

IV. STUDY TOUR

IV. STUDY TOUR

Visit to the Chugoku Regional Bureau of NPA

Date: Monday, June 15
Briefing on: Role of the Chugoku Regional Bureau
Briefing by: Akira Kawashima, Director, Chugoku Regional Bureau, NPA

Visit to the Hiroshima Municipal Government

Date: Tuesday, June 16
Briefing on: Hiroshima's experience in the atomic bomb
Briefing by: Mr. Yoshitaka Kawamoto, Director, Hiroshima Peace Memorial Museum
Briefing on: Restoration of Hiroshima after World War II
Briefing by: Mr. Hiroo Sakata, Planning Officer, Planning Division, Bureau of Planning and Coordination, Hiroshima Municipal Government

Visit to the Honshu-Shikoku Bridge

Date: Wednesday, June 17
Briefing on: Process of Honshu-Shikoku Bridge Project
Briefing by: Mr. Shizuo Harada, Counsellor, Second Operation Bureau, Honshu-Shikoku Bridge Authority

Visit to the Kyoto Prefectural Government

Date: Thursday, June 18
Briefing on: The activities of Kyoto Prefectural Government in the field of industrial development and regional development
Briefing by: Mr. Tomio Konaka, Section Chief, International Division, Department of Citizens' General Development, Kyoto Prefectural Government
Mr. Akimasa Yamashita, Assistant Director, Promotion Division, Department of Commerce and Industry
Mr. Shuichi Ito, Assistant Director, Local Administration Division, Department of General Affairs

Visit to agricultural area in Iga district, Mie Prefecture

Date: Friday, June 19
Visit to: Izugo Agricultural Productive Cooperation
Briefing by: Mr. Morikawa, Chairman, Izugo Agricultural Productive Cooperation
Visit to: Ohyamada Orchid Productive Cooperation and the Nakabayashi Cattle Farm

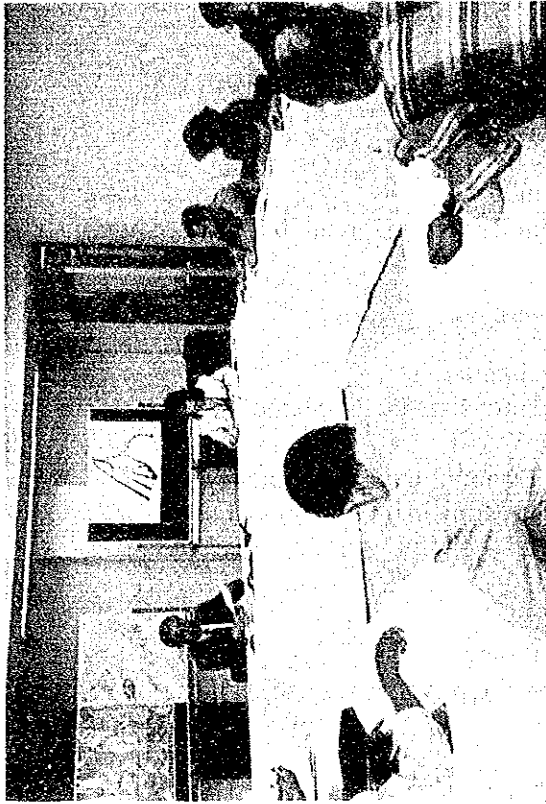
Visit to Nagoya City

Date: Saturday, June 20



Tokyo Station

1



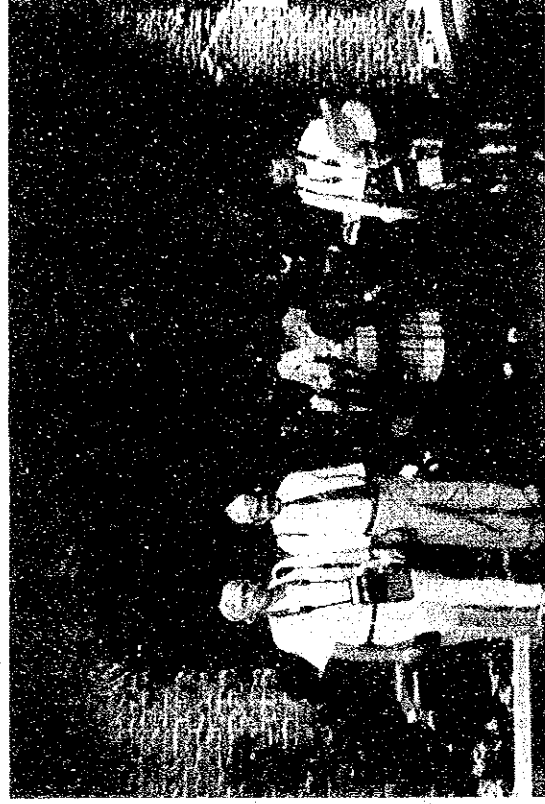
Chugoku Regional Bureau of NPA

2



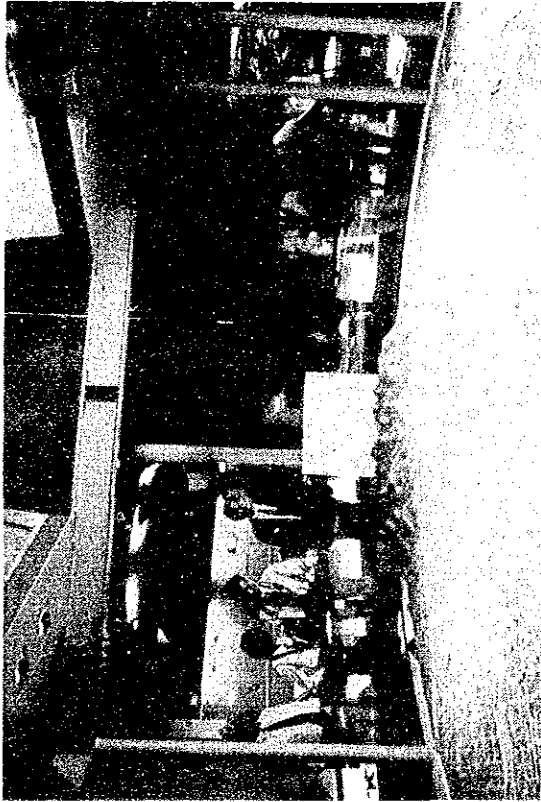
Briefing by Mr. Kawamoto (Hiroshima Peace Memorial Museum)

