

VIII. FINAL REPORTS

THE ROLE OF PUBLIC SERVICE COMMISSION AS A CENTRAL PERSONNEL AGENCY COMPARED WITH NATIONAL PERSONNEL AUTHORITY OF JAPAN

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(Nepal)

INTRODUCTION

The role of public administration and its importance is stated in an APEX. The duties and the responsibilities of the administrator in developing countries considered as a messenger of growth. To acknowledge the recent trend of public administration "Japan International Cooperation Agency" organized the national government administration seminar. The participants of the seminar are from Asia, Latin America, Middle East and Africa all from developing countries. The course of seminar is designed on the base of social and cultural development, economic research and development, the method of seminar is conducted through lecture and discussion, observation tours and sight seeing of the historical places. Out of Tokyo, the authority has managed the Kyoto and Osaka tour. This report is based on the paper and books which were available during the seminar.

For my final report I choose the topics of the central personnel agency, their work, organisation and performance. This report consist the comparative study of the system of personnel organisation of Nepal and Japan.

According to the constitution of the Kingdom of Nepal there shall be a public service commission of Nepal consisting a chairman and the number of members as his Majesty may prescribed. There is one chairman and four members in the commission. They are appointed by his Majesty with the consent of the constitutional council. Constitutional council is headed by the prime minister. The chairman and the members of the commission must be the age of 45 and should be post-graduate. The term of the office of members and chairman is six years. They can be reappointed, but no longer they can remain in office is twelve years. They are protected in their official capacity by law, and cannot be dismissed except in rare cases. The remuneration and other conditions of service of the chairman and the members of the commission shall be determined by the act. A person who has held office as a member and chairman of the P.S.C. shall not be eligible for appointment in any

post under government service. Except in such post under government service. Except in such post to which appointment is made by his Majesty.

Public service commission was established in 1951 under the constitution of Nepal. It is an independent constitutional organization. Commission has a central headquarter in Katmandu and has five regional directorates in five region of the country. The headquarter is headed by the secretary in central level. Directorated by director general.

Like public service commission of Nepal, the national personnel authority of Japan working as a central personnel agency. It was established in December 1948. In compliance with the national public service law. It is an independent administrative commission under the cabinet.

N.P.A. composed of three commissioners, one of whom is appointed president. The commissioners are appointed by the cabinet with the consent of both house of diet. National personnel authority has a secretariat headed by the executive director. Secretariat is composed of five bureaus and the other organs.

FUNCTION

According to the constitution of Nepal the main function of P.S. commission is as follow:

1. To conduct written examination for the appointment of the civil service.
2. The legal matters relating to condition of civil services.
3. On the general principle to the followed in matter's of appointment, promotion, and departmental action in the civil services in the civil posts.
4. On the suitability of the candidates in making appointment in a civil post for period exceeding six months.
5. On the suitability of the candidates in making transfer of promotion from one category of civil service to another category of civil service.
6. On matter related to departmental punishment proposed against the civil servants.

The public service commission submitted his report to his Majesty an annual report the work done by it. His Majesty shall cause such report to be laid before the parliament. (The house of representative)

PROCEDURE

a. Description of vacant post to be furnished

The appointing authority furnished to the commission each year the existing vacancies of each grade.

b. Advertisement to be published for competition

The commission shall issue advertisement mentioning necessary particulars for conducting competition for the purpose of filling of the post.

c. Submission of the application

Candidate intending to appear in the competition shall submit the prescribed form within the time limit specified in the advertisement along with the prescribed fees.

d. Written examination

Candidate shall be examined ordinarily through competitive written examination in all non technical post under different services.

e. Standard of written examination

The standard of written examination to be conducted for filling of gazetted class post shall be prescribed.

f. Selection

In case the number of candidates appearing in written or practical examination is less than the number of posts which have to be filled up or in case it is not practicable to conduct such examination by reasons of lack of facilities or for other reasons the commission may examine candidates through the appropriate selection method.

g. Viva voce (interview)

The candidate who has passed in the written examination may be required to appear for the interview test as well. Interview committee shall be prescribed by the commission.

h. Medical test

After completing the written and viva voce mental and physical health test of the candidates examine by medical board.

i. List of order of merit

For the preparation of merit lists of the post in which written examination are held, the marks obtained in the written examination, viva voce test and educational qualification, the mark obtained in the viva voce test shall be aggregated.

j. Recommendation

The commission making recommendation of any candidate for appointment to the appointing authority for the purpose of filling any post in respect of which demand has been made to it shall do so from among the candidate listed in the order of merit. The appointing authority too shall make appointments in the vacant posts according to the order of merits as recommended by the commission. Recommended candidate shall be appointed within two months after receiving the recommendation in case of gazetted post and within fifteen days in case of non gazetted post. The appointing authority shall send information to such appointment to the commission.

