

6. INDUSTRIAL COOPERATION

6.1. Industrial cooperation is very important especially for the purpose of facilitating assimilation of technology which is crucial to development and sustenance of industrial growth. This cooperation can be achieved through sharing of information between large enterprises and also through subcontracting between large and medium/small scale industries which will facilitate a balanced growth in the two types of industries. For a successful industrialization process both large and medium/small scale industries must play complementary roles with the large industries providing training, market and sometimes credit facilities to the medium/small scale enterprises.

6.2. Japan has to a large extent been successful in achieving this cooperation. During our training in Japan we visited quite a number of small/medium scale industries which are producing parts for large scale industries in the electronic, computer and advertising fields. In Kenya we are yet to achieve this kind of cooperation and it is therefore necessary to explore the possibility of establishing subcontracting between large and medium/small scale industries in Kenya. One of the means through which the government of Japan has assisted small/medium scale industries in gaining higher level of subcontracting with large scale industries is through the application of pollutions law which prohibits large companies from engaging in pollutions activities thus compelling them to order their parts from the small/medium size industries. In order to take care of the pollutions problem, small/medium scale industries were shifted to the city peripheries and they are not allowed to use coal which is more pollutous. They can only use gas or electricity. The government also assists the small/medium scale industries through granting of soft loans.

6.3. The small scale industries which we visited operate on a cooperative basis to facilitate easy acquisition of capital, plant and equipment, and also to benefit from the economies of large scale purchases. For example one of the cooperatives, Die Casting Co-operative which consists of four smelting companies, share one smelting factory and make joint purchases of raw materials. Individually they cannot afford to own a smelting factory and purchasing of raw materials would be at higher prices than they get when they order in bulk for the four companies. The other cooperative we visited consisted of six companies which formed a cooperative in order to conduct joint negotiation for a bank loan for purchasing the land. The land is therefore owned by the cooperative and bank until the loan is fully repaid.

6.4. Although in Kenya we have many agricultural based cooperative Unions and other credit and savings cooperatives, cooperatives at the industrial level have not been fully developed. The Government should take initiative to encourage small/medium sized industries to form cooperatives to benefit from economies of large scale operations. In order for the small/medium industries scale to stabilise, it is also necessary for the government to grant them financial assistance through soft loans, and to assist them in developing an enterprise culture without which they are not likely to develop market stabilization. Efforts to disseminate information concerning market and technology and assistance in the aspect of quality control are also crucial requirements for the success of medium/small scale industries in Kenya.

7. CONCLUSION

7.1. In this report I have attempted to make a case for industrialization in Kenya for the purpose of developing sustained economic growth. I have

also highlighted some of the policies adopted by the Japanese government in an effort to industrialization. I have also analysed some of the factors which have contributed to Japanese economic success and transformation of Japan from a developing nation to an industrialized society. Whereas it may not be possible to transfer the Japanese experience wholesale and apply it to the Kenyan situation, there is a lot that we can borrow on our ladder towards industrialization. Some of the important points raised in this report can be summarised as follows:-

(1) Agricultural production is not capable of sustaining economic growth at a level which will improve our balance of payments and terms of trade. At this early stage of industrialization, policies based on a free market economy usually advocated by the industrialized countries cannot apply in the Kenyan situation. The government has a role to continue introducing protectionist policies which are carefully formulated to facilitate a take off and early maturity of the protected industries.

(2) In order for the government to steer the industrialization process successfully, a powerful, dynamic and elite bureaucracy free from political influence is necessary. This requirement calls for enhancement of the quality of education and revision of existing selection, placement, deployment and training policies and procedures. The salaries of the public sector must also be made competitive.

(3) Job security for both public and private sector will facilitate development of employees through training, reduce labor unrests and perhaps contribute to goal alignment between employers and employees.

(4) Since small/medium scale enterprises have gained recognition based on their contribution to employment and overall economic growth, enhanced assistance to this sector, financial or otherwise is of crucial importance.

(5) In order to industrialize effectively it is necessary to develop and encourage indigenous technology rather than depending entirely on transferred technology which is usually very expensive.

7.2. Finally, I would like to emphasize that no amount of government intervention and protectionist measures is going to lead to a successful industrialization process unless Kenyans themselves develop a culture of hard work and efficient time management. Development of an enterprise culture among both large/medium and small scale entrepreneurs is also crucial to a successful modernization process.

**IMPROVEMENT OF HUMAN RESOURCES MANAGEMENT
IN THE PUBLIC SECTOR**

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This report is based on the out-come of the Group Trainig Course in National Government Administration, conducted in Tokyo International Centre from May 19, 1992 till July 5, 1992 organized by JICA and NPA.

This training course was attended by 12 participants of different developing countries. The methods of training were lectures, discussions, case studies and field visits for observation in various activities relating to the role of public administration for the socio-economic development of the nation. This training programmes was divided into four parts: 1. Modernization process "National Civil Service System" in Japan, and modernization process of Japan. 2. Study of individual areas, case study and field visit to Fudou-Primary School, Joan-Die-Casting Industrial Park, Assistance for Private Sector Industry, information and case study,- infrastructure building - communication of Komae Post Office and port development - Kashima Port - Kashima Steel Works. 3. Frame work analysis of public policy, the role of public administration for development, Human Resource Management, policy implementation, financial management, study tour for observation of the Honshu-Shinkoku Bridges, public policy of Hiroshima Municipal Government, Kyoto Prefectural Government and agricultural activities of rural areas. 4. Modernization of public administration - presentation of country reports of the participating countries.

From this training I have the clear idea about the Japanese methods of teaching techniques and sucess in the field of public administration for social-economic development. From the country reports presented and discussed by participants of different countries. I understand that socio-economic condition of the 12 countries and their efforts for modernization of public administ-

ration.

By living in Japan during the training period, I got an opportunity to learn the socio-cultural value of Japanese society which is useful for administrative development.

Japanese bureaucracy has played an important role in planning and implementing public policy. It is good example of bureaucracy as a planner and agent of change. So Japan is excellent case for the comparative study in the field of public administration. From this training I have gained various things in the field of public administration. I think most of them are applicable in my country in the present condition for socio-economic development of the nation.

Nepal is a land locked country. The total land area of the country is amounting to 147 181 sq. meters. The total population is 19 million and per capita income is \$180. Annual growth rate is 3.9%, population growth rate is 2.6%. Literacy rate is very low in comparison to others developing countries. The country, ecologically divided into three regions running East to West, they are mountain, Hill and Taria. Mountain region includes the world's highest peak Sagarmatha, (Mountain Everest) high 8848 meters. Capital city is full of many religious temples and ancient buildings and palaces.

Socio-political change in the country in the year 1990, has established multi-party broad based democratic system of government by replacing autocratic system of partyless panchayat system of politic. The political change in the country has affected the roles and functions of governmental organization. This political change has brought the awareness among the people, mainly of freedom, equality, welfare and human rights. So the inherent top level management based organizational policy, programmes, practices have to changed into people oriented programmes largely reflecting the people's interest and welfare. So there is great challenge to the government to eliminate the massive poverty of the country through gradual development of the area to provide basic needs to the people. So government has decided to launch various programmes in the eight-five years plan to meet the basic needs of the people. This plan can be successful with creative efforts

of improved human resources. Improved human resources is the administrative tools of the governmental organization which is proved by the Japanese administration.

Present condition of human resource development in Nepal -

The terms human resources development is relating to new in the Nepalese context but conception was embodied in training and management development has a long history. Education plan of 1954 and establishment of Tri-Bhuuan University in 1959 and allround National Education Commission in 1961 was the initial step to building human resources. The new education plan 1971 has given emphasis on the vocational and technical education. So after then agricultural, engineering, medical, forest college and others functional as well as vocational institutes were established to develop the human resources in the required numbers. So government has tried to develop the human resources in the successive plan period. After the political change in the year 1990, His Majesty's Government of Nepal has initiated numbers of programmes on human resources development.

Training and development activities -

I try to analyse the present situation against historical perspective and raise some questions for future, incomparing with Japanese case. Ministry of General Administration, Para-Statal Corporation, Administrative Staff College, academic institutions and Central Social Service Organizations are responsible for improvement of human resource development in Nepal.

The Civil Service of Nepal consists of 102 744 permanent positions, 19,000 temporary positions, 70 000 para-statal corporations. They are divided into gazetted and nongazeted classes in civil services and assistants and officers level in para-statal corporations. In the year 1962 His Majesty's Government realized the importance of training for civil service and created the departament of public administration (now Ministry of General Administration) and provided the training

to civil servants. This department was made responsible for conducting the training at both levels (gazeted and nongazeted) of employees. The Nepal Administrative Staff College was established in the year of 1982, it is dominant training centre for general administration and management training. There was a few number of functional specific training institute in the sectoral ministry. Many public enterprises have their own training divisions responsible for organizing training courses for their employees. The training center of public enterprises are not sufficient to give training to all employees. The small enterprises have no their training center and they could not send the employees to other training centers due to lack of funds. They are engaged for inservice and pre-service training programme.

Academic institutions are also responsible to organize the training courses. So the education compulses under Tri-Bhuvan University offers the courses for university teachers and school teachers also. Tri-Bhuvan University offers the courses for university teachers, master degree in education. Goverment sends quite a large number of participants in foreign training every year within the framework of literal and multi-literal cooperation programmes. This training focus mainly on technical and technological expertises.

New initiatives on HRM -

The concept of Human Resource Development has come increasing use during the past decades, its activities in the form of training and management development have been around for a long time. His Majesty's Government has given prominence to training activities for improvement the effectiveness of the civil service. For this high level Administrative Reform Commission was constituted under the chairmanship of Prime Minister. The Commission has recently submitted its report, the main focus was on restructuring the governmental organization and improvement of human resources management.

National Education Commission has also submitted its report. The report was based for modernization of education. The Nepal Administrative Staff College as the most resourceful training institute in the public sector has also come out with substantial programmes in the recent years.

Problems and obstacles for HRD -

1. Political influence in bureaucracy.
2. Insufficient financial resource allocation.
3. Wrong placement and transfer of employees.
4. Shortage of institutions and for human resources development and lack of coordination is a great problem in the effective use of available human resources.
5. Brain drain due to inappropriate policy in public sector.
6. Lack of information technology.
7. Over staffs in civil service and parastatal corporation.
8. Lack of appropriate career development plan for Human Resource Management.
9. Low salary.
10. Risk avoiding culture in civil service.
11. Lack of job description.
12. Not good working conditions and frustration in civil service.
13. Corruption in public sector.

The role of Central Personnel Agency -

Ministry of General Administration is the Central Personnel Agency of Nepal. So this ministry must be capable to carry out improvements in personnel management, restructuring of His Majesty's Governmental Organization and to able to change behavior of employees. Training to civil servants to sectoral ministry,

in management skill, up to date manual, working procedures and job description. This ministry should pay due attention in the following:

1. Basic principal of appointments
2. Restriction on political appointment in civil service.
3. A fair policy for placement and transfer of employees.
4. Competative salary scheme.
5. Status of civil service should guarantee by Civil Service Law.
6. Good working conditions.
7. Appropriate long term career development plan for human resource development.
8. Use of modern information technology, computers and other phisical facilities.
9. Efficient information management system.
10. Fair performance evaluation system.
11. Maintenace of discipline - job rotation system, well planned training programmes - work follow up system, reward and nunishment svstem should be introduced.

From this training course I am able to identify the reasons for comparative effectiveness of Japanese industrial policy in high technology. MITI and Ministry of Trade and Industry are doing the research work to promote the development of high technology. I found that the following characteristics of Japanese public administration. There is no political appointment in bureaucracy, the key decision in the ministry are made by bureaucrat. There is job security, life time employment and a group spirit in work which is able to achieve a self-confident and dynamic leadership. Actual plans for regional development come to from local community. Scientific instruments has been used for industrial pollution control. Seniority based promotion system, job rotation system and customary practice of having salary and status, rise in accordance with

length of service, prefer to group working culture, appointment test, interviewed and finally screened professional skill character, clear background, enterprises union and group discussion for decision making process, homogenous culture is the great advantage for modernization and reconstruction.

Private sector contribution to large scale industry in Japan is great help for social-economic development. The art of Japanese management and industrial policy for small and medium scale industry is remarkable for model. Resource management in large scale factory has contributed to fast economic growth of the country. State and private partnership for industrialization, is a good example for developing countries. White-collar-Human Resource Management in large scale manufacturing industry, Farmer National association like Nakyo, Cooperative Agricultural Farms System and mechanization of agriculture is a good case for the developing country. In order to modernize, Japan adopted many aspects of the Western culture and technology and established itself as a modern capitalist nation by promoting its industries with modern technology after World War II. So Japan became first Asian Country to enter in the rank of industrial state and economically advanced country. The Japanese art of management, system of public policy formulation, policy process for implementation, modernization of education, modernization system of industry has great contribution for socio-economical development.

From the above mentioned comparative study of Japan, I have analysed, that Japanese process of policy formulation, decision making process, industrial policy, agricultural, educational policies, trade and infrastructure building policy and administrative system are practicable, which is applicable to developing countries like Nepal. It is essential for reform of public administration in Nepal. I hope we can practice this system in our country.

