminars given by them for overseas participants. JICA has a pressing need to strengthen its collaboration with aid agencies of developed countries such as the United States Agency for International Development (USAID) and international organizations such as the World Bank and the United Nations Development Program (UNDP). It is necessary to establish the project cycle by unifying project management from formulation to evaluation, that is to say, the "entrance" and "exit" of aid project.

Effective and efficient cooperation requires sufficient analysis and study of conditions in each recipient country, such as enthusiasm for in development, true needs for development, and ability to absorb assistance. In order to solve problems in developing countries, it is important to not only study conditions in these countries but also extend cooperation that satisfies their needs by analyzing and studying necessary assistance by sectors.

Promoting effective and efficient assistance requires proper evaluation of implemented projects and its feedback to subsequent cooperation. The Agency intends to reinforce its evaluation function by conducting substantial evaluation activities and improving its evaluation system.

The Agency is going to disclose more information on the Agency's activities, in order to promote a better understanding on the part of the people and to gain their support, which are indispensable to the smooth implementation of international cooperation, to say nothing of the cooperation among the organizations concerned.

Now, let's talk about some of JICA's programmes:

A. GOVERNMENT-BASED TECHNICAL COOPERATION

1. Training Programme for Overseas Trainees

Acceptance of overseas trainees is the most basic programme in technical cooperation aimed at fostering competent persons in developing countries. The programme is intended for trainees who are going to play a positive role in economic and social development of their respective countries through expertise and technology transferred during training. The programme contributes to deepening understanding on the part of trainees coming in touch with Japanese culture and sharing every day life with Japanese people during their stay in Japan. In its turn the programme plays an important role in promoting friendly relations between Japan and developing countries.

Two types of training are provided in Japan for overseas trainees. One is Group Training, for which courses are organized according to the greatest common needs of developing countries. The other is Individual Training, for which courses are organized in accordance with specific requirements of a region or a country. The latter is classified into three types. The first is training conducted as the need arises for overseas trainees with a training programme made in response to the request of a specific country, without specifying the field of training (General Individual Training). The second is training for those participating in a cooperation project with the aim of improving the efficiency of the project's implementation, and is conducted in concert with the Expert Dispatch Programme, project-type technical cooperation and other international cooperation programmes that Japan implements for developing countries (counterparts). The third is training conducted upon request from an international organization (International Organizations).

Besides training in Japan, the Agency organizes training courses in other countries, contributing necessary funds. These are designed to provide training of the institutes abroad in collaboration with the host country for participants from neighbouring countries.

2. Expert Dispatch Programme

The Expert Dispatch Programme is aimed at training competent persons who

are to play a leading role in economic and social development of their countries. It is one of the most basic forms of technical cooperation carried out from hand to hand, from people to people. Experts are also dispatched for the purpose of following up Japan's economic and technical cooperation project as well as yen loans and grant aid provided by Japan. They play an important role in enhancing the efficiency of cooperation.

3. Equipment Supply Programme

The Programme is aimed at supplying developing countries, upon their request, with the necessary equipment whose lack or deficiency impedes smooth implementation of training, transfer, and dissemination of new technology or effective utilization of existing technology, with the view of contributing to economic and social development of recipient countries.

4. Project-Type Technical Cooperation Programme

The Agency calls cooperation that is an organic combination of the three forms: (1) dispatch of experts, (2) acceptance of overseas trainees, and (3) equipment supply, Project-Type Technical Cooperation Programme. Project-type technical cooperation is jointly implemented by the government of Japan and the government of a recipient country. Under the Project-type Technical Cooperation Programme, the following survey teams are dispatched according to the progress of a project.

- 1) Basic survey
- 2) Preliminary survey
- 3) Deliberation for implementation
- 4) Detailed design
- 5) Mutual consultation
- 6) Itinerant technical advisory survey
- 7) Equipment repair
- 8) Evaluation
- 9) Ex post facto survey
- 10) Aftercare

Project-type technical cooperation is implemented in the following five categories, each of which has three major functions of (1) human resources development, (2) dissemination of technology, and (3) research and development.

- 1) Technical Cooperation Center Programme
- 2) Health and Medical Cooperation Programme
- 3) Population and Family Planning Cooperation programme
- 4) Agriculture, Forestry and Fisheries Development Cooperation programme
- 5) Industrial Development Cooperation Programme.