National personnel authority of Japan is also a central personnel agency. According to law N.P.A. is under the jurisdiction of cabinet, though in actually working as an independent organization of the cabinet.

We can categorize the function of N.P.A. in two headings: maintaining fairness in personnel administration and protecting the interest of government personnel. Just maintaining the fairness in recruitment N.P.A. is followed the principle of merit system, on the other hand protect the right of the government personnel.

N.P.A. submit their report to the diet and the cabinet simultaneously recommendation for improvement in personnel administration, as well as improvement in compensation and other working condition of the employees.

The main function of N.P.A. is also to conduct the written examination. It deals with the appointment and dismissal of personnel and sets basic standards for promotion and retirement.

N.P.A. is also accountable for salary administration of government personnel and provide necessary guidance. Besides these N.P.A. also functioning to established position classification.

N.P.A. is also a mediator, coordinator and the protector of the interest of the government employees. It also coordinates training program of government personnel guarantee the employee status.

At last the function of N.P.A. is considered more important to hear the appeal and grievances of the employee who has complaints in regards to adverse personnel actions may appeal to the N.P.A. for review.

CONCLUSION

As stated above we found that the objectives of the national personnel authority of Japan and the public service commission of Nepal are very similar. The nature of the function, organizational structure are almost same. Both are accountable to the constitution, people of the nation, cabinet, as well as the clean administration. Because the aim of the national administration is broadly defined to carry out their responsibilities efficiently and faithfully. Administrators devote themselves to their duties with self consciousness as a servant of the whole nation. The responsibilities of government administrator have increased and deversified. To meet the need of today and accept the challenges they will make themselves ready to face the challenges.

NATIONAL GOVERNMENT ADMINISTRATION SEMINAR

Alejandro Hurtado

(Peru)

GENERAL APPRECIATION

The seminar was really a successful event because:

1. It was elaborated very well. It is specially remarkable its structure, containing two parts referable to Japanese and participating countries' experiences.
2. Its methodology was very effective because it combined lectures, discussions, case studies, observations, researches, study tours and other forms of training complementing between them in a functional way.
3. It was also executed very well due to the excellent work of Mr. Wakabayashi, Mr. Goda, Miss Sato, Mr. Nakamura and other JICA's collaborators.
4. The high level of all the participants and professors who worked efficiently.
5. JICA and N.P.A. assigned the necessary importance and resources, reflected in the high level of the visited personages and authorities as well as the Japanese kindness received by the participants.

COMMENTS ON SPECIFIC ASPECTS

In my opinion each part of the seminar had its own relevance.

1. Japanese experience was very interesting because it is an example to be followed by developing countries in accordance with their own realities.
2. Behind this development's process the most impressionant facts are the following:
 - a. The discipline of Japanese people and his capacity of sacrifice.
 - b. The unfolded decision of political leaders to carry out from head to tail the development's process in Japan after the World War II.
 - c. The important participation of private sector in an open collaboration scheme and efforts conjunction with public sector.
 - d. The major dedication to technological affairs, from import and research of technology to adequacy and generation of own Japanese technology.

- e. The importance assigned to civil service, operating just and fair personnel management and protecting employees' welfare and interests.
- 3. Since my point of view the most useful themes in this first part were those on policy formation concerning: (a) economic development for developing countries; (b) intervention by the government; and (c) the role of public administration.
- 4. These matters are directly related with the subject of my country report: "intervention by the government for development's planning and administration."
 - a. Lecture and discussion about policies, performance, issues and prospect in the developing world was simply extraordinary because its contain and the high performance of Dr. Ryokichi Hirono, the best professor and expert of the seminar. Its contain is perfectly assimilable to the development's situation and process in Peru: structural adjustment policies for performance-oriented strategies in a liberal scheme.