Conclusion -

Present public administration is directly accountable and responsible to executive body as well as to public in general. In order to maintain the good life of citizens the state must have to find out the capable human resources in the organization. The public organizations are responsible for providing goods and services to the people. It can be done only by well trained, active manpower. So improvement of human resources management and proper allocation of available resources is the challenging work of His Majesty's Government of Nepal in the present context. His Majesty's Government has been committed to meet to this challenge. A number of problems financial and management related have to be faced in this process. The public sector must be efficient and effective for socio-economic development. Public sector is responsible to formulate and implement the policy of HRD. However His Majesty's Government of Nepal has been taking various measures to improve public administration for socio-economic development of Nepal. It is essential for the proper mobilization of available resources. I think this training course is very useful to developing countries like Nepal. I hope that most of the Japanese experiences in public administration can be applied in Nepalese public administration in contemporary times.

**MAIN CONCLUSIONS ABOUT THE JAPANESE EXPERIENCE AND
IT'S RELEVANCE TO IMPROVEMENT OF POLICY-MAKING IN PERU**

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Regarding all the issues we have studied, discussed and observed during this course, the main factors and aspects of Japanese experience that are important to highlight in comparison with my country's problems and challenges are:

1. The strong political commitment of the Japanese ruling elite with the necessity of economic and technological national development, at least since the Meiji Era to date.

The composition and characteristics of the ruling elite has changed but the goals remain mainly the same. Citing Okimoto "From the mid-nineteenth century until the mid-1970's, Japan's overriding goal was to industrialize as fast as possible in order to catch up with and overtake the leading powers of the West. For three-quarters of a century (1868-45) following the Meiji Restoration, the Japanese government was consumed by the task of constructing the industrial infrastructure necessary to build and sustain a world-class military machine. What haunted Japan from the start was the specter of western colonization and foreign domination. Following its crushing defeat in the second world war, Japan renounced the military goals that had propelled it to become the first non-western nation to industrialize."

In comparison with my country, the ruling elite in Peru has not been interested in national economic development. They have organized the state and pressed for policies having regard only on personal or grouping interests and benefits, ignoring nation's needs. In that sense, it should be noted that they have been a dominant elite, but not a ruling elite.

Although this dominant elite was interested in making profits, they didn't care about building their private enterprises based on technical improvement, but mainly based on subsidies and state protection from international competition. However, they tolerated excessive participation of foreign enterprises in domestic business. They enjoy becoming only minor associates of foreign enterprises within Peruvian economy.

The ruling elite, specifically the manufacturing businessmen, was not interested in technical achievements, and they didn't care about changes in the international market (they were "protected").

After 13 years of a chronic economic crisis, since 1990, the new administration is introducing great changes in main policies. One of them is rapidly opening of the domestic market and deregulation of the economy. Even though the way these policies are being implemented is not so good, I think businessmen in my country are now beginning to understand and valorate technological improvements to maintain or increase the market share. In this sense the government should introduce some kind of incentives for those enterprises which are introducing modernization and increasing competitiveness, and facilitate networks for dissemination and collection of technical information.

But my country is far yet to have a ruling elite, who establishes far-sighted goals, including all sectors of the society in benefits and endeavours.

2. The decision-making system in Japan within the political system ensures the effectiveness and continuity of policies, and is based in consensus.

The political system includes the following actors with different power sharing: political parties, private enterprises (specially keiretsus), bureaucracy, scientifics, media and public opinion. These actors are interrelated in a complex way, that has changed through the present century.

Among all these, the main actors of policy making are: LDP ruling party since 1955 and thus controlled the Legislative and the Cabinet; the Bureaucracy high qualified and with great prestigious; and the large private enterprises organized in conglomerates (keiretsus).

About LDP it is important to high light that basic decisions are made through a complex process establishing a consensus within the party. One of the most important mechanism is the work of the Policy Research Committee, whose chairman is one of the chief party officers, and it is divided into fifteen committees, which correspond to the chief ministries and agencies and their corresponding Diet committees.

Another important issue is the way is chosen a minister, and specially the prime minister. The potential prime minister must have approximately twenty years of prescribed positions behind him. It means that the system does not permitted "outsiders". "By this wayway japanese do not risk the election of a person who could have charismatic appeal but is unable to work as a Ministry" (is written in one of the panflets distributed).

Bureaucracy has had a notorius role in policy making, japanese political system has allowed a great importance to a highly qualified bureaucracy.

E. Krauss states that bureaucracy, in the post war period it was probably at its height powerness, "in the first twenty years after WW II when the destruction of the war, the purge of politicians under the Occupation, and the newness of the democratic system, greatly lessened the influence of politicians and interest groups. As interest groups proliferated and grew in resources, and LDP politicians acquired expertise in policy making with their long years in power, the influence of these other actors in the policymaking process has grown at the expense of the bureacucracy's."

The role of large ^{private} enterprises, in my view, has been very important in the process of policy-making in Japan. A few large enterprises controlls specifics sectors in the economy, but despite this

oligopolistic structure they were (and are) always trying to gain market share (domestic and international markets) and improving their performance based in technological innovation.

These large enterprises, their managers used to participate in the advisory councils sponsored by the ministries, and through this formal relationship and another informal ways they stated their point of view, presured for their interests and cooperated in shaped the policies. So-called "old boys networks" of informal relationships among business leaders, high bureaucracy and politicians facilitates communication and cooperation among these groups of the ruling elite.

The decision-making process in Peru for the last 40 years has strongly depended on the interest of a few large enterprises owned by local people and foreign entrepreneur. Before 1950 it depended mainly on great land owners (primary activities), that time the industrial entrepreneurship was weak.

The others actors of decision-making process in my country are: Parliament, Executive (President and Ministers), political parties, medium and small entrepreneurs, organized workers, media and general public. The bureaucracy in Peru play any important role in the decision-making process.

There are many political parties in Peru, the main ones are: Accion Popular, APRA, PPC and a coalition of small leftish parties named IU. All of these, except IU, have been in ruling position. These political parties have became very weak, not only because of their bad performance in government, but particularly because only the leaders of each party decide about everything, with the leading businessmen. The latter usually didn't belong to a particular political party.

The leaders of the ruling party, who are in the executive and parliament, with the businessmen have had a great power to decide about laws and policies. In Peru the ruling party chages after every election and each new ruling party has to change whatever had been done by the former ruling party. However, the changes were not mainly oriented to improve, but adversely to worsen the situation. Education is one of the areas which have been affected by these changes since 1971.

The ruling party does not usually look for consensus. In an extremely confrontation-oriented society like the peruvian, this

kind of behaviour has generated a lot of confrontation and dislike between the parties, middle-class sector, and large low-class sectors.

For the last 12 years since 1980 (before there were a dictatorship since 1970) both Parliament and public administration have become increasingly ineffective and Judiciary more corrupt. Now in Peru, we are in a delicate political situation, because the President has dissolved the Parliament to facilitate new elections. He has also decided to reorganize the Judiciary.

Even though these measures are tantamount to violation of the law, the public opinion is strongly in support of the measures.

It seems that the time of changing the political behaviour of the dominant elite, and of the politicians has come. The pressure of the public opinion in order to reorient the political parties, the parliament and the judiciary is very very strong now in Peru.

3. The intervention of state in economy is a key factor in building and shaping sectors with competitive advantages and to realise full Japanese potentials. Thus, it is now a technological super-power.

The economic and industrial policy formulated and implemented in liaison with business-men, has been mainly successful.

Since the Meiji Era the type of state intervention has changed through the years, depending on international affairs and domestic improvements (and domestic problems). The intervention of the state during the first 20-30 years of Meiji Era has been "direct operation" type, when private sector were very weak, and when Japan started connections and updating with western achievements.

The second type of state intervention could be called (citing Johnson) the "developmental intervention". In my understanding, this type of intervention involves not only industrial policy but economic broad measures, and includes not economic policies, for example: the building of an efficient educational system.

According to Okamoto, sound macroeconomic management greatly facilitates, and became a condition of effective industrial policies.

Regarding the "notorious" Japanese industrial policy, it is very important to stress, citing E. Krauss, the following characteristics: "First, it has a strategic component. Underlying industrial policy is the goal of systematically aiding industry to achieve the goals of competitiveness and thus facilitate national economic growth. It is not simply a reactive response to demands from industry for help, but rather involves government anticipating and making strategic choices about what needs to be done. Japanese industrial policy in particular is future-oriented, attempting to anticipate future international trends and market developments.

Those strategic choices involve the second component of industrial policy, it is inherently discriminatory. Industrial policy is a microeconomic policy because government must decide which industries (sectors) or even firms it thinks are important enough to economic growth to help. Macroeconomic (fiscal, monetary, etc) policy, by contrast, is designed to stimulate or stabilize the economy in general and thus helps all firms and industries equally...

The third component is to facilitate adjustment to the constantly changing of production and markets. By choosing to aid some industries to grow more rapidly, and to help others decline more orderly than they might otherwise, government policy helps to change the structure of the economy in ways that foster the domestic and

international competitiveness of its industries and firms. In doing so, Japanese industrial policy tries to be "market-conforming" anticipating where the markets will be and facilitating and speeding adjustment to them."

These remarks do not imply that industrial and economic policies have been always successful in Japan, but it seems that in comparison with other developed countries this kind of state intervention has been more coherent, effective and far-sighted, especially in manufacturing sectors.

The contrast is especially striking if we compare the ineffectiveness with the great size of state and quantity of laws and plans in developing countries.

Finally, it is necessary to address that the type of intervention in Japan, after mid-1970s has been changing, lessening the state intervention and more initiative of large enterprises.

In Peru, after 40 years of broad policies in order to shape a "domestic-market oriented economy", now there is no doubt that the results of those policies are deep problems. Great problem of underemployment (70% of people in active age), the majority of the population is estimated as poor, the economy performance is undergoing, the technical level of the productive system is low, great macroeconomic unbalances, general corruption and ineffectiveness of public administration, and last but not least the toleration of a small but efficient of terrorists (shining path).

The new government, since 1990, understood that big problems needed that new great measures should be implemented, and began to walk toward a new economic pattern. In my view all measures oriented to disappear (or destroy) the mechanisms and institutions that support the Peruvian "domestic-market" oriented pattern, are good.

For example, the excessive protection of domestic market has changed, ^{average} customs duties rate was 100% before, and now it is almost 17%, and almost flat. There is no other restrictions for importing (before, administrative controls were the resource of corruption). The government are strongly reluctant to implement a selective and temporary protection to certain industrial sectors.

Thus the problem now is the Fujimori's new policy is strongly "free-market" oriented, and that is why it is destroying the old pattern but is lacking of a new economic strategy. Leading Minister of Economy says "the market will show the way, it is not needed an industrial policy, we only need to defeat inflation process with a sound macroeconomic policy". In the Peruvian case we should not

forget IMF and World Bank's influence. An another issue is that leading businessmen and politicians are ideological-oriented, they are not so pragmatic as in japanese case.

In contrast with japanese experience, peruvian government's economic policy is lacking of the components that are listed by E. Krauss.

4. The role of Bureaucracy in policy making and implementation should also be highlighted. In connection with this, it is necessary to stress the civil servant system that exists in Japan since beginning of this century.

The Bureaucracy in Japan is a small and elite group, being the smallest civil service per-capita in the industrialized world. The contrast of "small size-high effectiveness" is rather greater in comparison with developing countries.

The top politicians have little leverage over the bureaucracy. The key decisions in the ministry are made by middle and high level officials rather than by politicians of the parliament.

Bureaucracy has a high quality, high social prestigious and (now) not so high salary in comparison with large enterprises, and they had strong commitment with national development (sense of mission).

The system of recruitment, promotion and career advancement within the public administration is very important to understand bureaucracy effectiveness.

Recruitment is at the bottom, thus, it is not important previous experience or skilled factors. This system operates within a closed labor market.

The hiring process suppose one time entrance examination, and thus creates a "cohort", and promote competition among the group.

The training system, mainly "on-job-training" and the permanent process of teaching from superiors to subordinators is very important to improve personal and group performance, accumulating institutional acknowledgement and memory. The systematically promotion is based in permanent evaluation.

Another important aspect Japanese bureaucracy and political system is the target of reducing gradually the number of public employees.

In Peru the role of Bureaucracy was never very important in policy making, mainly their duties are implementation of measures and regulation, and are responsible of the management of public services.

At least until mid-1970s, the general opinion about the performance of bureaucracy was good. Afterwards, with the overcoming of great economic problems and the inability of the ruling party to formulate and implement a policy which could begin to resolve the main bottlenecks common people started to see that the "state"

(in other words: the bureaucracy) was ineffective. Decreasing revenues (real prices) implies short budget, pushing in two directions: reducing salaries of public sector and to greater deficiencies in public services (education, health, road maintenance of roads, water supply, and so forth). Together with these things, has grown corruption and now the bureaucrats, in general speaking, are not prestigious people.

Among several factors, I would like to stress about the political influence in hiring people for public administration, and the no existence of a "civil servant career".

The political influence for hiring and making appointments has to do with the excessive number of bureaucrats, and with the decreasing level of qualification of the public employees. It has become a custom that people is hired in low, middle and high level with recommendations of politicians, parliaments or other "important persons".

Another kind of political influence is each new minister, for example, changes people in high level and designates new high officials not based in professional background. It is more important if the new minister or vice-minister has confidence in those people.

It is often that these new high posts and the personal advisors of the Minister are "outsiders" and good qualified.

In Peru there is not a "civil service career" like in Japan. New employees are hired in any level as it is required. There is the National Institution for Public Administration, which is in charge of establishing the directives and procedures in seven administrative systems in public administration. One of these is personnel.

Since 1990, within the new economic policy in Fujimori's administration, it has been established there should be a fully reorganization of the public sector. But the parliament didn't have the same idea, the majority of parliaments were opposed to give especial power to the President to reorganize the public sector, however they did not want to formulate by themselves the law about this issue.