B. GRANT AID PROGRAMME

The programme is a form of financial assistance offered to developing countries in accordance with a treaty or an international agreement without entailing repayment. The programme is classified into:

- general grant aid
- fisheries grant aid
- food aid
- aid in increased food production
- others

CONCLUSION

To respond to the seminar's requirement, we wrote that small paper. Our intention was not to explain everything concerning JICA but to give an outline of our understanding of the organization's programmes. As stated above, we did not cover all of JICA's programmes because that would have made the report longer. We also notice that the Agency has changed its policy: from technical cooperation toward environment matters nowadays. JICA's areas of intervention is shifting little by little from Asean Countries toward Latin America and Africa.

Since the budget is growing, we hope that African countries will get a fair share of that budget because that continent's needs are greater than others.

We wish that JICA will open an office in Abidjan Côte d'Ivoire in fiscal 1991.

FINAL REPORT
"Consideration Over Recruiting and Training"
Systems of the Ministry of
Foreign Affairs of Japan

by Mr. Jorge Adalberto Santiago Perez
(Dominican)

Why this theme?

Because it is my speciality area. It's my area of Job.

I know several models: Chilean, Brazilian, Spanish and Italian. Models with excellent levels of efficiency.

I think that to know the Japanese model and experience in this area, I can increase my knowledge about of the Recruiting and Training System in General.

Japanese model and experience offer appropriate and logical arguments for to depend the establishment and operation of that systems in any country that will want to improve its public administration system or to implement an efficient and dynamic model.

At the present time the authorities of the Dominican Republic study a project of law about civil service and administrative career. Also, at present the Dominican Foreign Affairs have a committee for revise the legal dispositions of the ministry.

I must say, that I am member of the above committee, therefore I can contribute with the establishment and operation of the Civil Service and Administrative Career in my country, as well as with the observance of our law over Ministry of Foreign Affairs and its Diplomatic Service.

Summary of the My Country Report about
"Human Resource and Dominican Public Administration"

Public Administration is a group of mechanisms and politics applied by the state, through the government, to achieve its final goal of overall improvement of the whole population.

Human resource are inside public administration and allow at government to fulfill its goals working with financial, technological and any other kind of resources.

We have to take into consideration human resources in objectives planning of state development. We must then determine their quantity, quality, preparation, health, life condition, social security, as well as other measures that allow these resources to work under the appropriate conditions to fulfill their objective in the public administration.

The state requires in the development of its administrative labour to be able to use a body for management and treatment of human resources sustained by law, so that the effort in this area be done in an ordered way.

From this necessity of the state to get and administrate human resources, comes a key mechanism for development: Civil Service and Administrative Career.

In the Dominican Republic, the Official Organ in charge of human resource management is the National Office of Management and Personnel (Oficina Nacional de Administracion y Personal-ONAP-in Spanish) which depends from the technical Secretariat of the Presidency of the Republic, whose legal foundations are the laws nos. 10 and 55, dated September 9th, and November 22nd of 1965.

With the foundation of ONAP in 1965, the Dominican Republic obtains a rationalized administrative order, which started in 1881, but which was stumbled with Dominican's political realities that even nowadays not permit its advance.

It is evident that ONAP confront many obstacles to develop its objectives: political, economical, administratives and legal. But we must say that to implement a system of public personnel is an educational process on the long run. Process directed to all national sectors for create a real conscience over the civil service and administrative career.

Prove of the ONAP's worries and actions about the human resources are the capacitation programs directed to public employees, assistance about the subject to state's institutions centralized or uncentralized, and different projects of research to improve human resources of public administration.

At present ONAP has submitted to the Presidency of the Republic a project of law about civil service and administrative career, and from its study we can appreciate objective such as: to instaurate a service that guaranty appropriate selection, procedures, ability, capacitation and promotion of deserving public employees; to erase privilege and discriminations; to rationalize the governmental services and processe; to promote appropriate relations at work between the executive power and public employees; to develop administrative honesty and moral at the state's institutions.

The Dominican public functionaries and employees are now as they were in

the past devoid a juridical status clear, unique and precise which can regulate its work relations with the state, and that establishes a real legal regimen in its favor. Its status, juridically talking and after more than a century of the beginning of the Republic, is lower than the one that protected public employees in the year 1844. Around that time the Political Constitution established that the President of the Republic could only suspend an employee on functionary when he had committed a fault "while being in office." In 1854 the first constitutional amendmend established, even in force, that the Executive Power can remove freely any employees of the public administration without legal exceptions.