In the context of this magistral session, the major challenges for Peruvian process are: to improve and to enlarge international development cooperation, not only through international direct investment for growth's purpose, but also reaching international aid and finance to mitigate social constraints and to assimilate foreign technologies.

By the way, Peruvian government considers an imperative need to recuperate the normal Japanese technical cooperation affected temporarily right after a terrorist attempt. Peru will present opportunity to Japan a pertinent statement in the hopeness Mr. Miyazawa's new government will consider it favourably.

- b. Development objectives previously defined, government intervention in the process must be in accordance with those main objectives. Lessons drawn from the success and failure of government interventions, especially that related to Japanese experience, are considered as interesting cases of reference.

But it is clear that each reality requires its own process of development, its features in accordance with historical background, basic characteristics of people and present restraints.

Peruvian government's objective is actually to carry out the first stage of economic stabilization through structural changes; and then, adopt other strategy, to shift to a faster track growth through domestic and foreign private investment.

- c. Finally, the role of public administration is defined having in account, the main development's objective and strategy. In the specific F. Iisk's approaches, Peru is not actually situated in none of the four major approaches in the flow of development strategies formulated by him.

However, this scheme was presented very well by professor Minoru Ouchi. And it is besides useful if it is well interpreted: Peru is still passing by the worst crisis in this century, despite its richness of natural resources. And this is why Peru has to be situated up to date in a preliminary stage of stabilization, but also attempting simultaneously to shift forward another stage whose feature combines characteristics from several approaches: growth with poverty alleviation through private investment. This is the challenge of Peru's economic programme.

5. The second part of the seminar related to economic and social development in the participating countries was an important experience for all of participants, because it gave us not only the opportunity of knowing the problematic situation of other developing countries, but also of deepening about our own situation and comparing it with various country's experience.
6. Two groups' formation and chairmans and reporters' nomination, facilitated presentation and discussion of country report of each participants, and also professor Daiichi Ito, as leader of group discussion and summarising discussion.

CONCLUSION

Seminar on national government administration (senior officials) constitutes a gain for participating countries where it is indispensable to elevate the professional level of executive officers in order to enforce public management. And also for this country because Japan confirms itself as one of the most important cooperating source of the world.

GOVERNMENT PERSONNEL MANAGEMENT IN THAILAND

Parichat Kotcharat
(Thailand)

GOVERNMENT PERSONNEL MANAGEMENT IN THAILAND

In Thailand the office of the civil service commission (OCSC), which is a government agency, is in charge of government personnel management. It was established in 1928 and has more or less similar responsibility to the national personnel authority of Japan (N.P.A.). The OCSC is headed by the secretary general of the civil service commission (CSC). The CSC composes of the prime minister, or deputy prime minister who is authorized by the prime minister, as chairman and not more than fifteen commissioners. Under the supervision of the secretary general there are ten divisions and a training institute which have the following duties:

1. To make proposals and give advice to the cabinet concerning personnel administration policies,
2. To issue CSC regulations and rules,
3. To do research and analysis concerning the administration of the civil service system,
4. To recruit personnel for civil service,
5. To conduct activities relating to the development and training of civil servants

Similar to the N.P.A., the OCSC's basic mission is to secure the merit system in personnel management and the fair and adequate work conditions for public servants including protection of their interests. However, recently the number of applicants, in certain fields, for entrance examination to public service has decreased the same as in Japan. Major causes for this phenomenon are low salary offered to public servants and inadequate incentive for them to join public service, while the cost of living has been increasing rapidly. Even worse, the number of government personnel resigning from public service has rose at a high speed. At the same time popularity of recruitment by private companies has grown because employees in private sector have got much higher wages. Furthermore, in private industries remuneration measures which attached importance to ability and work performance have been

introduced.

To retain capable personnel within public service, the Thai government has designated necessary measures namely, the readjustment of pay scale by adding about 12% of the present salary to each government employees, to be effective in April, 1992, in particular, and increment of living as well as housing allowances. However, unlike in Japanese's system on government personnel administration, special allowance or bonus has not been introduced in Thai's yet.

Another important duty of the OCSC which should be mentioned is the development of ability of public servants through training. The civil service training institute, which is under the jurisdiction of the OCSC, delivers training courses and seminars for government employees in various areas, particularly management and personnel administration through the years like the N.P.A. Nevertheless, the N.P.A. has stepped ahead of OCSC for it has expanded the training scope to cover international cooperation in the field of personnel administration.