Then the President has initiated fully reorganization only in two key institutions (because of fiscal problems): Tax National Institute and Customs National Institute. These have been good experiences. It was established like "civil servant career system" within these two institutions. But it is very important to formulate a general framework and guidelines for a sound reorganization of public administration in order to increase effectiveness and reduce the number of employees.

5. The role of some or several specific institutions so-called peculiar in Japan by some western analysts.

But instead of emphasizing the importance of three or four institutions, I would like to cite Johnson: "what needs to be stressed is that they constitute a system that no individual or agency ever planned and that has developed over time as ad-hoc responses to (unintended consequences of) Japan's late development and the pro-growth policies of the government".

It means that not only the "three sacred treasures", but several institutions were (and are) very important: personal saving system, the "second budget", distribution system, structure of industrial groupings, elaborate structure of subcontracting, extremely low degree of influence exercised over companies by shareholders, hundred odd public policy companies. and government-controlled financial institutions.

Culture institutions were very important too, particularly groupism, seniority and the role of woman in Japanese society.

About this issue in my country there is ^{(at least} one main "culture institution" that should be changed in order to improve economy and human being values. This institution says "the less I work to achieve something (material=money, or non-material=prestigious, etc) is better".

These kind of changes are very complex and difficult, it depends on several factors and actors, but in my view the role of the government is very important. In this sense, public opinion saw with good eyes when the President decided to reorganize the judiciary overpassing the law, because it is well known that the majority of judges and personnel are corrupt and ineffectiveness. Perhaps, this is a way to start toward greater changes, but we are only in the beginning of a great task.

THE NEED FOR ECONOMIC AND SOCIAL DEVELOPMENT

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INTRODUCTION

True to its image abroad, Japan has really achieved that stage of advanced development and growth. Everywhere is a showcase of such achievements. Infrastructure facilities roads, transportation, buildings, bridges, and the standard of living indicate that Japan is an economic giant not only in Asia but also with the rest of the world.

It is amazing to note that this development was not a product of simple chance but a long and careful planning and implementation coupled with the collaboration of its people. This development, as we have learned, is attributed to various factors. The early stage of development started way back during the Meiji era, 1868-1912. From then, the government of Japan has been very effective in guiding its economy to where they are now. The government provided the essential infrastructure and framework conditions for economic and social development.

In contrast, Philippines has been lagging behind in terms of economic development. In terms of GNP per capita, Philippines, US \$736 while Japan has US \$23,472. The course has enlightened the various participants of the importance of

the role of public administrators in the attainment of such development.

PROCESS OF DEVELOPMENT

It is important to know and understand Japan's process of development especially the problems encountered at the early stage of modernization. Since my country is still at its infancy stage, that period where Japan begun its industrialization can be useful. At this period, the role and support of the government is very vital. Policies undertaken must be carefully analyzed and thoroughly discussed before implementation. Japan has been successful in selecting programs and projects aimed at achieving its desired targets of advancement. The careful implementation of such policies made a lot of contribution and Japan was transformed into an economic giant as she is now inspite of the effects of World War II.

After completing this course, it can be concluded that public administration played an important role in the economic and social development of one's country. The bureaucracy should be stron enough and capable of supporting policies or directions of the government. The unique style of Japanese, but very effective, of making the bureaucracy itself as the center of decision-making. The people, who composed this bureaucracy are well qualified, highly technical, capable and whose opinion are being respected by their superiors,

help created an effective, motivated and decisive public administration.

The process of development is attributed to the following:

1. Modernization of the educational system.
2. Improvement of human resource management.
3. Assistance to private industry.

Each of the above factor is needed in the development process. They should be taken together as part of the whole process. Education lays the foundation for an effective and efficient public and private administrators. The level and kind of education determine the quality of the people. Thus, the modern approach for education can trigger the much needed boost in one's economy. Once human resource development is achieved, the development of the economy begins.

EDUCATIONAL SYSTEM

Japan's educational system has been very stable. However, major changes took place. This ever-continuing process of educational reform policy of Japan has improved the quality of graduates. It was in 1872 that the first education reform was promulgated. It was only after 1946 (1947-50) when the second educational reform happened. And again in 1984-87 an Ad-hoc Council on Educational reform was created, thus the intended third educational reform started. From 1992-96, the gradual implementation of the new curricula will take place beginning at the elementary schools up to Grade 12.

Curriculum revision started in 1947-50, as follows:

Compulsory elementary schools	- 6 years
Compulsory junior high schools	- 3 years
Senior high schools	- 3 years
University level	- 4 years

During this period, Japan adopted a modern national education system based on western model. They have launched a massive program of Westernization to catch up with Western powers.

Presently, the teacher-pupil ratio of 30 to 40:1 is considered an ideal size. School attendance at compulsory level is almost perfect. The quality of teachers is assured by the state.

PHILIPPINE EDUCATIONAL SYSTEM

Although the Philippine constitution mandates that the State shall protect and promote the right of all citizens to quality education at all levels and shall take appropriate steps to make such education accessible to all. Education in the Philippines has not yet been able to achieve the provisions of that basic law of the land. To make education accessible, President Aquino, on October 16, 1989 has signed into law Proclamation No. 480 declaring the period 1990-1999 as the "Decade of Education for All.(EFA)."

The action program for EFA calls for a meaningful human existence, where basic needs are met and basic rights

are guaranteed and where the fulfillment of such needs and guarantee of such rights all conspire to enable the present and future generation of Filipinos to attain authentic development. Philippines is very optimistic about this plan since it was formulated through a long and intensive consultations with both experts and laymen at the national down to the grassroots level, taking into account the specific perspectives of the regions on their needs and their desired approaches and solutions to their problems. Such broad-based participation of all sectors in all regions shall also make possible the effective implementation of the Plan of Action.

The Philippine, as in similar debt-ridden Third World Countries, the past decades have witnessed great difficulties in making education relevant to the call for poverty alleviation and authentic development.

Budgetary constraints hinder the effective implementation of the program. Moreover, the realities of poverty and underdevelopment - - - manifested in widespread child malnutrition, forced labor of school-aged minors, poor health of both parents and offsprings- - - made it difficult for the school going population to maximize the benefits of the school system and make this work for their welfare. They were either disadvantaged in access, or could not finish formal schooling. Those who did have access and survived the school cycle bore the imprints of low-quality education.

With government sincere support, a revolutionary approach to education is needed. Radical restructuring of

the Philippine educational system is required to enable it to cope with the challenge of providing quality basic education to a growing population amid a tightening of physical and financial resources.

It is very important that the government should regard education as its top priority. The firm commitment of the government in achieving the programs and projects of education is necessary so that financial assistance can be channeled to this undertaking.

Statistically, my country has a high national participation rate at the primary level, 99.05% in 1989. However, only 67% students entering Grade I get to finish Grade 6. Achievement rate stood at 55.22% in 1988, way below the standard 75%. This means that the pupils only learned a little over half of what they should have learned in school. There are several factors both outside and inside the school system to partly account for the poor performance, namely:

- A. Outside factors
 - 1. Financial difficulties
 - 2. Poor health and nutrition of pupils
 - 3. Deteriorating peace and order conditions in some areas
 - 4. Increasing number of working children
- B. Within factors
 - 1. Absenteeism among teachers and students
 - 2. Inadequate facilities accounted for the dismal record

LITERACY RATES

Literacy rates in the Philippines are among the highest in Asia, but the number of nonliterate Filipinos 10 years and above has risen in the last decade by over 450,000, from 5.8 M to 6.25 million.

IMPORTANCE OF EDUCATION

I believed that among developing countries, it is important that the government should regard education as its foremost priority program. The quality of people depends largely on the quality of education one has. Authentic development can not be attained by any country unless its people are capable of participating actively in all government's efforts.

If the school system can be able to produce quality graduates, then we can be assured that in the future there is a great improvement both in public and private sectors. If people comprising the bureaucracy belong to this generations, then development can be attained.

Meanwhile, at this point, a country can no longer afford to wait until success in education reform is achieved before development takes off. One must simultaneously institute measures to improve the present system. The Philippines has been lagging behind economically. I believe that educational reform is a long process and its effects cannot be felt immediately.

IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT

Another factor to consider is the human resources. Managing human resources especially at the public sector is rather difficult but by which the present government must not neglect. These people within the bureaucracy comprises the backbone of the country's advancement. They must be efficient and effective workers and must possess basic values as a person.

Improvement of human resources should start now. Government should take initiative and have strong commitment to pursue said program for improvement of human resource management in the public sector. Unlike in Japan, decision making in the Philippines is centralized on the head of each department. This is seldom delegated to lower level of management. If we follow Japan's practices, I believed my government can streamline most of its functions and ultimately reduce if not totally eradicate corruption. Junior or middle level management must be actively involved in this vital undertaking. The idea of groupism and responsibility must be explored since this group of people are the more knowledgeable and have better in depth perspective of the problem(s) at hand. Further, job rotation is a good idea to be explored to make the bureaucracy strong.

ASSISTANCE TO PRIVATE INDUSTRIES

Moreover, government must also institute some program to support and assist private sector. In my country, the question of whether to industrialize or to remain an agricultural country is now being considered. Basically, we are still an agricultural country but hopefully we can transform into an industrialize one. This is where the government can help by providing financial support or administrative guidance. It is the duty of the government to provide for the proper atmosphere wherein private sector can grow and expand. Policies on regulations are good but too much regulations hinders growth.

Like in my country, there are many requirements before anybody can start business which is not the case of Japan. Thus, I find it difficult, given the present condition, for the private sector to develop. I hope our government may realize the importance of allowing especially the small and medium industry to conduct within a certain legal bounds and give assistance whether financial or moral by providing basic infrastructure facilities. The government must invest in these aspects in order to hasten economic development.

CONCLUSION

It is heartening to note that Philippines' economy has been steadily going down during this past twenty years. Several factors attributed to this but foremost is government instability. With the new administration, I believed that with proper and careful reevaluation of existing programs and projects our government can be able to catch up with other Third World Countries. If government should only focused on factors which could help the country to take off and invest money and have strong commitment on programs and projects supportive of the attainment of this desired changes, then Philippines' economy can prosper.

**MAIN PROBLEMS OF CONTEMPORARY POLAND
AS SEEN FROM JAPANESE PERSPECTIVE**

Andrzej Kojder
(Poland)

Introductory Remarks

The achievements of the Republic of Poland in the years 1989-1991 were enormous and unquestionable. The most important of these achievements were:

- (1) the formation of supreme authorities of the state in free elections,
- (2) the restoration of civil and political liberties,
- (3) the treaty confirmation of the border between Poland and united Germany,
- (4) the regaining of external sovereignty,
- (5) the enter on the way to market economy,
- (6) the restoration of function of normal money to Polish "zloty",
- (7) the suppression of hyperinflation,
- (8) the transition from the economy of shortages, queues and coupons to the state of balance and wide market offer,
- (9) the agreements on possibility of reduction of the Polish foreign debt,
- (10) the creation of treaty basis for close relations with the European Communities.

At present the constancy of above mentioned achievements is seriously threatened with unfavourable occurrences and tendencies. More than that Polish society do not realize fully devastations made by 45 years of communist rule, the scale of difficulties to overcome by the first democratic governments and deepens of economic and social crisis.¹

Authorities

The taking over full responsibility for the State by "Solidarity" Movement in the autumn 1989 was not connected with taking over the whole machinery of government nor with radical reconstruction of political system.² Free elections of president were held after a year, free elections to Parliament after two

years. During all this time, and especially in the first period, the elements of diarchy were existing in Poland. The reform of the State institutions has been only began. The reform of public administration is still projected.³

There is a lack of clear determination of competence spheres and mutual relations of the supreme authorities: Parliament, president and government. It makes fulfilment of their duties difficult. Without a passage of the new constitution the arrangement of the State will not be possible in short time.

State of law

All legal regulations being in force in Poland are unclear, excessively developed and incoherent. Laws and rules layed down in different eras are bordering one another. The considerable part of these regulations is not adopted to the new system principles and the changed economic and social circumstances.

Many of legal regulations from the last three years were created in a hurry, what negatively influenced their quality. They were changed during various stages of legislative process with harm for cohesion of particular laws and the whole legal order.

Legal gaps and contradictions in the legal system as well as weakness and unclear competences of control institutions cause various economic crimes: from small tax frauds and bribery to big financial scandals. Till now the process of transisions from communist to market economy has not come within legal regulations.

In sum we deal in Poland with unsound legal system in which inappropriate regulations, legal gaps and contradictions occur. This state causes the vagueness of competence and responsibility, hinders rational and useful activities and promotes corrupt practices and pathologies in various spheres of everyday life.⁴

The long duration and complication of obligatory legislative procedures in the present situation of the State are the factors which slow down and limit efficiency of anti-crisis and reformatory activities.

Internal security

The condition of security of the Polish state is not satisfactory. Above all there is a lack of identification of civil

servants with national interest.

There is a high level of ordinary criminality. The number of murders has increased dangerously. The organized crime of international dimension is growing. The existing legal gaps and imperfections of the financial control system and the banking system cause incalculable losses for the national economy.

The services of the Ministry of the Interior have become affected, as all the budget sphere by the dramatic financial cuts which brought them about limits of their efficient activity, or even survival. This state is intensified by the difficult personnel situation of some offices (for example: the Frontier Guard and the Office of State Security - 75%, the Police in Warsaw - 70% of regular posts) which had to suspend engagements to service.⁵

Functioning of offices and public institutions

The structures and principles of the functioning of state administration and of subordinate services arise to a large extent from the communist system, are not adapted to the conditions of the free market and to the standards of democratic state of law. The changes in government administration are till now small and superficial. The reform of the territorial self-government stopped in halfway, because work on a reasonable division of competence between the government administration, self-government administration and the commons new financial system has not been accomplished.