3



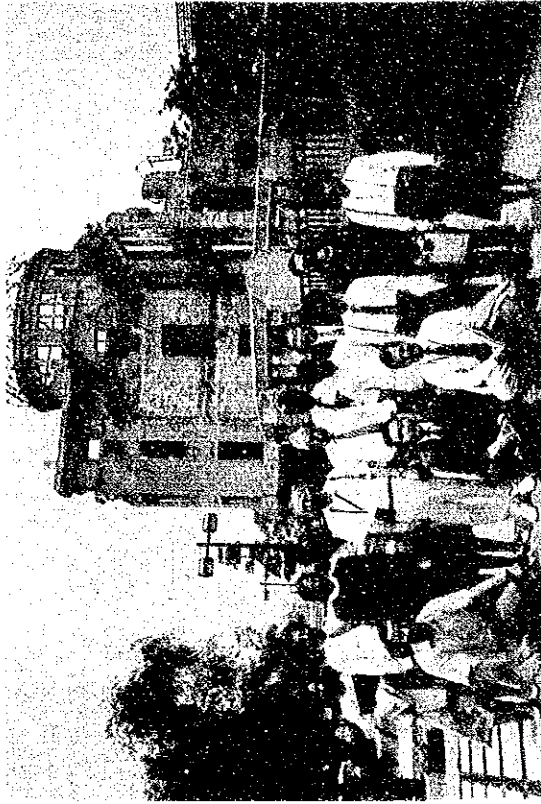
Hiroshima Peace Memorial Museum

4



5

Hiroshima Peace Memorial Museum



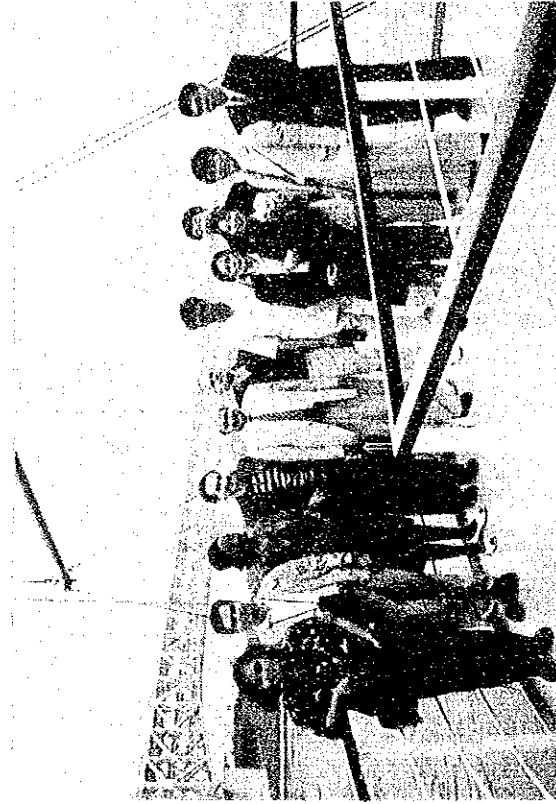
6

Hiroshima Peace Memorial Park



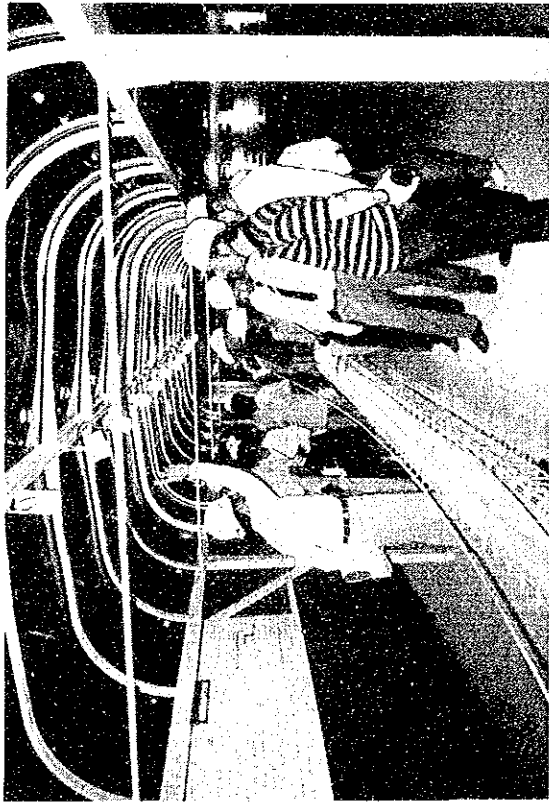
7

Hiroshima Municipal Hall



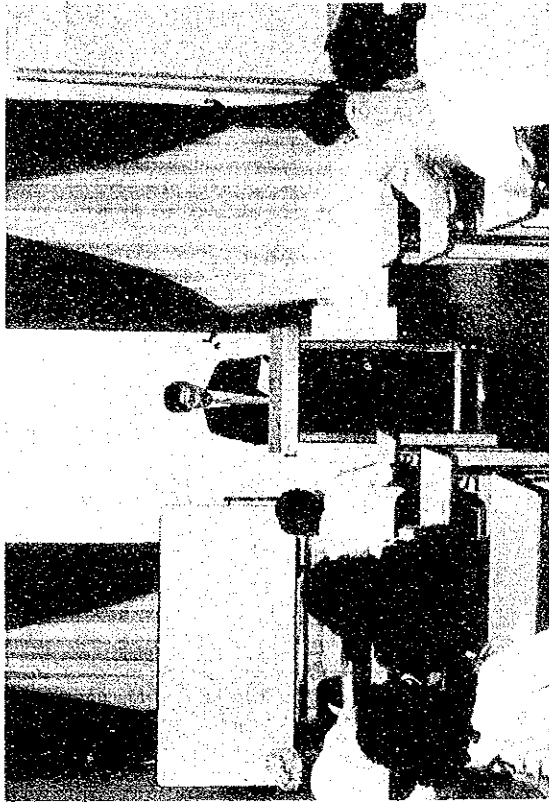
8

Honshu-Shikoku Bridge



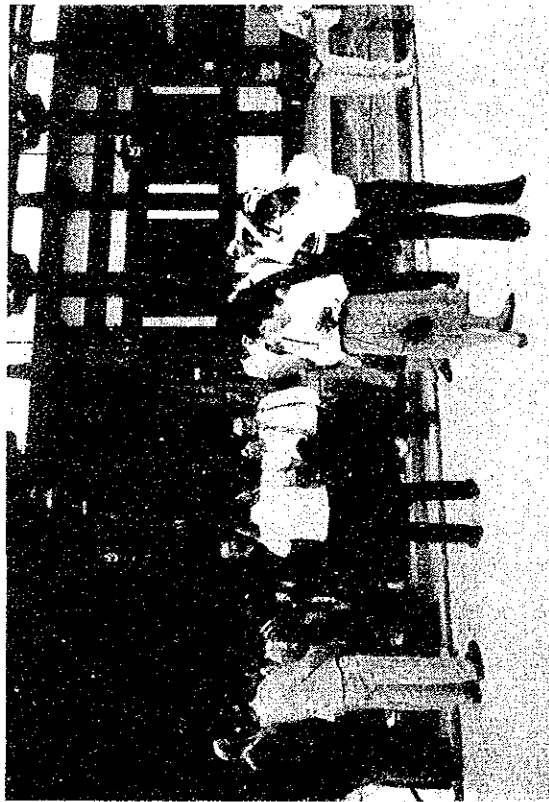
9

Honshu-Shikoku Bridge



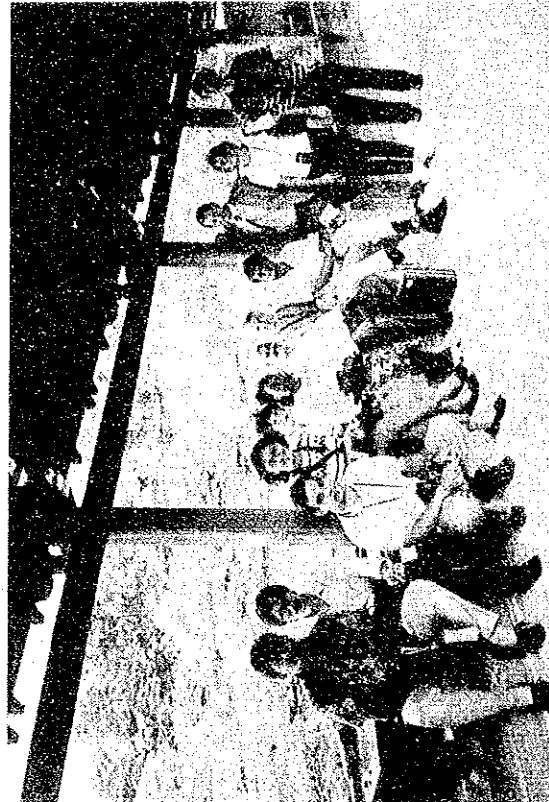
10

Kyoto Prefectural Government



11

11, 12 Heian Shrine (Kyoto)

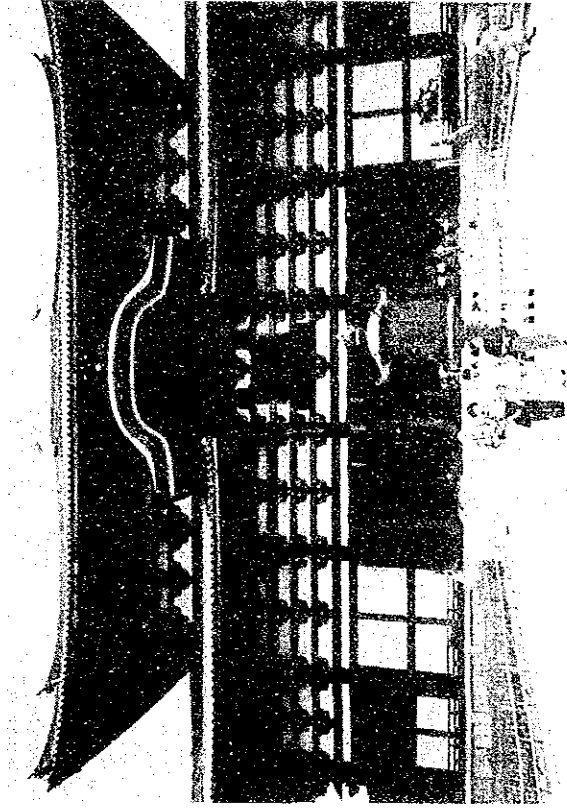


12



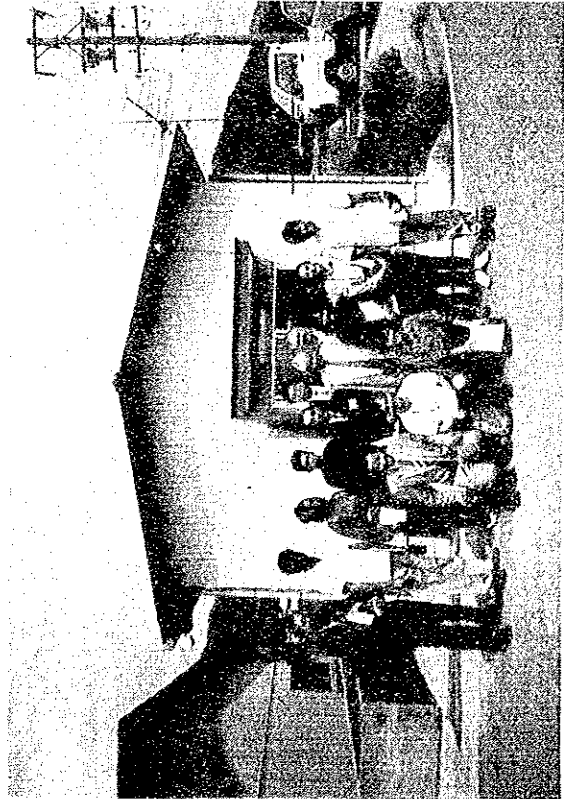
13

Nara Park



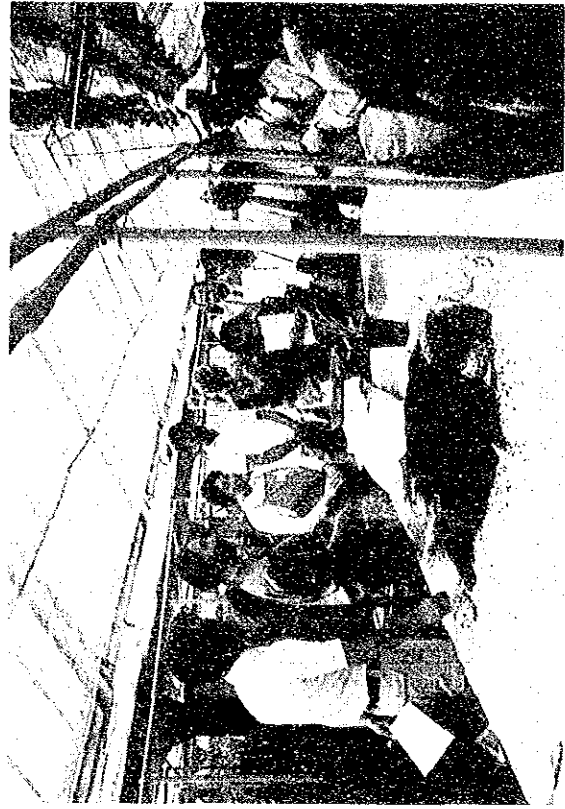
14

Todayji Temple (Nara)



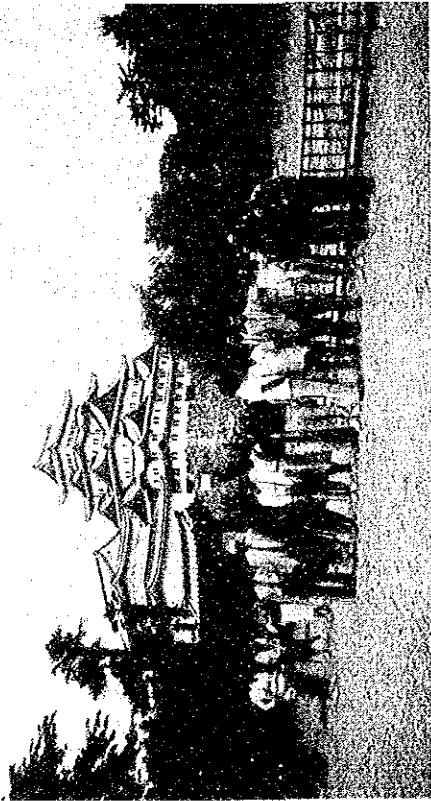
15

Izugo Agricultural Productive Cooperation (Iga)