Our labor codice creates doubts in the Dominican juridical order when it does not include in its dispositions the public employees, and indicate that work relation between the state and employees will be regulated by especial law. However, that law many a time are not promulgated. In cases where these laws have been promulgated, they are not observed. An example of this situation is the diplomatic career established by the law no. 314 of 1964, which is applied whimsically and by motivations politicals.

If the employees of the private institutions posses a status recognized and guaranted by the Public Powers, the public employees must receive the benefits that offer the installation of a Personnel Management System more appropriate and just. Diplomatic functionaries are inside of the above system.

Ministry of Foreign Affairs of Japan

Ministry for guide the international relations of the state. The assignment of the ministry are founded in:

1. Constitution of Japan, November 3, 1946
2. The Cabinet Law, no. 5, of 1947
3. The National Government Organization Law, no. 120, of 1948
4. Laws over the Ministry of Foreign Affairs

Organization is the following:

1. Minister's Secretarial Have
 - 1) Office of the Director-General for Public Information and Cultural Affairs
 - 2) Protocol Office

- 3) Policy Coordination Division
- 4) Personnel Division
- 5) Document and Archives Division
- 6) Telecommunications Division
- 7) Financial Affairs Division
- 8) Overseas Establishments Division
- 9) Press Division
- 10) Internacional Press Division
- 11) Domestic Public Relations Division
- 12) Overseas Public Relations Division

2. Cultural Affairs Department

3. Consular and Migration Affairs Department

- 1) Consular and Migration Policy Division
- 2) Foreing Nationals Affairs Division
- 3) Passport Division
- 4) Division for the Protection of Japanese Nationals Overseas

4. Bureaus

- 1) Asian Affairs
 - Regional Policy Division
 - Northeast Asia Division
 - China and Mongolia Division
 - First Southeast Asia Division
 - Second Southeast Asia Division
 - Southwest Asia Division
- 2) North American Affairs
 - First North America Division
 - Second North America Division
 - National Security Affairs Division
 - Status of U.S. Forces Agreement Division
- 3) Latin American and Caribbean Affairs
 - First Latin American and Caribbean Division
 - Second Latin American and Caribbean Division
- 4) European and Oceanic Affairs
 - First West Europe Division
 - Second West Europe Division

- Soviet Union Division
- East Europe Division
- Oceania Division
- 5) Middle Eastern and African Affairs
 - First Middle East Division
 - Second Middle East Division
 - First Africa Division
 - Second Africa Division
- 6) Information Analysis, Research and Planning
 - Overseas Information Division
 - Policy Planning Division
 - Analysis Division
- 7) Treaties
 - Treaties Division
 - International Conventions Division
 - Legal Affairs Division
- 8) United Nations
 - United Nations Policy Division
 - Disarmament Division
 - Economic Affairs Division
 - Scientific Affairs Division
 - Nuclear Energy Division
 - Social Cooperation Division
 - Human Rights and Refugee Division
- 9) Economic Affairs
 - First International Economic Affairs Division
 - Second International Economic Affairs Division
 - Energy Resources Division
 - Developing Economies Division
 - First International Organizations Division
 - Second International Organizations Division
 - Ocean Division
- 10) Economic Cooperation
 - Aid Policy Division
 - Research and Programming Division
 - Multilateral Cooperation Division
 - Technical Cooperation Division
 - Development Cooperation Division

- Loan Aid Division
- Grant Aid Division

5. Office of the Parliamentary Vice-Minister of Foreign Affairs

Assist the minister, participate in the formation of policies and in programme planning, conduct the political affairs, and under prior orders of the minister, perform the minister's functions on his behalf in the absence of the minister.

6. Office of the Administrative Vice-Minister of Foreign Affairs

Assists the minister in such a way as to keep in order the affairs of ministry and supervise the working of respective bureaus and divisions, attached agencies and local branches.

7. Office of the Deputy Vice-Minister of Foreign Affairs

Assists the minister, keeping in order the affairs of its competence as per the cabinet orders.

8. Desk of the Private Secretary of the Minister of Foreign Affairs

Under orders by the minister, take charge of confidential matters and assist temporarily in the affairs of respective administrative organs.