The public sector crisis is connected with staff issues. The abolition of Nomenclatorial principles as well as of discrimination because of political opinion and world outlook in the selection of state administration staff has not so far created a system which would guarantee its expertise, reliable criteria of its assessment and promotion.⁶ Even the leading experts resign from work in public offices, from education and scientific posts, health care units, propagation of culture - in result of low wages, sometimes several times lower than those, which can be earned with the same qualifications in the private sector - and the influx of young and talented people is small. In the field of education one can even speak of negative staff selection.

The economy

In present time Polish economy is experiencing a deep crisis.

Inflation still continues to be very high, a decrease in production and services has gained immense dimensions, public finances have experienced a breakdown, and the situation of the banking system and financial institutions is becoming more and more difficult. The process of transforming the centrally planned Polish economy into a market economy is taking place under very unfavorable external conditions.

The high inflation is accompanied by a constant decrease in industrial production and services. In 1991 industrial production dropped by 11.9% compared to 1990 and by 33.2% compared to the level of production in 1989, and the dropping tendency is still becoming stronger.⁷

The basic reason for the recession in industry is a lack of national demand for goods and services, as well as difficulties with selling them abroad. Beside this the difficulties in selling home-made goods in Poland are the bigger, the more market is being flooded by imported products, competitive in view of their quality and prices.

Enterprises do not have money and assign the means they work out mainly for the workers' wages. In agriculture the investment downturn is the result of a drop in the farmers' incomes.

The drop in investment expenditures in the course of many years is the reason for a significant worsening of the state of the fixed capital assets.

For two years unfavorable relations of prices and incomes in agriculture have been subsisting. In 1991 the prices of the goods sold by the farmers rose much slower than the prices of the products that they were buying for the purposes of production.⁸

The involvement of foreign capital in Poland is minor - it amounts to as little as approximately \$700 million. It shows that Poland is not an attractive country for foreign investors.⁹

Property transformations in the economy proceed slowly. Since the 1st of August 1990, 1258 enterprises have gotten permission to privatize. The revenues due to privatization amounted to as little as 3 billion, instead of the expected 15 billion zloty.

The result of the recession process is a rise of the number of the unemployed that almost doubled in the course of 1991 and reached the level of 2.2 million people in December, i.e. 11% of the active population.¹⁰ Simultaneously, several companies have been functioning as social institutions for some time, handing out relieves instead of wages, and now they face liquidation.

Public finances

As a result of a deep economic recession, the public finances collapsed. Because the economic units had small sales and a minimal effectiveness, the state budget receipts due to income taxes and sales taxes have been decreasing. To the decrease of the receipts contributed delinquencies and deterrents in payments as well as a small effectiveness of the fiscal authorities in the call-in of tax dues.

The process of indebtedness of everyone to everyone progresses like an avalanche. The companies have debts to the state and the state to national and foreign institutions.

A common occurrence is the lessening of paying capacities of enterprises and farms as well as a rise in their indebtedness. Among the state-owned enterprises only about 40% of them show a red balance (they do not make profit). In the course of 1991 the number of state-owned companies that lost their credit capacity has almost doubled, and in the group of the state-owned farms over half of them does not have a credit capacity.

External indebtedness of Poland totals \$45.5 million. The agreement concerning a reduction of debts by about 50%, negotiated with the Paris Club (Poland's creditor countries) is conditioned upon the International Monetary Fund's acceptance of the three-years' economic program and the degree of its realization. The agreement assumes a pay-off of current annual rates, what means a serious burden for the Polish economy.

The frail budget of the State is being overwhelmed with growing liabilities on the account of social services. All of the social health care is financed directly from the budget.¹¹ Even thought in the field of old-age and disability benefits, illness, motherhood and family pensions, as well as unemployment benefits,

there exist formally allotted, earmarked budgetary funds that are being supported by the rates - the funds' receipts cover a constantly decreasing fraction of the current financial services and high supplementary dotations out of the state budget necessary.

The bad situation of economic units and of the state is negatively influencing the banking system. Many banks cannot cancel the given credits since the credited enterprised are bankrupt. Today, the extent of this situation can be hardly evaluated, but it can become one of the most serious financial problems of the State in the nearest future.

Negative economic occurrences lead to a significant decrease in the gross national product. The national product decreased by 8-10% in 1991 and by 20% during the last two years.¹²

Living conditions of the population

The differences in the income levels of various social, professional and local groups, as well as families and individual persons are in the process of increasing. Generally speaking, there exists a contrast between the increase in the real income of individuals on the global scale and the decrease of production and investments as well as the crisis the public finances. In 1991 the increase in the nominal monetary reserves was only slightly higher than the increase of the prices.

The diproportion in wages between the budgetary and so-called material area is deepening. The average wage in the budgetary area in 1990 had been still slightly higher, but by the end of 1991 it constituted already only 76% of the average wage in the material area.¹³

The number of families suffering extreme poverty has clearly increased. It is estimated that almost 80% of the families of the unemployed live under the social minimum. The number of families receiving regular social assistance relieves is increasing.

The lack of housing facilities and their low quality are certainly the most painful social and civilizational problem in contemporary Poland. Apartments are among the smallest in Europe. At the same time the number of people per one apartment amounts to three and a half persons and is higher than in any other European country.¹⁴

Nine and a half million people - every fourth of them is a Pole - live under bad conditions. Beside this the number of housing facilities under construction is still decreasing. In relation to the number of inhabitants it dropped by one-half in the last decade.

In the last few years the state of health of the Polish society has constantly been worsening. Whereas in other European countries the people live longer, in Poland the opposite is going on. The number of dying men in their best years (45-54 years old) is higher by a half than in 1970.¹⁵

The mortality among newborns is increasing; it is on the average by a half higher than in Europe. The state of health of children and teenagers is worsening. The percentage of children born with defects is increasing. The number of cases of the circulatory system diseases and cancer is growing.

Two and a half million Poles are handicapped, among whom the most do not have any chances of being successfully rehabilitated.¹⁶

The percentage of teenagers^{attending} high schools and universities is declining. Poland is on last but one position in Europe as far as the number of university students per one thousand inhabitants is concerned. Since 1980 the population has grown by approximately two million, the number of university students however has dropped by 50 thousand.¹⁷

In relation to the size of Polish population over two times fewer young people are educated on universities than in the Western-European countries. This relation as far as high school students are concerned is even worse.

Mass-media

The press in Poland fully benefits from the freedom and absence of censorship the market system provides, but does not always feel responsible for the institutional foundation of this accomplishment.

During the past two years a new law concerning radio and television, which would revoke the state monopoly in this field, has not been passed. These institutions will remain poorly adopted to function in a framework democratic system and market economy. The mass-media, which formally belong to the state, do not make the impression to be guiding themselves by the feelings of

responsibility for it.

Social attitudes

Sociological research reveals that the dominant social attitudes at the turn of 1991 and at the beginning of 1992 were fear and anxiety about the future. Almost two-thirds of people questioned in a public opinion poll believed that the situation in Poland evolves in the wrong direction. Only every fifth thought that it will improve during that year. 76% found the economic situation of the country as bad, and 78% - the material conditions of living of the people. Most of the citizens confess that they do not understand the economic changes and that they do not trust the state and self-governing authorities. This confidence crisis relating to all state institutions limits the activities of any authority and restrains the conducting of a long-term policy.¹⁸ The overcoming of this crisis is not a less important task for the government than bringing the economy out of recession.

Necessary structural transformations

Almost in all fields, which are crucial for the Polish collective life and the nation's future, the signs of deterioration became recently visible. Difficult economic situation does not allow the abandonment of the activity on the transformation of economical system and its institutional, legal and property structures. The aim of this general transformation should be eliminating the remainders of the communist system and to remove barriers blocking the way to the new economical structure, capable to adopt to the modern market economy. It is evident that results of those works will not be visible soon, since the transformation process, as experience of Japan has shown, is a long one. Beside this it is needed the coordination of activities between the interests of the economic subjects and the transformation rate. Projected changes must be very well prepared, based on fullest diagnosis of the state of affairs, and they must enhance the stability of economic subjects and also of the families and citizens. During this process should be sustained a continuous dialogue between the state administration, trade unions and other representative bodies of the social groups. The efforts of the authorities are not enough to meet challenges of the present times. The mobilization of the whole society is

needed.

However forthcoming tasks should concentrate the activities of government on fighting the recession and saving public finances. In the same time the development of concepts for the new model of the democratic state, administration structure and the changes of national equity ownership structure should take place.

The aim of the ownership transformation in Poland should be on the one hand the construction of the economy with the dominating private ownership, and on the other the support for macro-economic policy of the government, directed in the short time perspective towards the stimulation of the economy growth capabilities.

It may be anticipated that in the nearest future the ownership transformation will include the following activities of the Polish government:

- 1) reprivatization,
- 2) privatization,
- 3) creation of the new management principles,
- 4) promotion and support for the new and existing private sector,
- 5) development of the organizational and financial infrastructure for the restructuring and privatization of the economy.

The transformation of the post-communist Polish society into the society that can face the challenges of the modern world is a special task for governmental administration. Poland as an independent, sovereign state must have the government enabling the maintenance of public order, independence defense and ensuring the citizens' safety. Poland also has to have an efficient system of control for the implementation of the principles of democracy and effective means for its operation. Therefore a proper amount has to be assigned to stop the desintegration of the public services such as: army, police, juridical bodies, diplomatic services, state administration. Efficient operations of those services are necessary - what is well known from Japan's experience - for the state stability and for the progressive development of national economy. National government administration may and must undertake first of all measures which will prevent further deepening of the collapse.¹⁹ Only the success of such a rescue action will enable the transformation of Poland towards implementation of plans for general improvement.

Footnotes

¹ Several years after World War II situation of Japan was in part similar to present situation in Poland. Postwar occupation policy of the United States toward Japan persuaded Western-style democratization, break with wartime values and implementation of wide economical reforms (including redistribution agrarian land).

² Japanese political system is relatively highly stabilized since 1955 when the Liberal Democratic Party won majority in a House of Representatives (Diet). From this year LDP candidates are regularly named Prime Minister.

³ In Japan public administration had been adjusted both institutionally and functionally to the new Constitution in 1947. Modern Japanese administration has several outstanding features: (1) the superiority of legislative power over that of the executive, (2) the creation of a new type of agencies which are chiefly concerned with administrative management (for example: the Administrative Management Agency, the National Personnel Authority, the Economic Planning Agency, etc.), (3) the reform of personnel system recruitment for the purpose of democratizing the old bureaucracy and keeping party politics out of personnel administration, (4) strengthening local governments and giving them considerable autonomous power.

⁴ In spite of culturally created and heritaged obediency of Japanese to all normative rules the administration of justice in Japan seems to be very effective. Crime rate per 100 000 inhabitants is several times lower in Japan than in the United states, United Kingdom, France and other Western and East European countries including Poland.

⁵ Number of national public service in Japan is relatively stable. From 1967 till 1990 it decreased from 899 000 to 860 000. In this same time number of local public service increased from 2 320 000 to 3 225 000.

⁶ In Japan the National Personnel Authority (NPA), established

as the central agency in December 1948, guarantees the efficient and democratic operation of the government administration. Main characteristic features of civil services and personnel management in Japan are as follow: (1) life employment, (2) seniority system, (3) work in group, (4) periodic job-rotation of employees, (5) decentralization of personnel management, (6) political independence of civil servants, (7) evaluation of actual work performance as a main criterion of promotion, (8) mandatory retirement at age of 60.

⁷ Annual growth rate of GNP in Japan in 1986-1990 was equal to 4,7% (in USA - 2,8%, in Germany -3,1%, in France - 3,1%, in Italy - 3,1%, etc.). Some authors as a main sources of rapid economic growth of Japan mention: (1) introduction of advanced technologies from abroad, (2) stimulation by government of private investment, (3) growing exports to world markets, (4) successful cooperation between government and private sector, (5) good relations between employers and employees in Japanese enterprises and firms, (6) industrious working ethics of Japanese people.

⁸ Ministry of Agriculture, Forestry and Fisheries of Japan is in charge of long-term planning and coordination of tax system and finance system of agriculture, control of agricultural modernization, improvement of farm management, promotion of marketing and consumption etc., etc. Principal farm products in Japan comprise: vegetable and melons (1 758 000 metric tons), rice (12 934 000), cow's milk (7 750 000), fruits (5 504 000) and wheat (985 000). However import of food is equal to 14,9% of total imports of Japan.

⁹ As of the end of 1989 total market value of Tokyo stock exchanges was equal to 4,260.4 billion US\$, comparing to 1,412.4 billion of New York and 818.0 billion of united Kingdom. In 1991 total foreign direct investment in Japan was equal to 2 778 million US\$.

¹⁰ As of May 1991 number of unemployed in Japan reached level of 1 360 000 persons, i.e. 2,1% of active population. Rate of unemployment in USA, Germany, France or United Kingdom is 3-4 times higher than in Japan and nowadays a little lower than in Poland.

¹¹ In contemporary Japan very important role in planning and promotion of comprehensive policy on health and medical affairs plays Social Insurance Agency. It is responsible for the execution of Health Insurance, Employees' Pension Insurance etc.

¹² As it is mentioned in footnote no. 7 the gross national product (GNP) in Japan increased by 4,7% in 1986-1990. But according to newspaper news 1991 fear "...marks the beginning of fundamental shift in the Japanese economy, which makes it less competitive in the world market. (...) In 1991 imports grew only 0,7%, while export surged 9,6%, creating a \$ 78.2 billion trade. (...) Bankruptcies are increasing, corporate profits are forecast to drop 6.5% in 1992, after a 15.4% drop in 1991; and future does not look good". (Japan Hits Hard Times, "Time International", March 23, 1992, p. 40-44).