16

Ohyamada Orchid Productive Cooperation (Iga)



17

Nagoya Castle

V. CLOSING CEREMONY

V. CLOSING CEREMONY

1. Closing Ceremony

(1) Place

Institute For International Cooperation

(2) Time

16:30-17:00, July 3, 1992

(3) Ceremony

1) Closing Address

by Mr. Akira Kasai, Managing Director, Institute For International Cooperation,
Japan International Cooperation Agency

2) Congratulation Speech

by Mr. Hiroaki Sumino, Councillor, Bureau of Administrative Services,
National Personnel Authority

3) Presentation of Certificate

by Mr. Akira Kasai, Managing Director, Institute For International Cooperation,
Japan International Cooperation Agency

4) Reply Address

by Mr. Khandaker Rashedul Haque from the People's Republic of Bangladesh

2. Farewell Party

(1) Place

Institute For International Cooperation

(2) Time

17:00-18:00, July 3, 1992

CLOSING ADDRESS

Mr. Akira Kasai
Managing Director,
Institute For International Cooperation,
Japan International Cooperation Agency

Mr. Hiroaki Sumino, Councillor/ Deputy Director General, Bureau of Administrative Services, National Personnel Authority, honorable guests, dear overseas participants, ladies and gentlemen,

I have the honor to say a few words on behalf of the Japan International Cooperation Agency, on this happy occasion of the closing ceremony of the Course in National Government Administration II in Fiscal Year 1992.

First of all, I would like to extend hearty congratulations to all of you participants on your successful completion of the course. At the same time, I take this opportunity to express our deep gratitude to the staff of the National Personnel Authority and all the other organizations concerned for their kind cooperation and efforts which were indispensable to the success of the course.

As you well know, this course was organized by the Government of Japan as part of her technical cooperation programme. The main purposes of this course were to introduce modern public administration mainly of Japan to the participants and to exchange information and views of the actual state of public administration in the participating countries in order to ultimately contribute to the social and economic development of the respective countries through improved national government administration. It was further expected that the course would help to promote cooperation and friendship among the participating countries, including Japan. I am firmly convinced now that the objectives of this course have been fully accomplished.

It is our sincere hope that you will make best use of what you have gained in Japan, when you resume your duties in your countries.

Now, we bid farewell to you with the end of the training programme. This should be, however, another starting point of our long-lasting relationship. We shall be always happy to have chances of cooperation and communications with you on any matter in future.

To conclude, I wish each one of you a pleasant journey home and every success in your career. Thank you very much.

CONGRATULATION SPEECH

Mr. Hiroaki Sumino
Councillor,
Bureau of Administrative Services,
National Personnel Authority

Mr Kasai, Managing Director of Institute for International Cooperation, Japan International Cooperation Agency,
Honourable guests,
Dear participants,
Ladies and gentlemen,

It is a great pleasure and honor for me to say a few words at this closing ceremony of the Group Training Course in National Government Administration II. On behalf of the Government of Japan, I would like to extend our heartfelt congratulations to all of you for your successful completion of this course. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency, and all others concerned, for their great efforts toward the success of this course.

I am convinced that all of you have achieved remarkable improvement through the course. Through examination of the actual policy process in Japan and through discussions with fellow participants, I think you have become familiar with the development of public administration in Japan and have found some clues for the further development of public administration in your countries.

I do hope you not only make best use of what you gained through the course, but that you also share it and continue revising it in your respective governments, so that you can make a meaningful contribution to the development and prosperity of your countries by playing important roles as leading administrators.

During this course, you have visited places not only in Tokyo, but also in local areas on the observation visits and the study tour. You have met not only government officials, but various types of Japanese people, from children in an elementary school to workers in factories and farmers in the field. You have seen not only modern Japan, but also a more traditional Japan in Kyoto. You have heard the moving voice of a survivor of the atomic bomb in Hiroshima. Some of this may have been just as you imagined, but some may have been to your surprise. However, all of those places are the actual Japan, all of the people are actual Japanese. I also hope that you will talk of them to your family and friends after going back to your countries.

Now, looking back over the period of this course, I cannot imagine how the time went by so quickly. Seven weeks ago, you came as foreign guests. Today, I feel a sense of sadness to see off my dear friends. I hope your experience in Japan will enhance the mutual understanding and good relationship between your countries and Japan. We have also improved our understanding of your

countries during the days we spent with you. Our friendship will contribute to a better world-wide network.

In closing my address, I wholeheartedly wish you good health and success. We look forward to seeing you again in the near future.

Congratulations again, and thank you for your eager contributions.

REPLY ADDRESS IN CLOSING CEREMONY

Mr. Khandaker Rashedul Haque
The People's Republic of Bangladesh

Mr. Akira Kasai, Managing Director, Institute For International Cooperation, JICA,

Mr. Hiroaki Sumino, Councillor, Bureau of Administrative Services, NPA,

Distinguished guests,

Fellow participants,

Ladies and gentlemen,

Good afternoon.

This is a great honour and privilege for me to speak a few words at this gracious ceremony on behalf of the participants of "National Government Administration II" Course.

First of all, I would like to express our sincere thanks and deep gratitude to JICA and NPA for providing us with the opportunity to come to one of world's busiest and most beautiful cities, Tokyo, the capital of the country of the rising sun. Tokyo is not only the capital of Japan, today it is the center of business, hub of international activities and events, attraction of tourists.

Turmoil in the LDP or in the Diet, fall of price in the share market, or the grounds lost by Yen against international currencies, cause concern all around and send a shockwave through capitals across the globe. So, we are happy and glad that we are here.

Forty five days ago, when we had gathered here, we represented different countries, different cultures, different values and varying socio-economic realities. We did not know each other, we didn't understand each other. But now, when we are going back home, different countries, different cultures and different values converged into a single stream and we became brothers and sisters to each other.

When we arrived here we were in a new country, having different cultural and social values, unfamiliar climate and different food habit. But we must confess that JICA and NPA left no stone unturned to make our stay as comfortable, homely and friendly as possible. Our acclimatization was very rapid and within a day or two, we did no longer remain fish out of water. All these has been possible due to JICA's sincere care and attention. JICA deserves special appreciation for that. The course we have attended and finished was varied in nature and colorful in arrangements. During the discussion and presentation sessions we have had the opportunities to discuss problems and potentials prevailing in our countries, to exchange and share views among ourselves and with some reputable educationists from different universities in Japan and experts working in important

positions in Japanese Bureaucracy as well as other public sectors. One must take liberty to opine that the discussion and exchanges of ideas were not of very high standard and as such not effective, but everyone will not disagree to on one point that it has been useful. It will at least be able to stimulate imagination and urge for doing something new and appropriate for our countries.

We have been taken the cruise in the Pacific and beautiful lake Hakone, driven by and through beautiful green mountain valleys, offered chances to meet and talk to people living in remote villages, shown the magnificence of Japanese engineering manifestations. We have been to Kyoto where we have heard about town planning. We have been to Nagoya where the Nagoya Castle stands still to testify Japan's cultural heritage and glorious past. And yes, we have been to Hiroshima. It's that Hiroshima which had suffered the first atomic bombing in human civilization. The scare of the second world war is no more visible there. Life is vibrant and full of youthfulness there, but memory of the devastating past remain in the minds of the people ever fresh. We were taken to the devilish past when we were listening spellbound to Director of Hiroshima Peace Memorial Museum, recounting the traumatic travails he had to put up with during those days. We really became touched and emotional. It was as if the Ancient Mariner repentant for the sin he committed by shooting to death the innocent albatross, relating to the wedding guest the harrowing tales of his nightmarish journey through the hostile tumultuous seas.

Ladies and gentlemen,

The memories and the sweet memories we are carrying with us, the events we have enjoyed, the occasions we have been invited to, and the kind of other phenomena we have been made to be familiar with will serve us to reflect and look back upon when we will be back home and always make us feel like coming back to Japan again.

Ladies and Gentlemen,

The journey of Japan's economy, its growth and development, shattered in World War II, has not been smooth one. On its rugged path, it had to face enormous oppositions, gigantic challenges from rival forces and unsurmountable protectionism from the established economics. But from rebirth to growth, to rapid expansion, to steady and stable growth it overcame all oppositions. However, in the process, it had enjoyed support and patronization too.

The countries we are representing in this course are doggedly plague by problems after problem. Some of us are passing through a crucial and painful period of post dictatorial transition; some are struggling hard, despite a high rate of illiteracy, to combat ever-escalating corruption and high rate of inflation; some are struggling, with unflagging courage and hope, to contain population boom and to salvage sagging economy; some are finding it difficult, with limited resources, to feed each and every individual; some are making attempt to swim ashore elbowing through ethnic violence and leaving behind devastation of natural calamities. Now that Japan is an economic superpower, it can help our economics to salvage from doldrums through great management, economic and material

help and cooperation. Hungry and poverty stricken our brave fighting people look forward to Japan eagerly for better understanding, greater cooperation and larger help in our desperate effort to reconstruct and rebuild our economics and to survive all odds. I believe Japan will rise up to the occasion to fulfill our hopes and aspiration. I also believe the certification we have been given today is not merely a certificate of participation in any particular course, it is a testimony of bond of friendship between Japan and our countries.

Let me recite a few lines from the famous American poet, Robert Frost.