9. Entailed Entities at Ministry

1) Japan Foundation

The government's main organization engaged in international cultural exchange.

2) Japan International Cooperation Agency (JICA)

Special corporation under the Economic Cooperation Bureau that aims to contribute to economic development in developing regions. It takes charge of technical and project cooperation and assists emigrants. It is also in charge of the grant element in Official Development Assistance (ODA). Examples of its activities: dispatch of experts; grant of equipment; acceptance of trainees; development survey; project-type technical cooperation; aid through of the Japan Overseas Cooperation Volunteers (JOCV) and Japan Disaster Relief Team (JDRT) — international rescue medical team; grant aid program; investment and financing for development; emigration service; recruiting and training of qualified person for technical cooperation program.

Affiliated Organs

- a) JICA Training Institutes
- b) Institute for International Cooperation

Actually JICA have 47 overseas offices for the fulfill its functions.

3) Foreign Service Training Institute

The objective of this entity is to send out highly qualified officials who can effectively support the diplomatic activities of the Japanese government.

4) Emigration Council

The device to obtain information from experts in various fields, to secure fairness of administration, to adjust the conflictive interests or to coordinate various fields of administration.

5) Foreign Service Personnel Committee

Assists the minister in the affairs over the Foreign Public Service Law, no. 41 of 1952, amended by laws nos. 12, 153, 65, 140, 161, 69, 142, 8 and 22 of 1956, 1957, 1956, 1962, 1965, 1967, 1971 and 1972 respectively.

Summary of the Functions

1. Dissemination in Japan of information and knowledge concerning international situation and diplomatic policies.
2. Dissemination abroad of information of Japan's domestic situation and diplomatic policies as well as collection of the information and data necessary to fulfill the above functions.
3. International Agreements to promote cultural exchange.
4. Cooperation with international cultural organizations.
5. Introduction of Japanese cultural abroad.
6. Promotion of cultural exchange with foreign countries as well as supervision of the Japan foundation.
7. Protection of Japanese nationals and their property abroad.
8. Matters relating to the civil status of Japanese nationals abroad.
9. Certification of documents issued by Japanese or foreign authorities with regard to matters relating to civil status or other matters related to both Japan and a foreign country.
10. Issuance of passport and other documents necessary for travel abroad.
11. Emission of visas.
12. General policies of a diplomatic character regarding foreign nationals residing in Japan.

13. Planning and handling of emigration affairs.
14. Assistance and protection of emigrants and promotion of emigration programmes.
15. Liaison and coordination with other governmental organizations connected with emigration.
16. Repatriation of Japanese nationals.
17. Investigations concerning confirmation of loans made by Diplomatic and Consular Establishments abroad and Japanese Residents' Associations.
18. Planning and formulation of policies over partners countries and coordination of the implementing of such policies.
19. Collection of information as well as conducting of necessary research and surveys of the policies over partners countries.
20. Conclusion of treaties and other international agreements and matters legal concerning foreign relations.
21. Protection and promotion of Japan's interests relating to foreign commerce and navigation.
22. Cooperation with International Economic Organizations.
23. Matters concerning treaties of commerce and navigation.
24. Survey of the International Economic Situation and compilation of statistics and data concerning the international economy.
25. Cooperation with International Organizations Concerning economic cooperation.
26. Protection and promotion of interests relating to Japanese investments overseas.
27. Survey of the international economic cooperation situation, and compilation of statistics and data concerning international economic cooperation.
28. Matters relating to International Organizations and conferences.
29. International cooperation relating to the peaceful use of nuclear power.
30. All other function provided by law.

Overseas Diplomatic Establishments

Fulfill the functions of the ministry through of embassies, consulates, permanent missions and delegations. All represents the Japanese government. Also can negotiate, excepted the consulates.

Official Development Assistance (ODA)

Manage the funds for aid to developing countries and international organizations through loans and grants.

Overseas Economic Cooperation Fund (OECF)

Mechanism that establish the funds for the economic cooperation, constituted for Minister of Foreign Affairs, Minister of Agriculture, Forestry and Fisheries, Minister of Finance and Minister of International Trade and Industry.

Recruiting and Training Systems

The Ministry of Foreign Affairs has two different systems of recruiting its staff:

1. Higher Diplomatic Service Examination and Diplomatic Service Examination for Specialists (Special Government Service).
2. Junior Entrance Examination for National Public Employee (Regular Government Service).