¹³ According to survey data of May 1990 class perception of Japanese households is as follows: 9% belong to upper and upper middle class, 53% belong to middle class, 28% belong to lower middle class and 7% belong to lower class (3% of population have not opinion in this question).

¹⁴ For example housing conditions in Japan seem to be better than in Poland. In Japan average rate is 0,66 person per room, in Poland more than 1,0 person.

¹⁵ It is well known that in Japan life expectancy at birth is highest in the world - 78,5 year (in Poland about 70 years, but in Bangladesh and Nepal only about 50 years).

¹⁶ The social security system in Japan is fully developed and medical care insurance comprises the medical care insurance and the national care insurance.

¹⁷ Science and technology are the foundation of socioeconomic and cultural development of contemporary Japan. Compulsory education comprises 9 years of schooling. Mean years of schooling is more than 10 years and it is one of the highest in the world. So Japan boasts on of the world's best-educated population.

¹⁸ Probably Japan is the most safe country in the world.

Everyone can freely walk along late at night without a fear. Public peace and order are unprecedented. Therefore number of violent crimes per 100 000 people is in Japan only about 1/50 to 1/100 of the figures for the USA, United Kingdom, Germany or France.

¹⁹ In the nearest future Polish government should carry out a wide range of studies, similar to conducted in Japan in 1981, on the following subjects: (1) selection of policies in major areas of administration, (2) reorganization of administrative structure and rationalization of administrative management, mainly budget compilation, (3) clear distinction of functions between the central and local governments, (4) settlement of agency executing similar task to performed by NPA in Japan.

**PUBLIC ADMINISTRATION FOR ECONOMIC AND
SOCIAL DEVELOPMENT**

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BACKGROUND

The course on National Government Administration was participated by 12 participants from 12 different countries. The duration of the course was six weeks. During this period I have several lectures, observation tours, study tours and field trips. Among the topics discussed were: national civil service system in Japan, process of modernization in Japan, educational system, assistance to private industries, the role of administration for development, human resource management, policy implementation and financial management. In addition I have a chance to visit an elementary school, post offices, some factories, Kashima port and other some interesting places. So, as an administrator from a developing country, I have gained a lot of things during this training. I am categorizing them into three (3) types, as follows:

1. During lectures and discussions I have learned Japanese Development techniques and strategies.
2. Sharing experiences with other participants, their observations regarding their country's development efforts; and
3. Living in a Japanese society and observing their cultural values and attitudes.

INTRODUCTION

In this course, the role of public administration for economic and social development was emphasized. Analysis of certain main topic was made especially on educational system, industrial policies and human resource management in Japan as well as in other developing countries, among others.

In this report I will try to point out some factors that can be applied to my country, Sri Lanka under certain conditions. I hope to analyze the situation in my country, its constraints and weaknesses by comparing other development countries under specific theme especially concerning human resource management in Sri Lanka.

Several factors can be attributed before one country can attain the quality of human resource needed for the development of one's country. Foremost is the quality of education one has. In Sri Lanka, the educational system is still in the process of undergoing continuing reform. Another factor is the commitment of the government to undertake massive programs and projects geared towards economic and social development such as assistance to private industries and provision of basic infrastructures and facilities.

EDUCATION

EDUCATION SYSTEM IN SRI LANKA

One of Sri Lanka's attractions to foreign investors is her well educated work force. Education is a form of human capital development. A better educated person is more receptive

to changes and can easily be motivated to adopt and assimilate new ideas. A good education also permits fuller participation in the community life and in its development efforts and thus has bearing on the living standards of people. It is also found out that improvement in the educational level among females has far reaching consequences particularly in the fields of nutrition, hygiene and child care.

In Sri Lanka accumulation of human capital with a strong emphasis on education commenced with the launching of the programme in 1949, focusing on universal primary education. Commitment to educational expansion by successive changes of governments enabled the country to develop a comprehensive system of formal education with an extensive network of schools. The increase in the number of formal schools accounts for most of the literacy gains in the country during the past few decades. The literacy level in the population over 10 years grew by a phenomenal 26 percentage points within the span of two and a half decades, from 61 per cent in 1960 to 87 per cent in 1985.

Moreover, Sri Lanka's literacy rate was the highest among the low income countries in 1985 and even higher than the average adult literacy rate of 75% in some middle income countries such as India, Pakistan, Nepal and Bangladesh which have a literacy rates of 43%, 29%, 25% and 33%, respectively.

Another significant achievement in the human resource development front is the gradual narrowing of gender inequality in education. This change is more or less reflected in the school enrollment ratios both for males and females. Presently

the rate of females continuing their education into the secondary level in Sri Lanka is at a higher level compared to most of the developing countries. The number of educated females for hundred males in 1988 was 93 at the primary level while at the secondary level it was 106.

Although primary education is particularly important in the human development effort, adequate provision for secondary and higher education and training remains a vital priority. The main reason why the economically disadvantaged groups keep away from normal schooling is the lack of learning materials. Sri Lanka took steps in 1980 to address this problem by providing free textbooks from the primary to the secondary school level.

Since 1973, progressive improvements in the sphere of education have been recorded according to survey data. The proportions of the population who had attained secondary or higher education increased from 30.6% in 1973 to 42.8% in 1986/87. This improvement was recorded for both males and females with the percentage of males attaining secondary or higher education increasing from 32.8% in 1973 to 43.8% in 1986/87 while the corresponding proportions for females rose from 28.5% to 42.4%. This trend is indicative of a narrowing of the gap between males and females with respect to education over the period.

Although Sri Lanka's literacy rate was the highest among low income countries, there are some problems that should be solved with regards to education in Sri Lanka, among others:

1. Insufficient allocation of budget for education

2. Lack of facilities especially in the rural areas
3. Continuous policy changes
4. Area-wise disparities which exists among schools
5. Shortages of teachers in rural areas.

Therefor, it is necessary to share experiences with other countries specially with a developed one such as Japan. The fundamental law of education in Japan which was enacted in 1947 defines the central aim of education as bringing up self reliant members of peaceful and democratic community with respect for human values.

Kindergartens in Japan aimed at helping pre-school children develop their mind and body by providing sound educative environment for them. Kindergartens admit children aged 3, 4 or 5 and provide them with one to three-year courses of education. Three year olds are admitted to three year courses, four years olds to two-year courses and five year olds to one year courses. The majority of these kindergarten schools are privately controlled. Apart from the kindergartens, there are day nurseries (Hoiku-sho) which also serve as pre-school educational institutions. While kindergartens are under the supervision of national and local education authorities, day nurseries are supervised by national and local welfare authorities. Day nurseries cater to those infants aged 0 to 5 inclusive of those who need institutional care. The children aged 3 or more enrolled in these institutions are usually given similar instructions to that available in kindergartens. Most day nurseries are run by local governments. In Sri Lanka there is a pre-school system. But it is

not properly functioning country-wide wise unlike Japan. So it is necessary to make policy pronouncements for the upliftment of pre-school system in Sri Lanka.

All children are required to attend both the 6-year elementary and 3-year lower secondary schools in Japan. In other words, compulsory schooling lasts nine years (between the ages 6 to 15). Practically all children are enrolled in both elementary and lower secondary schools. The school attendance in Japan is 100%. So the compulsory education must be introduced and implemented in Sri Lanka to ensure school attendance.

Those who have completed the lower secondary school course may go on to the upper secondary schools on a competitive basis in Japan. There are three types of upper secondary school course: full time, part time and correspondence. The full time course lasts three years or more. Part time courses are of two types: day course and evening course. The greater majority of upper secondary school students are enrolled in full time courses. In terms of contents of teaching provided, the upper secondary school courses may be classified into two categories: the general and the specialized. General courses provide general education adopted to the needs of those who wish to advance to higher education as well as those who are going to get employment but have chosen no specific vocational area.

Specialized courses are intended to provide vocational or other specialized education for those students who have chosen a particular vocational area as their future career. These courses are further classified into several categories:

technical, commercial, agricultural , fishing, domestic arts, fine arts, science-mathematics, etc. In Sri Lanka, there is no linkage between education and industry. Closer and more functional linkages between education and industry must be fostered to minimize the gap of manpower demand and supply. Thus, the above system of Japan can be adopted to solve the problem of manpower demand and supply in Sri Lanka.

The course of study for each school level in Japan has been revised only once every ten years or so. In the case of Sri Lanka, the system of education and its curricula keep on revising from time to time. There is no effective educational system. Therefor, it is useful to introduce a new course of study which can be adaptable for future desired economic change in Sri Lanka.

ASSISTANCE TO PRIVATE INDUSTRY

The development of a dynamic industries sector capable of providing employment opportunities as well as increasing income levels has become imperative in the present context of Sri Lanka's developement effort. The political commitment to give an enhanced role to industrialdevelopment is expressed in the government party's election manifesto in the form of a pledge to take the country to the status of a newly industrialized country (NIC) in the near future. To achieve this objective, the government adopted a new strategy for industrialization in 1989 which deregulated industry and give attractive incentives to private sector export oriented industrialization.

The main objectives of the new industrial strategy that

has now evolved are:

- a. to transform the primary domestic market oriented industry into an export oriented one.
- b. to provide greater employment and income opportunity to a growing population.
- c. to diversify the economy and strengthen the balance of payments; and
- d. to ensure a more equitable distribution of income and wealth, thereby improving the quality of life of the people.

The strategy itself consists of the implementation of a series of macroeconomic and sectoral policies. This will aim at (1) stabilizing the economy; (2) improving domestic savings; (3) improving the incentive structure; (4) promoting foreign investments; (5) promoting research and development; (6) encouraging training and skills development; (7) creating the necessary institutional structure; and (8) removing administrative bottlenecks.

Further development of the sector is constrained by a number of factors common to developing countries. The most important among them are those relating to the supply side such as the scarcity of capital, entrepreneurship, technology and skills, low standard of physical infrastructure and inadequate institutional development. On the demand side, the size and the quality of the domestic market as well as problems of gaining access to international markets have proved to be the major constraints.

HUMAN RESOURCE MANAGEMENT IN PUBLIC SECTOR

During the last decade , Sri Lanka has been investing a significant part of her resources in three major social development programmes: food subsidy and ration programme, education program and health services. As a result of this government domain seervices, Sri Lanka has abled to achieve an educated, healthy labor power. In the aspect of HRM in Sri Lanka, public sector takes a significant role. There are several obstacles that need to be solved with regards to the HRM in public sector in Sri Lanka: (1) low salary; (2) ineffectiveness- since government is a large organization; (3) lack of information technology; (4) political influence; (5) insufficient budget; (6) corruptions;and (7) lack of reliable evaluation system, are some of them. The Administrative Reforms Committee report has highlighted the need to upgrade public sectors effeciency. According to the report, the improvement of public sector efficiency depends on its size, its structures, definition of functions of its component parts, administrative procedures, quality of cadre and the methods of motivations.

CONCLUSION

The early stage of modernization in Japan is very important for developing countries making their development plans. I have already pointed out in this report, some points that

can be applied to my country on matters pertaining to education system in Japan. However, there are some points I would like to point out further that of industrial policy and human resource management in Japan in comparison with my country. The concept of being independent is very important for social and economic development in Japan. In Sri Lanka more than 65% of population depends on the government's subsidy because of welfare economic policy. Our main problem is the lack of capital for investment. More than 80% of the population in both countries are Buddhists so there are some cultural similarities between Japan and Sri Lanka. Therefore, certain social and cultural values and attitudes must be developed among our people, those which can usher economic and social development. Japanese people are hardworking, punctual and has self discipline. These traits are very important for economic and social development of Japan. The other characteristics I noted in Japan are: strong bureaucracy, political stability, lower defense expenditures, sound decision making system (Ringi sei), well developed infrastructure facilities and proper coordination system. Sri Lanka is still at its infancy stage in terms of industry development. Therefore, some experiences of Japan in modernization process may be applicable to my country.

FINAL REPORT

Darinee Piyatanti
(Thailand)

In my country, Thailand, there are still many problems in dealing with economic and social development. Most of the subjects that I learned in this course, I think it is useful to understand the importance role of public administration and the efficiency and effectiveness in implementing the government policy. The success of development depends on efficiency and effectiveness of public administration. And I collected some important points which can be good guidelines and measures for my country in each field of development.

Modernization of Education

Need to concentrate more on these aspects:-

1) Promote life long learning activities

-Improvement of relevant facilities for education, culture and sports.

-Cooperation with private educational enterprises to promote vocational capabilities of workers.

-Promote adult citizens to have the opportunity to learn to upgrade their knowledge, working experience to enable them to earn a better living.

2) Promotion of scientific research

In order to help develop creative and advanced basic research activities, the government will expand its grants to researchers for their scientific research projects and develop competent young researchers. It will also promote joint research

projects in which university researchers will collaborate with researchers working at the private sector. The international exchange in scientific research will also be promoted.

3) Improve the quality of teachers

In order to improve the quality of teachers, government should provide opportunities for in-service training for teachers at the national and local levels. With a view to attract excellent students to the teaching profession, teachers of national and local public schools should be paid better than other public employees.

4) Content of teaching in elementary and secondary schools

The curriculum of elementary schools and lower secondary schools have to compose of the important subject especially moral education which will develop human values rather than only of the intellectual potential.