The woods are lovely, dark and deep

But I have promises to keep

And miles to go before I sleep

And miles to go before I sleep

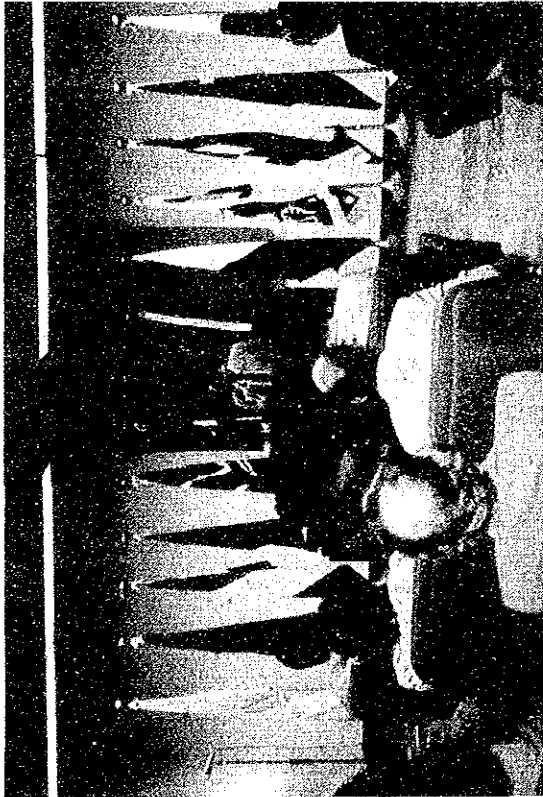
I do believe, Japan and Japanese people will keep and continue to keep the promises not only for them, but for the peoples of our countries too, and will go a long way before they can go to sleep.

Before I end, I would like once again to thank JICA and NPA for their warmth of heart, incomparable cordiality and kind hospitality. It would indeed be a great injustice if I do not express, on behalf of fellow participants, special thanks and gratitude to Mr. Y. Nakamura of NPA and Ms. K. Kajiyama of JICA for their invaluable help and cooperation and lively companionship. Whatever trouble we were in, and whatever problems we had encountered, they were always there to help us out. I have no language to express explicitly and qualify the kind and extent of services we have received from them.

Our stay in Japan was short, nevertheless it was meaningful. We have had an opportunity to take a deep insight into its people and society. There are many beautiful and important places in the world to go, and many interesting people to meet. So, we can't say for sure that Japan should be the first country for any one to visit, but I can definitely say that peoples from across the globe should discover Japan and its society before many of the countries they might choose to visit.

Before I end, I would like to thank you all over again.

Thank you very much.



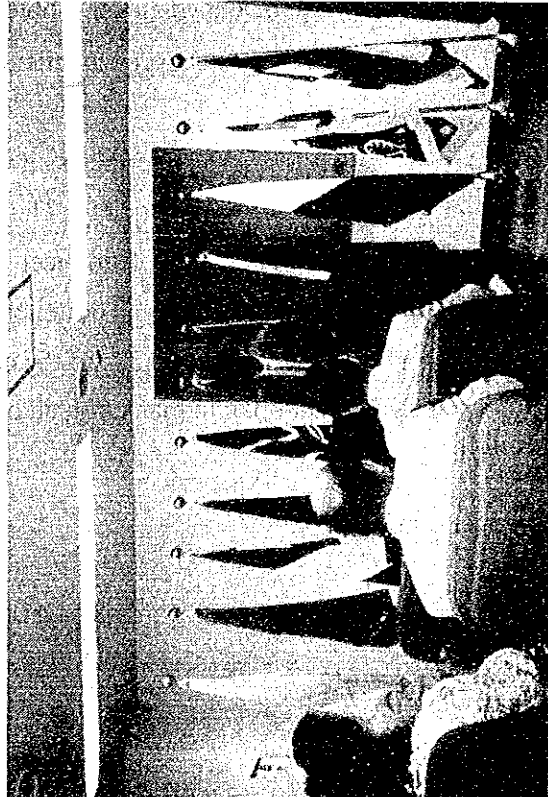
1

Closing Address by Mr. Kasai (JICA)



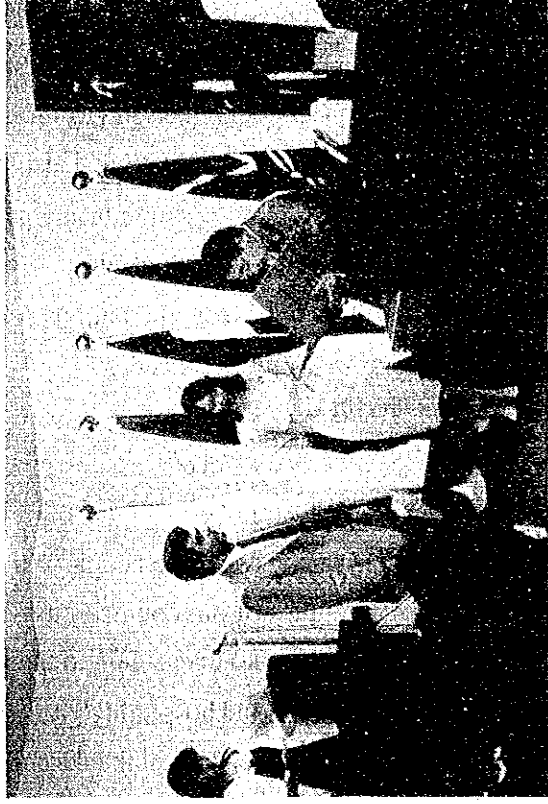
2

Congratulation Speech by Mr. Sumino (NIPA)



3

Reply Address by Mr. Haque



4

Presentation of Certificate



6



8



5



7

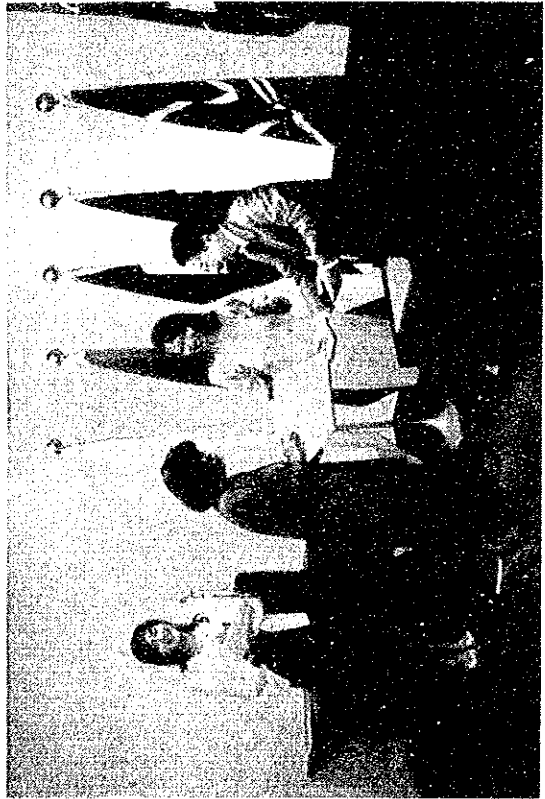
5-8 Presentation of Certificate



9



10



11

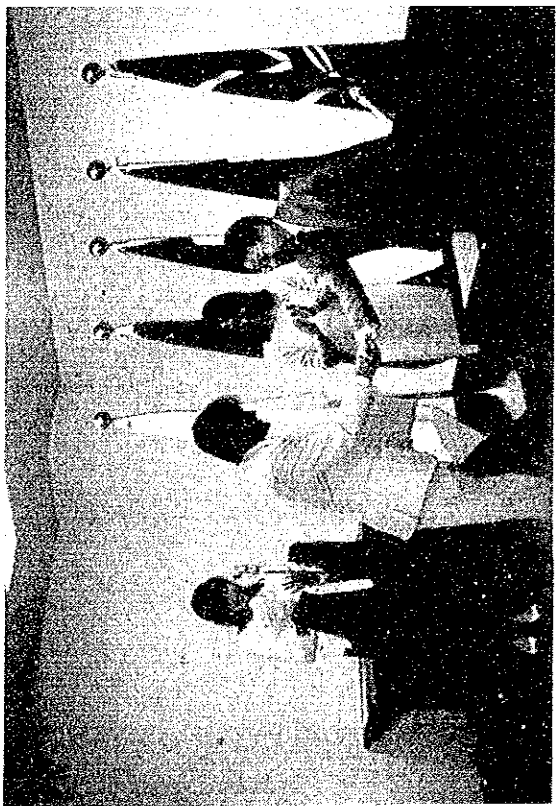


12

9-12 Presentation of Certificate



14



13

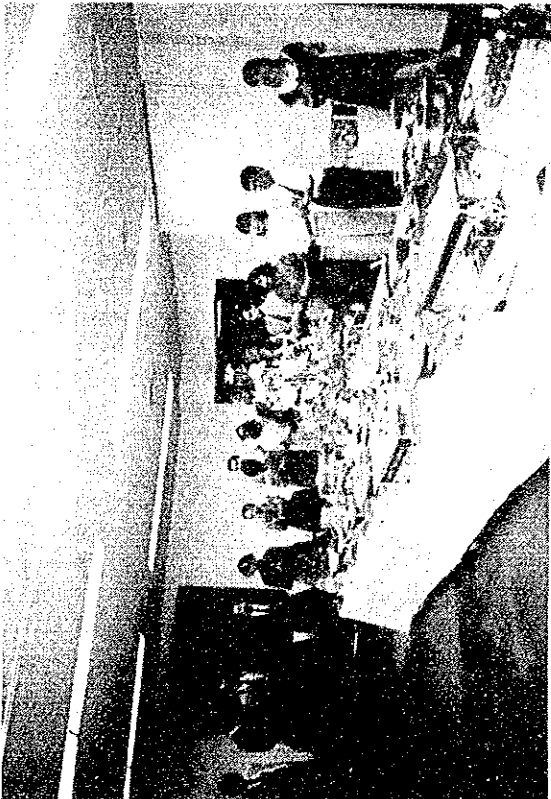


15

13-15 Presentation of Certificate



17



16

Farewell Party

VI. FINAL REPORTS

FINAL REPORT

Alfredo Héctor Groppo
(Argentina)

I. INTRODUCTION

A comparison between Japan and Argentina in terms of resources and economic development performances shows few common features.

Japan with an area of about 378.000 square kilometers is almost 14% of that of Argentina (2.767.000 km²). Population in Japan (123.500.000 inhabitants) is about four times that of Argentina (32.300.000)(1).

Regarding to natural resources Argentina has been provided with large extensions of land apt for almost all varieties of crops and animals breeding. Mineral resources, forestry and fishery are also potentially important, while oil reserves are enough for medium term consumption and hydroelectrical resources are quiet important: in brief, Argentina is autosufficient in terms of food and energy. Japan, on the contrary, must import significant quantities of food an oil.

In spite of this apparent Argentine advantages, gross national product per capita in Argentina is US dollars 2.370, while in Japan it's ten times higher (25.430). Average annual growth rate of Gross National

(1) World Development Report 1992, page 219

Product in Argentina, in the period 1965/90 has been negative (-0.3%), among the worst in the world, while Japanese rate has been 4.1% (1).