The Higher Diplomatic Service Examination is highly competitive and require a considerable degree of attainment not only in a foreign language but also in key subjects, including the Japanese Constitution, International Law and Economic. The diplomatic Service Examination for Specialists is similar at Higher Diplomatic Service Examination, but this last does not receives lectures or said subjects because the trainees will have already studied them at their universities. Both examinations systems are managed for the Foreign Service Training Institute.

The ministry attaches great importance to the initial training of its recruits, and immediately after the intensive course held at the Institute, these trainees are sent abroad for 2 to 3 years for further study of the language each is specializing in. This means that their initial training lasts for 3 to 4 years.

The institute operates, in accordance with its statute and the law for the Ministry of Foreign Affairs, through six division:

1) Division I

Is Designed to give senior — and mid-career officials a course in diplomatic theory and practice, and in the history of international relations.

2) Division II

Is for training newly recruited foreign service officials who have passed the Higher Diplomatic Service Examination. The course consists of orientation on the functions and responsibilities of the bureau of

the ministry, diplomatic and consular establishments overseas, seminars on diplomacy, foreign trade, Japanese economy, lectures on western, oriental and other cultures, and domestic issues in such fields as defence and high-tech industries are also given by visiting experts. One or two foreign languages is considered extremely important. Study trips and visits are organized.

3) Division III

For training newly appointed officials who have passed the Diplomatic Service Examination for specialists. The curriculum is almost the same as for Division II. The trainees of this Division are also sent abroad for further study of the assigned languages.

4) Division IV

Is made up of newly recruited administrative staff who have passed the Junior entrance Examination for National Public Employee. They are given basic English language training, lectures on archives, consular affairs, financial accounting, typing, word processing and office practice.

5) Division V

Intend to give training to mid-career officials of government agencies other than the ministry who are to serve in overseas missions, usually for 3 years. The course lays emphasis on development language and their destination areas.

6) Division VI

Provides intensive courses in foreign languages for these mid-career officials, including heads of missions, who are to be posted to countries whose language they do not have a command of. Offers orientation courses on the latest foreign policy matters and on general functions of overseas post to newly assigned diplomatic and consular officers and their wives for the month just before their departure overseas. Also a training programme for officials already posted abroad, for to provide these diplomats with up-to-date information on the political, economic and social situation in Japan. The programme consists of lectures and visits.

The institute thus hopes to be able to come up with well-qualified officials for the Ministry of Foreign Affairs in Tokyo and for Japan's overseas missions to respond to the rapidly changing tides of today's world. The institute consults regularly with the secretariat of the ministry, so as to ensure that its training meets the practical needs of both the ministry and the overseas missions.

Now, we must comment more about the Junior Entrance Examination for National Public Employee. This system is managed by the National Personnel Authority (NPA).

NAP administers three recruitment examinations divided into levels I, II and III. Levels I and II are administered for university graduates. The examination consists of a multiple choice examination on the liberal arts and general scientific knowledge, specialized test to measure special technical knowledge required in specific fields, short essay and interview. The level III is used to recruit primarily senior high-school graduates. The examinations are tests of general knowledge specialized areas of knowledge and an aptitude test, and personal interviews.

The newly recruited administrative staff who have passed the Junior Entrance Examination for National Public Employee can receive two classes of training:

1. On-the-Job training (OJT), is training that is implicitly or explicitly provided at the worksite by the supervisor or other members of the group, to develop the work-performance capabilities of the employees, aptitudes and knowledges. This is the major type of job training in Japan. In all ways, all employees are receiving on-the-job training until they retire.
2. Off-the-job training is performed away from the actual worksite. For a certain period of time, a group of employees receive training, or other organizations are commissioned to train them. Therefore, this type of training may not apply to all employees. The rules followed for the training for the recruits who have passed the Junior Entrance Examination, are followed too for the training for the recruits who have passed the Higher Diplomatic Service Examination or Diplomatic Service Examination for Specialists, in their area.

The law of the Ministry of the Foreign Affairs, in accordance with the National Public Service Law and other laws of the state, regulate not only the Recruiting and Training System, regulate too salary, working hours and leave, retirement benefits, appointments, promotions, guarantee of states, duties,