Assistance for Private Industry

Small and medium enterprises play an important role in economic development. They have many problems which are inefficiency due to the small scale of their operations, excessive competition, disadvantageous trading terms. They have to overcome their disadvantages through their self help efforts. In dealing with these problems, it is more effective for them to form associations and carry out business operations jointly than to solve the problems individually.

So the law must be passed to promote cooperatives by

providing financial support and preferential tax treatment.

Cooperatives should play role in the implementing of policies for small and medium enterprises.

1) Conduct joint operations which include joint production, joint processing and joint marketing with the objective of improving the management of member companies and the terms of trade and maintaining the independence of member companies.

2) Industrial cooperatives have to organized and conduct research and studies, guidance and training in order to improve and develop the industry as a whole. They adjust excessive competition and form cartels to stabilize the management of small and medium enterprises during recessions.

3) Joint business cooperatives have to organize to improve productivity by integrating business operations of member companies thereby increasing the amount of sales.

In Thailand, we don't have this cooperatives system. We should to start assimilating this information and concept to small and medium enterprises.

The role of government is to prepare measures to achieve modernization of structural upgrading, and management and technological improvements of small and medium enterprises by:

1) Guidance to small and medium enterprises and investing in and financing of equipment/facilities programs.

2) Personnel training for small and medium enterprises.

3) Collection and provision of information

4) Assistance for technical development

Infrastructure Building :Port development

Every country has its own approach to port development with a different set of goals. Ports have been regarded in many countries only as the interface between sea and land transportation system. But concept of Japanese Port development is different, ports in Japan have effects on the community, both local and national. Ports not only improve the efficiency of maritime services, but also create employment, attract business, raise living standards and contribute to local and national economy.

Development effects are divided into 2 categories.

1) Economic development effects, those are measurable in monetary terms - direct economic effects consisting of reductions of transportation costs.

- regional economic effects including increases in regional income brought about by the port development,

- indirect effects of newly located industries,

- national economic effects including the development of national economic activities and increases in the national income. Recent studies of Japanese ports reported that port development effected added values produced by port-related and port-dependent industries and the industrial output also increase.

2) Social development effects, those are not possible to measure in monetary terms

- community effects including the improvement of local living standards such as employment, education, medical services, environmental quality and safety.

- national land development effects including the decentralization of economic activities and improvement of the

national living standards. Japanese's view on port development is more rational.

The role of administration for development

The most commonly failure of national development policy are;

1) Lack of capability of an implementing agency

2) Lack of popular (grass roots) participation

Capability of an implementing agency, there are 4 aspects

a) Organizational issues include

- The appropriate distribution of authority and function, the delegation of power to lower organization.

- Standardization and simplification of methods of planning, budgetary formulation, implementation and evaluation procedures.

- Co-ordinating mechanism for the distribution of authority and responsibility among organization.

- A well functioning communication system within and among the organizations.

b) Personnel issues include

- Consolidation of intra-organizational personnel appointment, distribution, treatment and training methods

- Existence of participatory decision-making mechanisms in each unit

- Ability to control and coordinate decisions made by lower units

- Promotion of mutual understanding among the members of the organizations concerned

- Ability to identify and remove the sources of complaints and dispute.

c) Resource mobilization issues include

- Stability of financial

- Budgetary distribution according to the planned guidance of the activities

- Budgetary enforcement without delay

d) Cooperation from involved parties relates to securing the understanding, approval, compromise or positive support and participation from the parties concerned in the project and related matters.

Lack of popular (grassroots) participation

Even the contents of the policy are perfectly consistent, political leaders are fully committed to the policy, and the implementing agency is efficient, the policy is doomed to fail if the grass roots are not well informed of the objectives and the procedure of the policy, and also grassroots are not conscious of their own right and duty as a citizen, and do not participate in the process of formulation, implementation, benefit sharing and evaluation of the policy.

These 2 points are weak in my country

Improvement of human resources management in public sector

There are many obstacles in human resource management in public sector for instance, low salary, brain drain from public sector to private sector, lack of information system, corruption etc.

Efficient management of human resource requires planning

recruitment and training policies and deployment and re-deployment procedures. It also requires a policy on remuneration, and career progression. Another important is a reliable management information system.

Deployment & redeployment

The process of deployment involves identification and prioritization of the organization's functions, determination of human resource requirements and staffing norms, matching the skills of the existing staff to the jobs to be done, identification of deficits and surplus for redeployment

Training

For effectiveness, there must be adequate policy guidelines for manpower training and defined manpower development priority areas. It is also necessary to ensure that trained manpower is properly deployed and that training is related to job requirements or priority areas, otherwise this may lead to a situation whereby employees will leave the public sector to the private sector for better deployment and remuneration

All themes that mentioned above are crucial factors of government role in administration. The achievement of national development is created through a long process of modernization of education system and upgrading human skills, industrial policy infrastructure building and efficiency of implementing government policy and improvement of human resource management in public sector.

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

Mustafa Gülan
(Turkey)

INTRODUCTION :

In this final report, firstly I want to give you a brief explanation about the role of public administration for economic and social growth. Secondly, I am going to mention about Japan's case. After I will try to show the situation of Turkey. Lastly, I will make a conclusion.

It is accepted that, in modern society, public administration and human resource management has gained very important role for every country. Public administrators also have been assumed like an accumulator in terms of countries' social and economic development. The functional role of public administration, in terms of socio economic development, can be different among countries and from time to time in the same country. There is close connection between public administration and specific needs of the people and ruling elite. Furthermore, the stages of economic development, social structure, cultural and ethical value, political and administrative conditions, have not been forgotten. So, we should the countries' general structure and situation, after we should observe the role of public administration. According to the general observations, public administration has increasingly intervened in socio-economic process, especially after mid-19th century. Basic initiatives implemented by the states are social legislations, social welfare schemes, public loan and investment schemes, etc.

Every government has some objectives and a program, and wants to realize them. The basic aim of government policy toward the economy should be to deploy nation's resources with high level productivity, to stimulate dynamism and upgrading, also to support the ability of firms for entering new industries. In this context, public administration should make industrial and development plans, should supply, encourage, control and observe the economic and social development. Furthermore, Government should establish a public organization or ministry, like MITI, will take initiative, will accumulate public and private sector, will coordinate them and will strive the policy implementation. Decision making process is very important element for public administration. After making decision, another crucial step is policy implementation.

Education has undisputed and undoubted key role, in terms of public administration and social and economic development. The quality of human resources should be steadily rise if a nation's economy is to upgrade. The suitable

policies toward education should reflect to each country's particular circumstances. However, there are some common characteristics: The educational system should demand high performance and students should have to compete for advancement. Government should take necessary measures for modernization of education system, establish the policy and implement it, provide services and enough allocation, also teachers and community should support educational policy. In all of developing countries, we need an efficient and effective human resource; also we need highly educated and qualified workforce in both public and private sector. Also we should try to improve scientific and technical research in developing countries.

THE SITUATION OF JAPAN :

The Meiji Era (1868-1912): In Japanese history one of the most remarkable periods, Japan set out modern institutions, modern industry and modern pattern of society. Schools were founded, compulsory education started. A constitution was promulgated. The whole country threw itself with enthusiasm into the study and adoption of modern western civilization. By the end of World War I, Japan was recognized as one of the world's great powers.

From 1945 to the present : In the period 1945-52, many revolutionary changes were introduced for democracy. After war, Japanese industry completely destroyed, people worked for recovering how they can build industry and how they can use their resources. One of the most immediate tasks was economic rehabilitation. After war, compulsory education was extended from 6 years to 9. Thus, the rate of educated people was increased. MITI and Japan Development Bank was established.

By the mid-1960s, Japan had become economically strong enough to compete successfully in the open market of the world; after the mid-1960s, Japan met several new types of problems, external and internal. With the immediate needs of life satisfied, the people began to seek goals, especially improvements in the quality of life.

In the 1970s, severe international economic environment, greatly influenced the lives of people, bringing about changes in their thinking and lifestyle. The government from the mid 1980s has adopted a positive attitude toward expanding Japan's contribution to the global community.

Society and Social Life: The process of democratization after the World War II, transformed every aspect of life. The Civil Code in 1947, gave women equal legal status with men. Rapid economic growth has had a large impact on family life too. Most important change is the increasing number of people who live in nuclear families of parents and children only. Another major change has been the sharp decrease in the birth rate. And also the number of elderly people has risen.

Education ;Japan boasts one of the world's best educated populations, with 100% enrollment rate in compulsory grades and zero illiteracy. Also high school enrollment rate is over 90% nationwide. Over 30% high school graduates are going on higher education, which is low only in comparison to the 50% figure for the USA. Japanese people conscious to become higher educated. And there is competition to get into the elite universities, like Tokyo University.

Public Administration :Japan modernized rapidly in the late 19th century, the driving force behind the state was elite bureaucrats. Building on the indigenous government structure, these elite grafted on western administration and founded Universities to build a strong bureaucratic corps. These bureaucracy has being acquired to the society economic and social development. Strong and skillful public organizations, like NPA, MITI, has been playing very important role in the Japanese society. Japanese decision making process differs from the other countries. Most decisions are arrived at the bottom up. Decision making also includes consideration of the problems that might be arise during plan's implementation. In Japan there is another utilization, different from other countries, lifetime employment Company guaranties its workers' livelihoods until retirement.

Industry and Economy :Japan has achieved a high rate of economic expansion. As the result of the continuous high growth of the economy, Japan's GNP has ranked second in the world since 1967. According to the World Development Report 1992, in Japan GNP per capita was 25.430 US\$(1990) which has been in the 4th rank, between high income economies. Also inflation rate was only 1.5% and growth rate 4.1%, in 1990. These figures shows that Japan has very strong economic situation.

Before World War II, Japan was already highly industrialized on light industries, such as textile. After the war, during 1960s, great strides were made in heavy and chemical industry aided by technological innovations and large scale investments. From 1983, industrial production increased in the electrical machinery which was led in the expansion of exports. Main industrial areas in Japan are iron, steel, shipping, machinery, chemicals, food and construction. In addition, transport and communication have been improved and playing very crucial role in the society.

However there are some negative elements in Japan: There is no enough land for agriculture and housing. Farming area is decreasing due to the pressure of demand for residential use. Japan is poor in energy resources, and have to be supplied almost entirely by imports, like petroleum. In forestry and fisheries employment has been declining, in recent years.

After this explanation, let's examine; How Japanese people have succeeded in all of these developments? They have some characteristics: They are very

homogeneous people. They have same culture, belief and language, also they are keeping their tradition. People are highly educated. People are very conscious about being a part of family and a part of group. People do not work only for money but also work for nation. They are working for lifelong and they like hard working. Furthermore, there is stability (social, economic and political). Lastly, there is strong public administration and public organizations, making administrative guidance and financial assistance for private sector.

Japan has achieved through all of these characteristics magnificent development and modernization.

THE SITUATION OF TURKEY :

The Period of Ataturk (1923-1938) : After Ottoman Empire, on April 23, 1920, Turkish Grand National Assembly was opened, on October 29, 1923, was founded Turkish Republic and M.K. Ataturk became president. Ataturk was conscious to build modern society and to westernize the country. So, He made many reforms, in the field of social and economic. Basic reform was secularism. New laws were adapted from western countries. Women rights were provided by legislation. Latin alphabet was accepted. Educational reforms were made, many new schools were opened, in every level.

During this period a new Constitution was prepared, accepted separation of powers, in 1924. State had 6 fundamental principles, republicanism, nationalism, populism, etatism, secularism, revolutionism. Besides central government, local government and municipalities were founded.

In the 10 years following the 1923, generally liberal economic policy was implemented, much room was accorded to the private sector, state intervention in the economy was reduced to a minimum. Main State Banks were set up, Industrial plans were made, to solve economic problems and ensure the development. Public and private sector investments were made.

The Period of World War II : Although Turkey did not actually enter the War, major part of national resources was allocated to defence, which caused production to fall. In this period multi party system was implemented. In 1947, Economic Development Plan was prepared to revive economic activity in line with developments taking place.

The Period of 1950-1960 : This period was very active for Turkey. Following the change of political rule after 1950 elections, radical changes were made. Liberal economic system was introduced. Industrial Development Bank, Main State Economic Enterprises were founded. There was considerable growth in the foreign trade and agriculture. In the years of 1950-53 a high growth rate of 11-12% was achieved.

As of 1954, because of the bad weather conditions, agricultural product decreased, Turkey became a wheat-importing country, balance of payments was change the worse. Bottleneck in the economy continued to increase. Because of the social and economic disorders Government was taken away by the Army

The Period of 1960-1980 :After 1960 the need to enact a new constitution emerged(1961). This Constitution introduced a bi-cameral parliament, The National Assembly(450 deputies), Senate(150 members). Economic planning was made a legal requirement. The State Planning Org. was set up for this purpose, and became an important center of economic and social decisions. For every 5 year development plans were made, public and private sector encouraged, a yearly 7% growth rate was aimed.

During 1. Plan period the growth rate was 6.7%; in the 2. plan period this rate became 7.2%; 3. plan period also was successful, 6.5%.

In the 4. plan period economic problems were not solved (high inflation rate deficits, bottleneck, unemployment). The new economic measures also introduced also failed to institute economic stability.

January 24, 1980 Decisions (The Liberalization Trend) : In the face of negative developments, that worsened towards the end of the 1970s, and caused serious problems to emerge in the economy, a package of economic stability measures was introduced on January 24, 1980. During this term, domestic peace and security was very bad. The Turkish Armed Forces forbidden political activities and a new Constitution was prepared.

The Constitution of 1982 and Present Time :According to this Constitution there is only one Assembly which has 450 deputies. The legislative process shortened. New political parties were formed.