In a few words, one could say that Japan appears like a great success and Argentina as a great failure in terms of economic development.

This report refers to some characteristics of Japan, mostly related to culture, bureaucracy and policies, which are compared with Argentine reality trying to conclude if there is a model which can be reproduced in the latter. So, the report includes some characteristics, both geographical and cultural, having to do with economic development (II), the most outstanding features of bureaucracy which seems to have played an important role in Japanese economic growth (III) some comments about administration for development (IV), some opinions about effectiveness of policy implementation (V) and conclusions (VI).

II. GEOGRAPHICAL AND CULTURAL CHARACTERISTICS RELATED TO ECONOMIC DEVELOPMENT.

From a geographical point of view Argentina, rather isolated, is situated in the southern hemisphere, in the tip of South America, at a long distance from the main international markets. Japan, separated from mainland by a few kilometers, is not far from the most populated countries in the world.

Argentina's area, as said above, several times that

of Japan, have implied great efforts and high costs to develop and maintain infrastructure, such as roads, transport, communications and energy. Scattered population has had a tendency to emphasize individuality and differences rather than common features. On the contrary, Japanese small area has contributed to facilitate communications, homogeneity and even a tendency to harmony in social behaviour, as expressed by the concepts of "giri" and "ninjo", showing the importance that Japanese people give to social duties, maybe as a response to the need of a big population living in a small area.

Japanese people work very hard, and this attitude towards work is not only based in economic reasons, but also and maybe in a high degree, in the value of working as an expression of a spiritual discipline and religious principles. The value of work has been quite different in Argentina. Already in former times of spanish colonization the attitude towards work was of underestimation, very different from that of other countries like, e.g. the United States, where colonists transferred to the new land the values of work and progress coming from the industrial revolution in Great Britain. Besides, through Argentine history there has seldom been a direct correlation between hard work and rewards; particularly in recent years, due to high inflation rates, when a person's wealth would appear and disappear in a few days, according with the loss of value of credits and debts, and salaries would shrink with equal speed, the value of work has reached a low level.

Japanese groupism in school, work, sports and any other activity, where belonging to the group implies an attitude of loyalty, cooperation and sacrifice to achieve common aims has contributed greatly to economic development. Instead Argentine individualism is very strong, paying little attention to the benefit of the group.

It is said that Japanese people are highly pragmatic, emphasizing specific circumstances more than universal truths. This attitude is almost opposite to that of Argentine tendency to discuss everything leaving little time for real work.

Finally, stability, both economical and political, has been one of the most important features of Japanese society. Political life offers an astonishing example, hard to conceive in a country like Argentina: in Japan Liberal Democratic Party has been in power for the last 47 years. In Argentina peronist and radical parties and militars have provided in the same period more than 15 presidents with a far longer number of Ministers in each area. Political instability and a bad public administration have contributed greatly to economic instability with 395.2% average annual inflation rate in the period 1980/90.

III. BUREAUCRACY

Japanese bureaucracy enjoys a high respect both within the country and abroad and it is said to have played an important role in development. On the contrary, general consensus of public opinion in Argentina about bureaucracy is its inefficiency.

According to Ezra Vogel "One can distinguish two key groups of decision in the Japanese government: the top politicians ... and leading bureaucrats" and "The key decisions in the Ministry are made by permanent bureaucrats rather than by the politicians of the Diet and the Cabinet" .In Argentina most of the important political decisions are made by the President and Ministers who are appointed by him. So, in a context of high political instability, there have been permanent changes in men and policies.

Personnel recruitment in Japanese bureaucracy, commanded by National Personnel Authority, emphasizes on the quality of applicants and the result has been a capable bureaucracy. In Argentina conditions offered by public sector didn't attract the most capable workers who find better alternatives in private sector.

Although salaries seem to be rather lower in Japanese bureaucracy compared with those of the private sector, National Personnel Authority has tried to keep similar levels by comparing both sectors and suggesting the necessary adjustments. In Argentina salaries in public sector are far lower than those of private enterprises.

Permanent employment and seniority systems, according with which a civil servant can usually expect to remain his whole working life in public sector, depending his promotion upon years of service and permanent evaluation, are characteristic of Japanese bureaucracy. These features have favoured a sense of group mission, close relationships among age peers as well as a good level of understanding and

exchange of information .Although stability in employment is ensured by the Civil Service Law, and permanent employment could be considered, to some degree, a characteristic of public administration in Argentina, there is no system like seniority, wages depending often on economy policies towards public sector and promotions being not necessarily the consequence of years of service and sometimes neither the consequence of work and effort.

Decision-making process, where decisions are taken from the lowest to the upper levels, is another particular feature of Japanese bureaucracy; in spite of the discussion and different points of view about this system nobody denies its importance as a mean to obtain consensus and commitment with the results of the process.. In Argentina decisions are made from top to bottom and little attention is paid to the lower levels..

Councils, formed by bureaucrats and businessmen, where a close work can be developed between government and private business, is far from the usual lobbies in Argentina pressing to obtain sectorial advantages taking little care to the benefit of the whole.

Finally, corruption has been of little importance in Japan, while in Argentina it has affected seriously efficiency and productivity of the whole economy.

IV. THE ROLE OF PUBLIC ADMINISTRATION FOR DEVELOPMENT

According to Professor Minoru O'uchi "The functional role of public administration in terms of socio-economic development may differ to a great extent among countries

and from time to time reflecting upon the specific needs of the ruling elite as well as the people in general" and "It is generally observed that public administration has increasingly intervened in socio-economic processes".

In Japan government seems to have played a significant role in economic development, not only after World War II, but even during modernization process in the late 19th. century when Meiji government took the initiative for industrialization and the establishment of a modern system of communication.

A feature that should be noticed in the relationship between public and private sectors in Japan is the sense of "cooperation", quite different from that of "intervention" common in western societies.

In Argentina government intervention in economy began in the 30', after the world economic crisis, and in the 40' it had a strong impulse according to the industrialization policy and the aim of infrastructure development. In the last forty years all kinds of measures were implemented to support private sector: soft loans, tax exemptions, subsidies, facilities to import machinery and equipment, etc. But results have been null and the state is now seen as responsible for the failure.

Theoretical discussion about state intervention in the economy uses to be long and unfruitful. Facts seem to show that Japanese government has played an important role in economic development. In this context there are some interesting features to point out:

- 1) Japan has considered of

utmost importance human resource development and consequently has given great importance to policies in this area, education being the priority.

2) Japan has supported certain industries, considered of national interest. However, once they grew enough, public support ceased. In this sense it's interesting to cite Michael Porter's idea about competitive advantages of certain branches of industry, with a dynamic concept of advantage, depending on a high and permanent capacity for technological innovation rather than on static advantages like natural resources or low wages.

3) In Japan, small and medium size enterprises hire a significant proportion of the total national work force and there are governmental institutions working for their development.

V) THE EFFECTIVENESS OF POLICY IMPLEMENTATION

It seems to be general consensus in public opinion about the ineffectiveness of economic policies. In Japan one can find in this regard, very different and even opposite opinions; however it seems that in this country, as an average, they have been effective. In Argentina results have been generally null.

It's interesting to point out here the analysis model about the effectiveness of policies explained by Professor M. Uchi, depending on:

1) Goals (including logic sequence of measures to achieve these goals).

2) Political commitment of political

leaders.

3) Capability of public administration.

4) Capability of interested groups (participation).

5) Social and economic conditions.

In this sense, the main differences between Argentine and Japanese bureaucracy have been already mentioned, but it should also be noticed that in Argentina there has been many times a lack of strong political commitment of political leaders and that behaviour of interested groups (particularly private business) has generally lacked the necessary initiative and effort essential to complement public policies, while in Japan attitude has been completely different.

VI. CONCLUSIONS

Japan has been successful in economic development, but this success is the result of a complex network of culture, institutions and policies; there is no model to be automatically transferred to other countries.

However each one of the several points mentioned above are useful parameters to compare capabilities, values, organizations, behaviours and results.

Argentina is at present undergoing a deep process of transformation, showing top leaders a strong political commitment with the changes. Maybe the analysis of Japanese experience can provide some useful guides to choose the right direction.

FINAL REPORT

Khandaker Rashedul Haque
(Bangladesh)

A country's development largely depends on how effective and appropriate policy it can be able to pursue. In the case of developed countries, their main concern is maintaining technological superiority and sustaining steady and stable growth through international competitiveness. But in the case of those countries where majority of the population live below poverty line, rate of literacy is very low, internal resource mobilization is insignificant, political institution is not strong and vulnerable, development and economic prosperity to them is forlorn hope. Yet life cannot remain static. Man has to fight with hope against hope. Developing countries, therefore, should not be so depressed as to drive them into total despondency. With perseverance, able and committed leadership and appropriate policy measures a least developed country can even catch up with what are now developed and fast developing countries.

But the problem is the prioritization. Since a poorer economy cannot afford to take measures in sectors, it has to identify through prioritization what sector it should address first in order to be able to set development process on the right course.

If the main objective of any nation is economic development, there is possibly no alternative on her part to embarking upon a policy of industrialization. But industrialization is not any easy task to accomplish. Policies are easier formulated than implemented. In a complex and highly competitive international market poorer economies, struggling hard to gain access to the international market, find it highly protected. Moreover, productivity in the economies of scale is so high that poorer economies, especially where industrialization process has yet to pass out teething stage, trail far behind in terms of competitiveness. In order, therefore, for the poorer economies to be able to emulate economies of scale and thus upgrade the standard of living through economic uplift certain preconditions are necessary. These may be as follows:

- a. The countries concerned [the poorer economies] need to identify which sector they should go in for import substitution, and which sector for export-oriented initiatives.
- b. They should have, at least at the initial stage, competitive advantage for the sector they choose for expansion and development.
- c. International community should offer certain amount of concession and extend cooperation and help for industrialization of developing countries at the early stage.
- d. Countries pursuing industrialization policy should and must always take into account income elasticity of demand in order to cope with needs and requirements of different societies.

But the question remains still unresolved as to who is going to accomplish this task. In the economies of scale private sector is very large and its horizon and domain is so wide that it can accomplish any task the government wants done. Public sector plays very insignificant role in the total contribution to export and GNP. For the poorer economy the case is just the other way round ---- public sector holding the reign of everything and private sector, being very small, weak and undeveloped, contributing very little to the economy. In the developing countries the initial initiative has to come from public sector. However, there are two things which are closely related to economic development: one is effective management system and the other is country's educational standard. To set out more specifically, these three elements --- educational system, effective management capabilities and industrialization have triangular circular relationship.