The Government, which came to power after 1983 general elections, took a number of radical decisions in order to enforce the liberal economic system(1983-1984): -Bureaucratic formalities were reduced, -State intervention was reduced, -Some funds were established in certain fields, to be used as instruments in the economic and social fields, -A tax reform was made, including Value Added Tax.

In this period, the growth rate increased, in 1980 1.1%, 1981 4.1%, 1984 5.9% in 1986 8.0% and 1987 7.4%.

Public sector investments are concentrated in communication and energy, in private sector priority was attached to housing and manufacturing.

Foreign trade made great progress. There was also a consistent increase in the ratio of exports to import. A further development was the increase of the share of Turkey's foreign trade in the world trade.

During plan periods, legal arrangements were made to attract foreign capital into Turkey (In 1986 364 million US\$, in 1987 536,5 million US\$).

State expenditures were increased so big amount. In 1986 they were 8.160 Trilon TL., in 1992 increased to 207.543 Trillion TL.

After 1980, major changes were made in the tax system. The most important features were the Municipal Revenues Law, giving adequate income to local government and introduction of Value Added Tax (VAT). VAT in particular served to bring the Turkish tax system into line with those EEC member countries.

Sectoral Situation:

Agriculture : Turkey is one of the 7 countries of the world self sufficient in the world. Agricultural production is of special importance to my country, due to the increasing population and traditional significance. And it makes the great contribution to the national economy. But, the share of agriculture is reducing year by year (in 1978 29.1%, in 1986 17.13%, in 1987 16.09%).

Turkey has 27.7 million hectares agricultural land and 16.7 million hectares of this land can be irrigated. Government has been taken some measures: irrigation investments, increasing the use of machinery and chemical fertilizer, seed improvements, planting for additional crops, and so on. Turkey is able to produce various fruits and vegetable products, and also cereals, dry beans, cotton, industrial crops, tobacco, sugar beet, soya, sunflower, tea, olive, etc. Some of them are being exporting.

Although Turkey is one of the top countries in the world as far as the number of farm animals is concerned, this sector has not been as successful as it might yet. However, animal products also made up an important part of agricultural exports (18%).

Fishery and forestry and their products also have a significant place in the Turkish economy.

Industry: In recent years, great development were seen in industry, and the share of industry increased considerably (from 11.7% to 15.3%, in GNP). Especially, in textiles, chemicals, petrochemicals, fertilizer, petroleum products, electric and electronic machinery, food, tobacco, iron-steel, ceramics, cement, agricultural equipment and machinery, metalware, housing, mining, plastics and tourism industry, have been highly improved, during last three decades in Turkey. Both public and private sector big investments have made in these areas.

Turkey has very valuable mine resources. And since Republic period was made great effort to give the superiority in mine operations, and also private sector was encouraged to engage in mining. The number of public establishments were founded, like Sumerbank, Minerals Research Institute, Etibank, Turkish Petroleum Corporation, etc. They played major role in Turkey's industry and economy.

Energy: In this sector, in Turkey, public and private establishments have been operating. Various hydroelectric power plants were built after Republic and were being built present days, by the State. In electricity production very important developments were seen.

Current energy consumption, in Turkey is based upon on hard coal, lignite, petroleum, natural gas, hydraulic and geothermal energy resources and a limited amount of solar energy. Secondary energy resources used in country are electricity, coke and gas. In the developing countries, per capita electricity consumption was an average of 431 kwh, in 1980, but it was 469 kwh in Turkey, same year.

Southeast Anatolia Project (GAP): There will be major increases in electricity production and irrigation when dams being built at full speed within the GAP Project are completed. To provide the increase in agricultural production and also to meet energy requirements, Turkey has already embarked on the largest project of its history, geared to meet the needs of the future.

GAP is multi-purpose and integrated development project comprising dams (21), hydroelectric power plants (17) and irrigation facilities to built on the Tigris and Euphrates rivers. It will affect the agricultural transportation, education, health, social life and other sectors, too. Total cost of the project is 5.600 billion TL.

Transportation : In Turkey, all highways are being built by the Highways General Directorate, which was established in 1950. And also there is Roads and Bridges Department which is responsible from 'rural areas' roads and bridges. In Istanbul two suspension bridge were made, during past years. Railroad building was adopted in 1839, and was made 3.974 km. railroad. After Republic it reached to 10.321 km. Railways are belong to the State. In the field of navigation Ottoman Empire was very improve. After Republic were founded several state organizations and operating in this area. There are international harbours and ports in the country, in Istanbul, Izmir, Antalya, Mersin, Trabzon, Samsun, Iskenderun, and they are playing very crucial role about sea transportation.

Air transportation capacity also improved during previous years. In 1985, the private sector was allowed to engage in civil aviation and air transportation, new companies were founded, rapid progress achieved.

Tourism : Ministry of Tourism and the Bank of Tourism was founded and carries out tourism investments, supplies the credit needs of private sector. As a result of these encouragements, were made modern and large capacity of tourism investments, hotels, holiday villages. Tourism plays very important role in the Turkish economy. In 1987, the number of foreign tourist was

2.675.515 and income was 1.300 million US\$.

International Economic Relations: Turkey has good relations with every country, Especially with EC, OECD, Islamic Countries, and other International Economic Institutions, like IMF, IFC, UNDP, Turkey has good economic relations.

Free Trade Zones: Works on free zones dates back about 200 years. After Republic, in 1929, in Istanbul was set up a free trade zone, and Ford Company built a factory. In 1980, in Izmir, Adana, Mersin and Antalya, were built new free trade zones.

The Postal Authority : In this area all technological developments have been utilized in competing the telecommunications network, and also digital technology has been adopted, by this state owned authority.

Radio and Television : In 1964 TRT was set up. After the 1982 Constitution, radio and TV stations were established. These are belong to the State and have been administered by an impartial public corporate body. Also, nowadays, are being made to change the Constitution and law and to found private TV.

Social Situation :

The social structure of Turkey has changed and developed with time and conditions, by present day. Turkey is, in general, an agricultural country. However, there is an insentive effort towards industrialization. Because of the improvement of the Turkish economy, the proportions of the population employed both in industry and services have increased, agricultural sector has decreased, from 80% to 60%.

The changes that have occured have affected the social structure, as well. During early Republican time, between rural and urban area there were so different conditions, and relations between rural and urban area were not as intensive as today. Economic improvements, industrialization, innovations, modernization have made concrete changings in the social life. Some traditions have changed, but some traditions are being kept by the people, both in the rural and urban area.

According to the statistics, urban population continuously increased and reached 26.8 million (53.0%), in 1985; on the contrary, although rural population increased, but its proportion decreased uninterruptedly, in 1985 it was 23.7 million (47%).

Urbanization has brought some problems for cities and big towns, like housing, road, watersupply, electricity, sewer system and so on. Central and local governments made big investments to solve these problems. Collective housing system were introdused and a fund was set up and by this fund, 583.595 homes have finished (built).

Social Services and Social Security ;Regarding this subject significant improvements were made. The General Directorate of Social Services and Protection of Children is carrying out to extend social assistance to the economically poor citizens. This establishment has many child raising homes, homes for the old people, rehabilitation centers and kindergartens. Furthermore, in Turkey, a new fund was founded, after 1980, at the provinces and districts (The Social Welfare and Solidarity Foundations). This fund is playing very important role now, in the country, for poor people. Regarding the social security, three different public body was founded to provide social security, retirement, medical insurance and other benefits, for Civil Servants, Labors and Independent Workers. In Turkey, health services one of the basic duties of the state. Ministry of Health and Welfare has been carried out these duties by the help of public and private medical institutions and establishments. Moreover, in Turkey, Labor Unions and Employer Unions, always have played significant role, in social, economic and also political life. They have important power and position as a pressure group

Educational System : Education is most important element for every nation. In terms of economic and social development and modernization education's role can not be discussed. So, in Turkey, education was accepted for development and modernization as a main factor. Every Government gave big amount of money from budget, has striven for modernization of education. As a result of these efforts; in Turkey, the number of schools, students and teachers have increased year by year. According to the last statistics, in 1991-92, there are 70.385 school, 12.365.811 student and 532.929 teacher, Primary, Secondary and High school level. In addition, in the Higher education level, there are 695.710 student and 34.469 teacher and 569 Higher education institution. Also 20.820 students was continuing their education abroad, in 1989. Moreover, in 1991, 1.434.249 attendance have trained, in the 4.156 training centre, by 24.584 teachers, in the field of non-formal education. Enrollment rate, also increased: in pre-school 5.5%, primary education 97%, middle school 60%, high school 45.6% and higher education 10%. Before only primary education was compulsory (5 year). Last year Government has change this rule and has decided 8 year compulsory education, also the age of begin primary education was reduced one year (from 7 to 6). In recent years, in order to educate super intelligent and very successful students, were opened Anatolian High Schools and Science High Schools, In these schools some lessons are being taught in foreign language. And also students must achieve an entrance exam to attend these schools. Technical and vocational schools increased too. Apart from public schools, in Turkey, there are many private schools. Espe-

Especially, in the previous years, educational courses have increased, to prepare children every level entrance exams, and through these courses the level of education has risen.

Scientific and technical research is carried out primarily by Universities. There are 29 universities with 399 faculties and 263 higher schools, one of them is private. All of these higher education institutions are affiliated to the Higher Education Council, which an autonomous, public juridical body. In addition there are other public research institutions, like The Scientific and Technical Research Council (TUBITAK), The Turkish Atomic Energy Council (TAEK) and Ataturk High Institution of Culture, Language and History. By 1992, 100 research institutions were founded in the fields of health, nuclear sciences, solar energy, marine sciences, ecology, biomedicine, engineering, social sciences and fine arts.

In the fiscal year 1992, educational budget was 30.3 Trillion TL. (14.57% of total budget). During 1980s, also a fund was established (National Education Fund). So far, 44 Billion TL. was devoted from this fund, to improve and modernize the education.

Human Resource Management In Public Sector : Since the people of developing countries are responsible for their own development, improvement of HRM is an indispensable element for every nation. So in modern society HRM and public Administration has possessed very important role. Public administrators also have been considered like an accumulator in terms of economic and social development. In Turkey, in many universities were opened the branch of public administration, and are being educated with high quality. Especially, Law Faculties and Political Science Faculties have become favorite schools, in Turkey. Many politicians, Chief executives, civil servants, businessmen, have social sciences graduate or technical science graduate.

According to the findings 1990, in Turkey, there are 1.112.263 public servants, 337.596 of them are women (30.4%), and 774.667 of them are men (69.6%). In terms of their education level, 36.2% of public servants have higher education graduate. Also some of them have upper graduate.

In 1960, State Personnel Department was founded, performing all kind of activities regarding public servants, fixing personnel policy, arranging train policy, preparing draft laws, new plans, regulations. Apart from SPD, State Planning Organization guides public sector, in terms of HRM.

All public organizations have been training their personnel, via pre-service training or in-service training. All of training activities have been made in accordance with the necessity of service. As a result of these training

activities, educated and trained personnel number has increased year by year. In 1988, 256.702 public employees were trained in-service training. By 1992, totally 19.264 public servants attended and finished the Turkish and Middle East Public Administration Institute, which is an autonomous, educational and research organ.

There is a basic law for civil servants. The Civil Servants' Law is regulating general principles regarding some public servants, and there are regulations and instructions explaining the law and details. Some Public organizations have also peculiar personnel Laws.

Sixth Five Year Development Plan, has provided various developments for public administration. Some of them as follows: -All public organizations will have been in harmony with economic development, based on scientific researches, meet developing social needs, -Local governments and provinces will be strengthened, -In order to provide more qualified and accelerated economic services, public administration will be developed, -A reasonable public policy will be applied, -A balanced wage system will be carried out, -Bureaucracy and administrative procedures will be simplified, -While using human resources and machine parks, cooperation and collaboration will be practiced efficiently by public organizations.

To provide all of these targets and national objectives, in Turkey, every Government made good plans and programmes, tried to implement them, encourage public and private sector together, provide technical and financial assistance, gave them administrative guidance, thus, country has reached economic and social development.

C O N C L U S I O N :

The Republic of Turkey was founded on the social and economic heritage of Ottoman Empire, in 1923. The new State had inherited a heavy burden of debt and economic structure. However during Ataturk era and after this period Turkish people worked very hard and hard times have overcome. Generally, liberal economy was implemented, by Governments. As a result of this policy, state intervention in the economy was reduced to a minimum, private sector always was encouraged, technical and financial assistance was provided for private sector, public investments were focused on merely some areas, some public organizations were privatized.

By 1992, various social and economic reforms were accomplished, thus realized economic and social improvement and development. As a result of public and private sector investments, and also social and economic development, foreign trade made great progress, growth rate rose, the number of educated and qualified manpower increased.

Turkey, as a developing country, now has been evaluated in the middle income economies. According to the World Development Report 1992, during 1990, GNP

per capita was 1.630 US\$, average annual growth rate was 2.6, average annual rate of inflation was 43.2, in Turkey.

Despite positive developments I mentioned above, of course there are many problems, in Turkey, such as inflation, unemployment, lack of finance, foreign trade deficit, big amount external and internal debts, high interest rates, social security and welfare, etc. However, I am not pessimist. I sincerely believe and I want to say without hesitation that;

If we consider Japanese people ourselves as a model,
If we work hard together all Turkish people to overcome these problems,
If we learn and adapt high technology to the our economy,
If we do not demolish national unity and cooperation,
If we provide social, economic and political stability overall the country,
We can solve all of these problems, and also we can get higher speed of improvement, development and modernization.

While approaching 21th century, Turkey, experiencing rapid change and development, trying to attain a high and modern level of civilization as well as keeping its own traditions.

ANNEXED PAPERS

Annexed Paper A.



LIST OF PARTICIPANTS IN "NATIONAL GOVERNMENT ADMINISTRATION II 1992"

(平成4年度 国家行政コース II 研修員リスト)

国際協力事業団
JAPAN INTERNATIONAL COOPERATION AGENCY

As of May 22, 1992 No. 1

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Home Address
1		ARGENTINA アルゼンチン	Mr. Alfredo Héctor <u>Groppo</u> (グロッパ)	Nov. 27, '51 (40)	Auditor/Tax advisor, Sindicatura General de Empresas Publicas 国営企業監査院監査員	B. A. (Public accountant) National University of Buenos Aires ブエノスアイレス国立大学 (会計学)	Iguazú 4417 San Martín Buenos Aires Argentina
2		BANGLADESH バングラデシュ	Mr. Khandaker <u>Rashedul Haque</u> (ハック)	Oct. 25, '52 (39)	Senior Assistant Secretary, Ministry of Establishment 人事管理庁研修課長	M. A. (English) Dhaka University ダッカ大学修士 (英語)	5/22, Bailey Square, Bailey Road, Dhaka-1000 Bangladesh
3		EGYPT エジプト	Mr. Aly Ahmed <u>Metwally</u> (メトワリー)	Aug. 2, '57 (34)	Management Specialist, Central Department for General Secretariat, Central Agency for Organization & Administration 人事管理庁総務局管理専門官	B. S. (Business Administration) Cairo University カイロ大学 (経営学)	Shobramant-Giza Egypt
4		INDONESIA インドネシア	Mr. Deddy Sirodjudin <u>Bayu</u> (バユ)	Jun. 29, '49 (42)	Head of the United Nations Training Programme Sub-division, Bureau for International Technical Cooperation 国際技術協力委員会 国際連合研修計画課長補佐	B. A. (International Relations) University of Bandung バンドン大学 (国際関係論)	Komplex Sekretariat Negara Blok CIII/7, Cipondoh Tangerang Indonesia
5		KENYA ケニア	Mrs. Virginia Wairimu <u>Maina</u> (マイナ)	Dec. 27, '49 (42)	Chief Personnel Officer, Directorate of Personnel Management (Office of the President) 大統領府人事院主任人事専門官	B. A. (Government & Sociology) University of Nairobi ナイロビ大学 (政治学、社会学)	P. O. Box 30050, Nairobi, Kenya
6		NEPAL ネパール	Mr. Krishna Bhakta <u>Bista</u> (クリシュナ)	Jan. 24, '45 (47)	Under Secretary, Ministry of General Administration 総務省総務課長	M. C. (Business Administration) Tribhuvan University トリブバン大学修士 (経営学)	Lalitpur District Jawalakhel, Ekant Kuna Ward No.4 Nepal
7		PERU ペルー	Ms. Carmen Doris <u>Lopez Cisneros</u> (ロペス)	Jul. 16, '51 (40)	Director of Industrial Development Planning, National Planning Institute 国家企画庁工業開発計画課長	B. Sc. (Economics) National Engineering University 国立工科大学 (経済学)	Menúfares 353, Dpto. 503 Ciudad Satélite Santa Rosa CALLAO-PERU
8		PHILIPPINES フィリピン	Ms. Elizabeth <u>P. Makayan</u> (マカヤン)	Feb. 1, '54 (38)	Chief Budget Specialist, Department of Budget and Management 予算・管理庁主任予算専門官	B. A. (Business Administration) University of the East イースト大学 (経営学)	10 Mines Street, Project 6, Quezon City, Philippines

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Home Address
9		POLAND ポーランド	Dr. <u>Andrzej Kojder</u> (コイデル)	Apr. 25, '41 (51)	Chief Expert, Chancellery of the President of the Republic of Poland, Dept. of Political Affairs 大統領府特別補佐官	Ph. D. (Sociology) University of Warsaw ワルシャワ大学博士 (社会学)	02-792 Warszawa Lasek Brzozowy 7/14 Poland
10		SRI LANKA スリランカ	Mr. <u>Ratnayaka Mudiyansele</u> <u>Dharmasena Bandara</u> <u>Meeegasmulla</u> (ミーガス)	Jul. 27, '59 (32)	Divisional Secretary, Uva Provincial Council ウバ県庁地区所長	B. A. (Economics) University of Peradeniya ペラニア大学 (経済学、地理学、シンハラ学)	Assistant Government Agent's Quarters, Monaragala Sri Lanka
11		THAILAND タイ	Ms. <u>Darinee Piyatanti</u> (ダリニー)	Aug. 6, '52 (39)	Policy and Plan Analyst (level 8) Social Project Division, National Economic & Social Development Board, Office of the Prime Minister 国家経済社会開発委員会政策分析官	M. A. (Public Administration) Tarleton State University 米タールトン大学修士 (行政学)	747/11 Krungtep- Nantaburi Rd., Bang Sue, Dusit Bangkok 10800, Thailand
12		TURKEY トルコ	Mr. <u>Mustafa Güran</u> (ムスタファ)	Jan. 11, '49 (42)	Division Director of Personnel Department, Ministry of Interior 内務省人事課長	B. A. (Law) University of Ankara アンカラ大学 (法学)	Neyzen Tevfik Sk, No. 24/16 Maltepe, Ankara Turkey

Annexed Paper B.

DAILY SCHEDULE
NATIONAL GOVERNMENT ADMINISTRATION II 1992

- 5.19 (Tue.) Arrival
5.20 (Wed.) JICA Briefing, Orientation
5.21 (Thur.)
5.22 (Fri.)
5.23 (Sat.)
5.24 (Sun.)
5.25 (Mon.)
 10:00-10:30 Opening Ceremony
 10:30-12:00 Programme Orientation
- Part 1 Modernization Process*
- 14:00-16:00 Lecture & Discussion "National Civil Service System in Japan and National Personnel Authority"
by Mr. Inazaki, Counsellor, Bureau of Administrative Services, NPA
16:30-17:00 Courtesy Call on the President of NPA
18:00-19:00 Welcome Party hosted by the Secretary General of NPA
- 5.26 (Tue.)
 10:00-12:30 Lecture & Discussion "Process of Modernization in Japan 1"
by Professor Yoshimura and Professor Nishino,
Graduate School for Policy Science, Saitama University
 14:00-16:30 Continued
- 5.27 (Wed.)
 10:00-12:30 Lecture & Discussion "Process of Modernization in Japan 2"
by Professor Yoshimura and Professor Nishino,
Graduate School for Policy Science, Saitama University
 14:00-16:30 Continued
- Part 2 Study of Individual Policy Areas*
- 5.28 (Thur.)
 10:00-12:00 Case Study "Educational System"
Lecture "Educational System in Japan"
by Mr. Ishizaka, Director, Research Department of Teaching and
Guidance, Curriculum Research of Division, National Institute for
Educational Research, Ministry of Education
 14:00-16:30 Continued
- 5.29 (Fri.)
 10:30-12:00 Case Study "Educational System"
(Visit to "Fudou Primary School")
- 5.30 (Sat.)
5.31 (Sun.)
6. 1 (Mon.)
 Case Study "Assistance for Private Industry"
 10:30-12:00 Visit to the Jonan Die-casting Industrial Park
 14:00-16:00 Visit to Fuchu Techno-Creator Industrial Park

6. 2 (Tue.)
 10:00-12:30 Case Study "Assistance for Private Industry"
 Lecture "Basic Policies for Small and Medium Enterprises in Japan"
 by Mr. Tsutsui, Director, International Business Affairs Division,
 Information and Research Dept., Japan Small Business Corporation
 14:00-16:30 Continued
6. 3 (Wed.)
 p.m. Case Study "Infrastructure Building -Communication-"
 Visit to Komae Post Office and Komae Iwadominami Post Office
6. 4 (Thur.)
 10:00-12:30 Case Study "Infrastructure Building -Communication-"
 Lecture "Postal Services in Japan"
 by Mr. Fujioka, Deputy Director, International Affairs Division, Postal
 Bureau, Ministry of Posts and Telecommunications
 14:00-16:30 Lecture "Postal Savings Service in Japan"
 by Mr. Ishii, Deputy Director, International Service Office, Policy and
 Planning Division, Postal Savings Bureau, Ministry of Posts and
 Telecommunications
6. 5 (Fri.)
 10:00-12:30 Case Study "Infrastructure Building -Port Development-"
 Lecture "Japan's Experience in Port Development"
 by Mr. Toyama, Director, Kashima Port Construction Office, Ministry
 of Transport
 14:00-16:30 Continued
6. 6 (Sat.)
6. 7 (Sun.)
6. 8 (Mon.)
 10:00-15:00 Case Study "Infrastructure Building -Port Development-"
 Visit to Kashima Port (Ibaraki Prefecture)
- Part 3 Framework Analysis of Public Policy
6. 9 (Tue.)
 10:00-12:00 Lecture and Discussion "Role of Administration for Development"
 by Professor O'uchi, Faculty of International Relations,
 Ritsumeikan University
 14:00-16:30 Continued
- 6.10 (Wed.)
 10:00-12:30 Lecture and Discussion "Human Resource Management"
 by Dr. Morishima, Associate Professor,
 Faculty of Policy Management, Keio University
 14:00-16:30 Continued
- 6.11 (Thur.)
 10:00-12:30 Lecture and Discussion "The Policy Process in Japan"
 by Mr. Morita, Associate Professor,
 Faculty of Law and Economics, Chiba University
 14:00-16:30 Continued

6.12 (Fri.)
 10:00-12:30 Lecture and Discussion "Financial Management"
 by Mr. Hasegawa, Director, International Research Division,
 Institute of Fiscal and Monetary Policy, Ministry of Finance
 14:00-16:30 Continued

6.13 (Sat.)

6.14 (Sun.)

Study tour

6.15 (Mon.)

(Tokyo→Hiroshima)

9:07 Leave Tokyo Station by Shinkansen (Bullet Train)

13:38 Arrive at Hiroshima Station

15:00-16:30 Visit to the Chugoku Regional Bureau of NPA

Accommodation: Hotel New Hiroden

6.16 (Tue.)

(Hiroshima)

9:30-16:30 Visit to the Hiroshima Municipal Government

Accommodation: Hotel New Hiroden

6.17 (Wed.)

(Hiroshima→Okayama)

10:04 Leave Hiroshima Station by Shinkansen (Bullet Train)

10:47 Arrive at Okayama Station

11:00-17:00 Visit to the Honshu-Shikoku Bridge

(Okayama→Kyoto)

17:07 Leave Okayama Station by Shinkansen (Bullet Train)

18:25 Arrive at Kyoto Station

Accommodation: Hotel Keihan Kyoto

6.18 (Thur.)

(Kyoto)

10:15-12:00 Visit to the Kyoto Prefectural Government

p.m. Kyoto City Tour (Heian Jingu Shrine, Sanjusangendo Temple,
 Kiyomizu Temple)

19:40-20:40 Gion Corner (Cultural Show)

Accommodation: Hotel Keihan Kyoto

6.19 (Fri.)

(Kyoto→Mie Pref.)

12:30-17:00 Visit to agricultural area in Iga district, Mie Prefecture

(Mie Pref.→Nagoya)

Accommodation: Hotel Rich Nagoya

6.20 (Sat.)

Visit to Nagoya City

(Nagoya→Tokyo)

14:12 Leave Nagoya Station by Shinkansen (Bullet Train)

16:14 Arrive at Tokyo Station

6.21 (Sun.)

6.22 (Mon.)

Individual Study

Part 4 Modernization of Public Administration in Participating Countries

- 6.23 (Tue.)
10:00-12:30 Keynote Address "Viewpoints for Discussion of Development"
by Professor Ito, Graduate School of Policy Science,
Saitama University
14:00-16:30 Continued
- 6.24 (Wed.)
10:00-12:30 Group Discussion
Led by Professor Ito and Mr. Inazaki
14:00-16:30 Continued
- 6.25 (Thur.)
10:00-12:30 Group Discussion
Led by Professor Ito and Mr. Inazaki
14:00-16:30 Continued
- 6.26 (Fri.)
10:00-12:30 Group Discussion
Led by Professor Ito and Mr. Inazaki
14:00-16:30 Continued
- 6.27 (Sat.)
6.28 (Sun.)
- 6.29 (Mon.)
Individual Study
- 6.30 (Tue.)
10:00-12:30 Summary Discussion
Led by Professor Ito and Mr. Inazaki
14:00-16:30 Continued
7. 1 (Wed.)
[Report writing]
7. 2 (Thur.)
[Report writing]
7. 3 (Fri.)
a.m. JICA Center Orientation
14:30-16:30 Evaluation Meeting
16:30-17:00 Closing Ceremony
7. 4 (Sat.)
7. 5 (Sun.) Departure

Annexed Paper C.

LECTURERS' AND OFFICERS' ADDRESS

1. Lecturers

- | | |
|--|---|
| (1) Professor Toru Yoshimura | Graduate School of Policy Science,
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| (2) Professor Fumio Nishino | Same as above |
| (3) Professor Daiichi Ito | Same as above |
| (4) Professor Minoru O'uchi | Faculty of International Relations,
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| (5) Dr. Motohiro Morishima
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| (6) Mr. Akira Morita
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- (10) Mr. Yasuzo Ishii
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- (11) Mr. Shin'ichi Toyama
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- (12) Mr. Koichi Hasegawa
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- (13) Mr. Hiroshi Inazaki
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2. Officers

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