Effective management in the public sector in the developing countries is the key element in leading the country towards development and prosperity. The countries aspiring to achieve industrialization, therefore, need to strive hard to improve their human resources management in the public sector. Since a number of issues are involved in this process, Government should carefully delineate the actions and measures to be taken for its improvement. Without certain conditionalities being fulfilled improvement of human resources may remain a remote hope. The conditionalities to be fulfilled may be as below:

- a. A strong political will, under a democratic set-up, to improve human resources in the public sector;
- b. Ensure non-interference by the political parties in the activities of public sector;
- c. Ensure recruitment of talented youths in the public sector;
- d. Ensure timely promotion, proper training and incentives for good deeds;
- e. Make legal sanctions against corrupt personnel;
- f. Ensure proper placement and take suitable and attractive career planning programs.

It has earlier been indicated that industrialization, effective management and education have triangular co-relationship. If effective management through improvement resources management in the public sector is key to industrialization, educational development plays the crucial role in this circle. Higher the educational standard, higher is the effectivity of management. So every developing country has to see to it that her educational opportunities are made available for each and every citizen of the nation. There is no doubt that the task is herculean, because it involves lot of money. But the demand of universal education for each and everybody is beyond any argument. None can deny that universal educational facilities require large amount of investment that poorer countries may find very difficult to mobilize.

But then again, money is not the only thing that can achieve everything. There may be some easy, but not previously thought of, alternatives which can complement and supplement governmental programs for expansion of education and enhancement of literacy rate. We can look at the example of Japan. In the 16th and 17th centuries, before Meiji Restoration, Japanese temples played a very significant role in attaining a high rate of literacy. The situation may not necessarily be similar in other countries, but the countries concerned have to find out and identify alternative avenues and resources, other governmental intervention and investment, which can be good and effective medium of educational expansion. Thus through and effective correlative inter-action between educational development and expansion, establishment of effective management system a country can push forward towards economic expansion, self-sufficiency through steady industrial growth and expansion.

THE ROLE OF PUBLIC ADMINISTRATION FOR ECONOMIC AND SOCIAL DEVELOPMENT IN EGYPT

Aly Ahmed Metwally
(Egypt)

When I come to Japan. I wanted to know the secret of Japanes miracle.

In the firstmoment of time of may arrive, I saw the clean streets and the arrangement all things.

Started by the arrival I saw the message Board, im-migration system and the system of Customs and the meeting service counter and the great help of JICA group and NPA Group and also the kindly Nature of Japanes Nations. I am reading about Japan and I know that Japanes Nation built his Country.

By love, cooperation and by work hard and hard stru-ggle untill this Nations made Japan as number one.

The education system in Japan is very good model to the developing countriés. I learned from Japanese System about education system and human resources management and also, assistance forprivate Industry.

In this report I want to analyze the situtaion of edu-cation system in Egypt and the situtaion of human re-sources management and also assistance for private in-dustry and social and economic conditions.

I. The situation of educational system:

A. Situation of Kindergartens.

Most of Kindergardents in Egypt are private and some of them are Governmental under the Ministry of Social Affairs.

Most of private schools have Kindergartens but they are expensive and percent of children which are enroll 30% most of Egyption children enter the elementary School, without the stage of Kindergarten.

So they are incounter problems in their school life. Kindergartens is very importance stage because it is aims at helping pre - school children develop their mind

and bodyby providing sound educative environment for them. So we need in Egypt to incourage the Kindergartens to prepair the children to the elementary stage.

With a hight motivated character for education.

We hope to rais the rate of inrollment at 80% the rate of inrollment in Japan 100%.

B. Situtation of elementary school:

Education in elementary school is compulsory but the Government in the most of cases not penalize the citizen who do not send their children to the school the percent of inrollment in the elementary stage 70% and We hope to rais this rate at 90% the rate in Japan 100% although the rais of percent of inrollment in the elementary school but the big number of children whom they finished their elementary school can not read and write because the classe crowded and the shortage of school buildings. and most of Egyption school carried out the double shift programmes the density of class 50 student compare with Japan 36 student so We mus increas the number of school building. also we need to inter the instructional aids and equipment in all schools such as sound motion picture, projectors slide, overhead projectors, radio receivers, cassette, video, language laboratories and micro-computer because thes instructional aids are very important to help the student to well-understanding.

And most of Egyption schools have not any instructional aids. I see many instructional aids in the Fudoh elementary school when I visit this school with the group on May 29 Fiday, also I hope to see the school activities such as, science, music, handicrafts, drawing, library in Egyptian school because this activities are limited in the egyption school ---

c. The situation of lower secondary school:

The ministry of Education 5 years ago decided to combine the elementary school and lower secondary school so it become 9 years practically all children are enrolled in both elementary and lower secondary school but number of unsuccessful students was big and many parents prefer to their children to work in agriculture or the hand work instead of continuous in education.

D. Situation of upper secondary school:

In Egypt there are four types of upper secondary school.

A1. Agricultural secondary schools.

A2. Technical Secondary schools.

A3. Commercial secondary schools.

A4. General secondary schools.

The first three types of these schools face the problem of shortage of school buildings and also frequent negligence of the practical subjects these schools provide vocational education.

General schools provide to those who wish to advance to higher education we need to reform the upper secondary school and to revise the curricula and improve quality of Teachers.

We need also to improve staffing quotas and also

We need to increase the number of vocational schools and a long-term plan for labour needs in order to conduct the educational system to meeting the comprehensive development needs.

E. Situation of higher education:

Higher education in Egypt faces many problems such as increase the number of students and inefficiency and lack of the work opportunity for the universities graduates.

We need to diversification of instruction techniques

to meet the increasing demand for continuing education we need to reform the curricula to developing the attitudes of seeking, knowledge, research, and scientific thinking We can learn from Japanes reform in the higher education in the procedures for selecting university entrance and promotion of basic research in the Universities and transition to life long learning system.

II. The situation of Human Resources Management.

The emergence of human resources managements of public sector because the increas in the state's role and increase the number of Government employees which amount to 4.1 million in 90/91 so the improvement of Human Resources management is very important in Egypt.

III. The situation of Human Resources in Egypt:

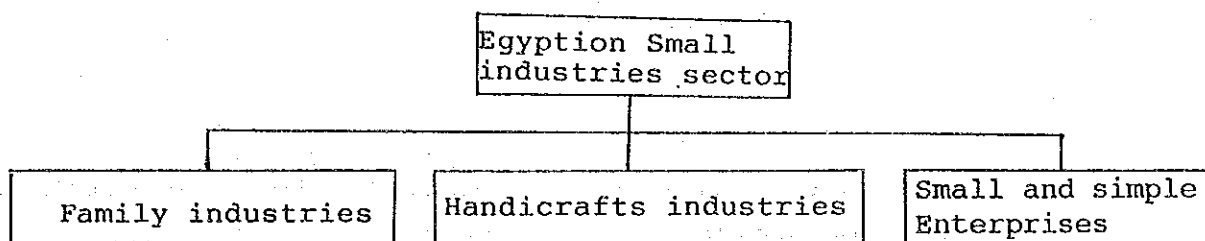
The human resources management faces many problem such as, over population, the raisinge rate of illiteracy lack of skills labour for the plan of economic and social development, the rate of labour used in economic activities is low 28% compair with advanced countries 54%, the increase of Government Employees also is another problem. So we need to reform the selection system we need effective system of penalties and rewards and the last important point We need effective training system and to make reform, Improve the education system, the Egyptian Government makes big effort to rais the efficiency of Civil Service and improvment the wages system, training system The Central agency for organization and administration play effective role in designing policies and development human resources management.

There are many good elements in the Japanes model of Human resources management we can learn and carry out some of thes elements

such as life time employment, working in group-the decision making process competitive long term career development, flexible specialization, and multi-skilling, job rotation and internal (off-the-job) Training, the group decision is very good model in the Japanes Policy because many developing countries take single decisions in the moat of policies and another thing in Japan ,many decisions coming from bottom not from top.

IV. Situation of small and medium enterprises in Egypt:

The small and medium enterprises divided to 3 types according to this fig.



Small enterproses faces many problems such as lack of management skills, lack of marketing research, lack of protection laws, lack of skilled workers the Egyptian Government trying to remove the obstacles taking into consideration the practical experiences collected in the other countries such as Japan, India, and USA.

Now in Egypt Government encourageing the small enterprises by TaxHolidays, Tax exemptions for a pride of 5 yars and there are many institutions related to help the small enterprises such industrial development Bank. Center of the deveolpment of industrial and engineering designs.

We need to provide more assistance to the small and medium enterprises in Egypt. Japan have a good model in assistance private sector because the Japanes Government provide to the small and medium enterprises Big assistance such as finance, cridit supplement

reductions of tax, training etc.

V. Economic situation:

According to the world developmentt 1992 there are some information about the Egyption Economic Situation.

Population in mid 1990 52.1 million

Area (thousand) of square Kilometers 1,001,000.

GNP per .Capita in 1990 600 Dollars.

Average annual Growth rate 4.1

Average annual rate of inflation in 1990 11.8%

Life expectancy bir th (years) 1990 60

Adult illitracy 1990 52%.

(SUMMARY)

In this report I haave focused of the present situation of the Education and the role of education in the Social-economic development and I wanted toclear some possible soluti on to the problems of education throughthe Japanes model. The second point in this report is the situation of Human resources management and the problems of Human resour ces management in Egypt and the good elements in the Japanes Hum,an resources management system wchich we canuse in Egypt.

Lastely I have presented some information about the economic situation, at the end of my report.

(CONCLUSION)

Japan is one the Good model to the Developing Countries to learn how to built the modern society.

- The developing Countries can learn from Japanes How the Government and Nation work together to make high rate of Growth.
- Japanes Nation work Hard and Nation high rate of Cooperation and also this nation love his country very much.
- Japanes industry is good model to learn the high guilty and advanced Technology.
- We can learn from Japanes programme on research policy and science, industrial policy, information technologies. and many other policyes.
- in Egypt if we work hard like Japanes people, we can solve problems, like illiteray problem, inflation, unemployment, lack of income, etc.
- Thus, Egyptian people can reach better social and economic life so we should take Japan a model for Modernization and development, we should we hard like Japan.
- We wish to Japan more advanced and development and we want to deep Cooperation between Japan and Egypt.

**JAPAN HAS ITSELF BECOME A MODEL FOR MANY DEVELOPING AND
ADVANCED INDUSTRIAL SYSTEMS**

Deddy Sirodjudin Bayu
(Indonesia)

Peoples in developing countries face and suffer from various difficulties for example : disease, poverty, unemployment, education, capital etc.

We all live in an era of mutual dependence both developed and developing countries are closely tied to each other through mutual exchanges, understanding and cooperation progress in developing countries, developed countries themselves cannot hope for their own peace and prosperity.

It is for the world's benefit that nations should help each other. Japan, as developed country has been successfully done for the development of the world economy and to contribute to the improvement of the international situation through grant or loan in social and economic assistance cooperation.

Economic cooperation is one of the most important ways in which Japan can contribute to the world, working to preserve and foster international peace and prosperity.

The relationship between the developing countries and developed countries through the International Cooperation is moving at an accelerating pace in the direction of interdependence. In order to attain harmonized development and growth for the developing countries, to be achieved by the self- help efforts of the developing countries have various problems, for example : economic structural adjustment, debt burdens and the need to protect the global environment. It is increasingly recognized that the development needs of the developing are extremely diverse.

In Japan there are people who are extremely rich as well as those who are extremely poor, however, these constitute only an extreme minority. Moreover, most Japanese themselves as belonging to the middle class, about 90% the " salarymen"

in Japanese cities classified themselves as " middle class"

The infrastructure that mainly provides the foundation for industrial activities.

Such as transport and communications facilities, is well established in Japan.

After recovering from the immediate inflation in the postwar year, Japan enjoyed a period of prolonged prosperity with real growth averaging more than 10% in the decade after 1955.

Japan has done brilliantly with importing raw materials and exporting finished products resulting into high levels of imbalance of foreign trade in favour of Japan between Japan and some of its trade partners.

After the end of World War II, through the pain of having been a victim and a aggressor for the peoples of Asia, the Japanese people swore to construct a democratic state devoted human rights.

Given the situation that the scale of assistance from developed countries is not increasing so greatly because of national budget constraints Japan's countries through economic cooperation as the largest provider of development Capital in the world, is receiving considerable attention and much is expected of it.

The Education of Japan.

Japan, as a modern state, obtaining work depends principally on one's personal capability social background, family lineage and wealth have almost no bearing.

A direct measuring of this ability is now determined by which schools one attended and what subjects he studied.

Therefore, one's academic record has an importance exerting some influence to one's career all through his life.

All citizens were given equal educational opportunities.

Education is free and compulsory for all children between the ages of 6 and 15.

Japan is noted as a uni-racial nation and its used national language, Japanese, is an only language used all over Japan. Community life with a horizontal link of families as its units was formed, valuing cooperation, solidarity and the spirit of harmony such awareness of partnership still continues in the form of the pattern of behaviors based on groupism seen in business and organizations.

According to the democratization of the society, the Japan family has changed considerably.

The father no longer has absolute authority and the wife has an equal say with her husband in family matters.

Varying little by region, religion, or person, Japanese culture is basically uniform throughout the country.

The Japanese people have lived for centuries under centralized government which regulated people's lives in minute detail. Primary importance has traditionally been placed on the group rather than on the individual, and this heritage accounts for much of Japanese Society's Uniformity.

The Japanese have always put work before pleasure and have traditionally scorned for play's sake. As the Japanese economy has grown stronger the Japanese people have come to be known the world over as hard workers.

Japan is today a technological superpower, and more than 10% of the world's expenditure for activities in science and technology are controlled by Japanese companies and government agencies. Being obsessed with economic security, Japan has emerged as an economic and technological Superpower which has become more evident.

Japan is, as a consequence, requested by its industrial competitors to engage in more basic and creative research share its technological research more widely.

This forces the Japanese Science and technology system to become more open and more internationalized.

Force inside Japan are also compelling changes and are in fact more important than outside political force in modifying the science and technology system.

The interface between universities and national research institutes on one hand and industry on the other has increased.

Through the presentation major efforts have been made to illustrate the characteristics of dynamic change in the Japanese System for Science and technology.

THE JAPANESE EMPLOYEE.

The employment goes hand in hand with Seniority-based promotion, both occupational titles and wages.

Therefore, an employee can reasonably expect to be employed with the same company for his working life.

These challenges elevate the role of public administration far above the level of planning and implementing policies to solve today's problems.

Such short-sighted approaches to public administration are no longer viable options.

As such, it is essential that government employees possess the basic skills and expertise to avoid reactionary, quick-fix national policy planning in favor of long-term national policies that meet current needs and lay the foundation for future progress and development.

The Japanese management, virtually no country whose management system has aroused more interest than Japan.

THE JICA'S TRAINING PROGRAM MANAGEMENT:

JICA is the official agency of Japan whose main function is to extend technical cooperation to developing countries based upon agreements reached between the Japanese government and the governments of these countries.

Such technical cooperation is designed to help developing countries in their economic and social development, for this purpose

JICA invites people from developing countries for technical training in Japan.

JICA also extends capital grant assistance to the developing countries in building schools, hospitals and other facilities related to the technical cooperation.

The Industry of Japan.

Japan cover business from industries from manufacturing to distribution, including the machinery industry, chemical industry, heavy industry and textiles.

Japan also with consumer complaints and problems concerning energy and power resource.

The private sector dominates the funding of R & D to an extent for which there is hardly a parallel in other industrialised countries.

Industrial pollution fairly well under control, further efforts are being made for exploring environmentally sound and industrially feasible technologies.

Japan adopted many aspects of the Western culture and established itself as a modern development of its industries with the Western technology.

The electronics industry in Japan has become one of the largest and most advanced in the world and forms one of the central pillars of the country's economy.

Japan is currently the world's largest exporter of the color Television Sets and other electrical appliances, automobiles, steel and high precision optical and electronic products such as cameras and watches.

Conclusions.

Through this Training Course, " National Government Administration II", I would like to gain many of kind matters in the Japan Modernization in the view of Social and Economic background which is Japan as a model of Industrial Country, are as follows :

1. I will have a basic knowledge of the organization and function of the Japanes Government and the general skills needed to carry out the responsibilities for our office.
2. I will learn and practice the Japanes administrative management skills needed to perform our roles as the future leaders of the our government.
3. I will understand major Japanes Government policies and the policy developing process, including formulation, planning and implementation.
4. I will have positive attitude, patriotism, and aproprate ethics of a public servant.
5. I h a v e an opportunity to familiarize between participant countries which are diffrences in social and economics background.

FINAL REPORT

Virginia Wairimu Maina
(Kenya)

I. INTRODUCTION

The course commenced on 19th May 1992. It attracted twelve participants from the following developing countries:- Poland, Argentina, Peru, Egypt, Sri Lanka, Bangladesh, Nepal, Thailand, Philippines, Indonesia, Turkey and Kenya. The course covered the following themes:-

- Part I - Modernization process with special reference to Japan's experience
- Part II - Study of individual policy areas with special reference to modernization of Education, Assistance for Private Industry and Infrastructure building.
- Part III - Framework analysis of public policy
- Part IV - Modernization of Public Administration in Participating Countries

1.2. The method of presentation included class lectures by specialists; usually University Professors and Public Servants; followed by group discussions. There were also organized study tours for case studies, general observation tours and sight-seeing arrangements. In the last week of the course, each participant presented a country report on two topics chosen from the following policy areas:-

(2) MODERNIZATION OF EDUCATION SYSTEM

(3) IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT
IN THE PUBLIC SECTOR

The purpose for these country reports was to facilitate a comparative oriented discussion among the participants on the crucial problems obtaining in each policy area and propose possible solutions.

1.3. In this report I intend to discuss the theme of Industrialization for economic growth. This is in recognition of the fact that unless developing countries which depend on Agriculture as the main source of economic growth, engage in an Industrialization process it is going to be very difficult for them to achieve and sustain an improved balance of payments and terms of trade. Agriculture by its very nature is too unpredictable to be solely relied upon for a sustained economic growth. Japan, which started as an developing country whose economy largely depended on agriculture, is source of hope for the developing countries in the similar circumstances which intend to embark on a successful industrialization process. The necessity for Kenya to hasten its industrialization process becomes even more urgent today when the country is under pressure to make structural adjustments the result of which may aggravate the existing unemployment situation.

2. BACKGROUND INFORMATION ON JAPANESE MODERNIZATION PROCESS

2.1. Before embarking on my main theme of discussion, I would like to give a brief historical background on the Japanese modernization process and some of the factors which contributed to its success. The period of modernization in Japan can be divided into three phases as follows:-

- | | |
|-------------|---------------------------------------|
| 1945 - 50's | - Period of economic recovery |
| 1950 - 60's | - Period of high economic development |
| 1960 - 70's | - Period of high industrialization |

2.2. Except for coal, Japan does not have any other natural resources. The country depends on imported raw materials for their industries. Around 1960's when Japan gained international recognition as a completely modernized country, some U.S. scholars decided to investigate the contributing factors for Japan's modernization. They discovered that Confucian concepts which were similar to the Weberian ethos had greatly influenced the modernization of Japan. Confucianism is an ethical system based on a Chinese scholar by the name Confucius. The ethos emphasize on personal virtue, devotion to family and justice. These values are considered to have had great influence on Japanese modernization and democratization process. According to popular belief among Japanese management circles employees' sense of enterprise belongingness is influenced by these ethics although the employees are not conscious about it. Japan started modernization at a time when there were no major industries in Japan. The main attention was on strengthening her military in order to protect herself from invasion by western powers. Agricultural technology was imported from U.S.A. and other already industrialized countries. The Government realised at a very early stage that the agricultural production was not sufficient for sustained economic growth. Measures to industrialize were therefore resorted to at the early stages of Japanese modernization process. The modernization process has succeeded in transforming Japan from a developing country to an internationally recognized industrialized nation and economic power. An attempt to apply wholesale the Japanese experience to the Kenyan situation would be a futile effort. However there are quite a number of factors which have influenced the success of Japanese modernization process which could be applied in Kenya with a few modifications to suit the Kenyan situation. These are the factors that I would like to base my report upon.

3. EDUCATION

3.1. During our discussions we concluded that Education and Industrialization have a direct correlation. In order to industrialize successfully there must be a good education system whose product is equipped with the appropriate skills and potential to contribute effectively to the industrialization process. Modernization of Education on the other hand would require additional funding; which can only be raised from economic surplus generated through industrialization. This is a vicious circle which needs to be broken. The most appropriate point at which to break the circle appears to be enhancing the Education in both qualitative and quantitative terms. A literate society provides the right environment for Industrial development because in such a society it is easy to communicate effectively and therefore dissemination of relevant information and assimilation of technology becomes easier. The illiteracy level in Kenya is affecting development of small scale and medium scale Industries most of which are manned by semi-literate personnel. It is therefore necessary for the Government to address the issue of modernizing the Education system in Kenya. According to the 1985 World Bank statistics the illiteracy level in Kenya was 41%.

3.2. The quality of Education from the elementary level through to University determines to a large extent whether or not school leavers can be developed into a responsible, efficient and hardworking workforce. In order to enhance the quality of education, the curriculum should be revised from time to time to ensure that education is keeping pace with the economic, political and social change both locally and internationally. It is necessary to involve teachers in the planning period to incorporate their ideas and register their cooperation at the implementation stage. Retraining of teachers is also necessary for effective implementation of the new curriculum.

- 3.3. Japan, for example, revises the school curriculum every ten years. Before any changes are introduced a lot of research is done. For example, there is an intention to revise the curriculum in order to incorporate life long education, individualization and internationalization. The recommendations to be adopted are contained in the report of a committee which was appointed in 1984 to look into the possibility of introducing a new curriculum. The committee made the fourth and final report in 1987.
- 3.4. In order to enhance the quality of education, it is also necessary to improve quality of teachers and to provide adequate teaching materials and equipment. In order that highly qualified and talented personnel are attracted and retained in the teaching profession, it is necessary that the salaries of teachers and other service benefits are made more competitive. In Japan teachers are normally paid about 10 to 20% higher salaries than other Public Servants of similar academic background and experience. During the early stages of Japanese modernization, education was given even higher priority. For example, Henry Dier, the provost of the first College of Engineering in Japan, established in 1873, was getting a higher salary per month than a Minister of State. The other way of enhancing the quality of teachers is by giving them social recognition which would make them proud of the job they are doing. In Japan for example, teachers are addressed as **Sensei**, a title reserved only for members of the **Diet** (the Japanese Parliament) and highly respected doctors and lawyers. In Kenya it is not uncommon for parents to engage into a conversation with their children meant to demean a teacher. The result of such a conversation would undoubtedly lead to the child losing respect for teachers. Maybe an attempt to grant the teachers the same social status they used to enjoy immediately after independence can be made by giving them social recognition during public barazas etc.

4. THE ROLE OF THE GOVERNMENT IN THE INDUSTRIALIZATION PROCESS

4.1. The process of modernization and economic recovery in Japan after the 2nd World War began in 1945. In order to realise a faster economic growth the government had to develop a priority production policy. Under this policy, production resources were allocated on a priority basis in priority sectors of the economy. Employees of priority sectors were normally paid higher salaries than those in other sectors. The priority sectors included heavy steel industries which depended on imported tools and the textile industry which depended on traditional technology. Any approvals for applications for foreign exchange depended on contribution the imported technology was likely to make to the improvement of priority and strategic industries. Application for purchase of labour intensive technologies would normally be rejected. The committee in charge of scrutinizing applications for foreign exchange consisted of Heads of various ministries and the private industry.

4.2. Initially Japan depended on imported technology. The Government however realised that faster industrial development depended on development of local technological specifications. Efforts were made to understand how specifications are developed and eventually Japan succeeded in developing local specifications.

4.3. Another good example on how Japan has succeeded in gaining international competitiveness through protectionist measures can be found in the computer industry which was developed in 1970's. Initially this industry faced stiff competition from I.B.M. which could produce cheaper computers in comparison with the locally produced computers. In order for the Government to save the situation, a corporation jointly owned by Government and the private

sector was established. The name of the company was "Japanese Electronic Computer Corporation (J.E.C.C.). This corporation would purchase computers and lease them to medium/small scale enterprises which could not afford to purchase a domestic computer. Stiff tariffs were also imposed on imported computers which made them too expensive to compete in the local market. This arrangement had a twofold benefit. In the first place it encouraged small/medium scale enterprises which could not have invested in computers to use this new technology. Secondly, it provided a built in demand mechanism for early computer industry. Additionally, when protectionist barriers were removed in 1980's not only were Japanese firms competitive but they also had a clear advantage in their own domestic market, making it unlikely that foreign firms could gain a great deal of domestic market share. The now unprotected but stable home market for Japanese firms also enhanced the industry's competitiveness in the international market.

- 4.4. The reason why I have gone into great lengths to give an account of Japanese experience during the early stages of industrialization is to illustrate the fact that contrary to a free market advocated by the industrialized countries, government intervention is necessary for developing countries like Kenya which are in the infant stages of industrialization. However indefinite protection ends up defeating the ultimate purpose for which such protective measures are introduced. For example in the Kenyan situation protected industries have become inward oriented instead of export oriented because they do not want to venture into a more risky and more competitive export market. They have therefore continued to drain the country of the valuable foreign exchange earned from other sectors of the economy. Protective policies should therefore be formulated to operate for a specific period of time to encourage early maturity by the protected industries.

Although protective measures do not involve direct financial assistance by the government from the revenue collected from taxpayers, they are a cost to the consumer who is compelled to buy more expensive locally manufactured goods instead of cheaper imported goods. Prolonged protection should therefore be avoided by the government.

4.5 Research

The government of Japan through its agency MITI, has contributed a lot to research activities. Some of the research undertakings are carried out in a joint-venture between MITI, universities and private industry. One such research was carried out in 1966 with a view to developing and improving Information Technology in Japan. The outcome of this research is the mother of the computer industry in Japan. By late 1970's USA had developed a more sophisticated VLSI (very large integrated sacket). In anticipation of the expected competition from USA, MITI had to take another initiative in a joint-venture with private sector to develop VLSI capable of withstanding international competition. By 1980, japanese VLSI commanded 40% of the USA market. To encourage private sectors to participate in the research the following incentives were given:

- a. Tax rebates to participating firms.
- b. The firms could also obtain the most advanced technical information and data from ETL.

4.6 In order for Kenya to develop local technology or to succeed in improving on transferred technology as has been the japanese case, it is necessary to strenghten Research Institutes, especially those under the Ministry of Research Science and Technology. Other incentives should also be introduced to encourage individual research initiative for development or improvement of technology.

5. HUMAN RESOURCE MANAGEMENT

- 5.1. The quality of both management and employees forms the basic foundation for the success of an industrialization process. This is even more applicable in the Public Sector which is responsible for formulating policies which can have a positive or negative impact on the industrialization process depending on the quality of such policies. It is therefore necessary that the policy makers in the Public Sector be people who are dynamic, flexible and professionally qualified. Indeed the Japanese success story is highly attributed to an elite, powerful, dynamic and flexible bureaucracy. Although the Japanese bureaucracy is the smallest among the industrialized countries forming only 15% per capita, it has successfully steered Japan through the modernization process.
- 5.2. During our discussion we found that the major factors contributing to low performance by public servants in the developing countries are the low salaries and other service benefits paid to them. Such low salaries have not only contributed to low morale by public employees, but it has also contributed to the rising rate of corruption. Corruption has been known to cause a lot of havoc to the industrialization process. There are very well known cases where industrial projects could not be economically sustained owing to the cost of corruption. The low salaries are also incapable of attracting and retaining efficient, and professionally qualified personnel especially those with competitive skills. A weak and mediocre bureaucracy is incapable of successfully steering the country through the industrialization process. It may be worthwhile therefore to re-examine the salary levels of Public Sectors with a view to making them more competitive. Maybe when the size of the Public Sector is reduced to a manageable and more efficient size, it will be possible for the service benefits to be improved.

- 5.3. In Japan, civil servants usually get higher salaries than the private sector pays. There is therefore a lot of competition for jobs in the public sector which makes it possible to staff the public sector with the most highly qualified graduates from the best Japanese National Universities. According to Ellis S. Krauss in his paper "Political Economy" the news that a son has become a government bureaucrat would be one of the best news parents could receive. In Kenya today maybe the opposite is true. Because of the quality of Japanese bureaucracy it has been possible for Japan to achieve a lot with a small but efficient bureaucracy. Although there has been a few failures here and there of some of the Government policies recommended by M.I.T.I. (Ministry of International Trade and Industry) M.I.T.I. has undoubtedly played a major role in the success of Japan's industrialization process.
- 5.4. Training is another important factor in determination of the quality of performance in any economic activity. In Kenya, especially in the Public Sector more emphasis is put on formal institutional off the job training rather than on the job training. It is therefore possible to find very highly qualified employees who do not have the practical knowledge about the job they are doing. I think it is necessary to look for a point of equilibrium between the two types of training.
- 5.5. Job security is another very important factor for sustained industrialization. Employees who do not feel threatened that their employment may be terminated any time or that automation will deprive them of their jobs are bound to be more innovative, creative and dedicated to the ultimate goal of the organization. On the other hand the management becomes more committed to training and overall development of employees because there is no fear that once trained the employees

will desert the organization for greener pastures. In fact Japanese corporations prefer to train their employees on the job. Education system therefore provides general education and gives only basic skills to be developed when the students join the companies.

- 5.6. In the Kenyan situation, where there is no job security in the private sector there is very little training initiative by the private sector. The government has therefore ended up bearing the burden and losing the trained personnel to the private sector which offers more attractive salaries and benefits, but lacks a clear training policy. Unless the private sector is willing to share the burden of training with the government, industrialization will take a very slow pace and assimilation of technology will remain low. For the purpose of a faster industrialization process it is necessary for the government to address the problem of training in the private sector. In Japan for example the problems enumerated above have been minimised through the system of so called life-time employment, seniority pay systems and enterprise Unions. Seniority pay systems discourage employees from moving from one organization to another because in the new organization, they will rank low in seniority and their pay will subsequently be lower than what they have been earning. Lay-offs are avoided except as in absolute last resort. Another very important factor which has contributed to the success story of the Japanese modernization process is the inherent inclination to hard work by the Japanese people. For example they have a six days' working week and a total working hours amounting to 2,100 per annum. Although the government is trying to introduce a five days' working week thus reducing the working hours to 1,800 p.a., it has not been completely successful so far.