It may be concluded that Thai government personnel management is similar to Japanese's in some areas and different in the others. As the role of public administration among nations grows increasingly important these days, it is essential for both countries to administrate their public service efficiently.

BENEFIT IS GAINED FROM THE SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION (SENIOR OFFICIALS)

During one month in Japan, when I participated in the seminar on national government administration, I had an excellent opportunity to learn the modernization of the Japanese government administration and economic as well as social development both in Japan and the participating countries in this seminar, which I trust that will be very beneficial to the performance of my duties in the future and my organization as a whole.

The study tours to selected places satisfied me for it provided me with opportunities to witness the efficient traffic control, construction of a highway with advanced technology, which are of my interested fields, and the miracle world of electric industry.

I am also impressed by the hospitality and friendliness of Japanese people, particularly officials involving in arranging and coordinating this seminar. In my opinion the seminar's objective is met and this impressive experience will remain in my memory in years to come.

REPORT ON THE SEMINAR ON NATIONAL GOVERNMENT

Sudiman
(Indonesia)

As a part of the programme, the participants of the seminar or national government are requested to make a report at the end of the course. The objective of making report is to make evaluation of the programme. In this report I am going to divide into two parts. The first part is dealing with the management of the seminar and for the second part is dealing with the substantive issues of the seminar.

THE MANAGEMENT OF THE SEMINAR

The management of the seminar could be divided into two categories, first, preparation for departure and second, implementation of the seminar itself.

1. Preparation of departure

In JICA side, the preparation of departure was very well organized and prepared, eventhough there was a little late in informing the acceptance of the participant. Three months before the date of acceptance, we got already the brochure of information on seminar on national government administration which would be conducted from 8, Oct.-9, Nov. 1991.

On July 2, 1991 I got information that I was proposed to the chairman of the national institute of administration (my institute) as a candidate for participating the seminar. Because of his busy time in the capacity as chairman of Nia, he gave approval for my candidacy on July 9, 1991. It took approximately 22 days to approve my candidacy. As a consequence, I was very tied in preparing the country report and related documents. I had only one week to prepare a country report, medical check up and apply a recommendation from cabinet secretariat. In my country the procedure of candidacy to participate in international seminar course should be approved and proposed by the cabinet secretariat, after he got proposal of candidacy from the agencies. On August 8, the cabinet secretariat sent proposal of candidacy to Japanese embassy in Jakarta.

As mentioned on the brochure, the embassy of Japan (or JICA office) will inform the applying government whether or not the nominee's application has been accepted not later than September 9, 1991. But in fact, the information of acceptance from JICA was accepted by the institute (N.I.A.) on Sept. 25, 1991. Two weeks before the course started.

Before my departure to Japan, I got enough briefing from a personnel of JICA representative office in Jakarta. In that briefing I got, a book of JICA, a cassette and a small book of Japanese language and a return ticket from Jakarta-Tokyo V.V. JICA personnel also saw me a film regarding my itinerary from Jakarta to Tokyo, that film gave us a lot of information on what airplane I have to take and after my arrival, where I have to proceed, to whom I have to meet, etc. I got also information about life in Japan, its culture, education, economy and life style in Japan. It was very interesting and encouraging me to see Japan by myself. During the briefing, which was conducted at the JICA office in Jakarta, I got also information about what kind of clothes I have to bring with me. He also recommended me to bring some medicine and some bank notes in US dollar or in yen. It was very good arrangement.

2. Implementation of the seminar

When I arrived at Narita airport I was very surprised because all information that I got in Jakarta could be implemented easily. After I got off from the airplane I proceeded to the message board. Immigration and custom declaration was also running well. On my arrival at Tokyo city air terminal I was also very surprised because as soon as I got off from the bus, some one from the travel agency was ready to pick me up to T.I.C. Ichigaya. Eventhough my airplane's arrival was delayed for two hours.

When I arrived at T.I.C. Ichigaya, front desk staff gave me a room key and a lot of information regarding the center facilities. Where my room was located, where I can get drinking water, hot or cold, where the telephone is located for domestic call and international call, where the vending machine, sport facilities, video room, laundry machine are located and how to use all of these facilities. All these information made me easily to adapt with the T.I.C. The front desk officer also borrowed me some money for lunch and dinner before I got allowance from the center. It was very good arrangement.

In my opinions of the management of the seminar (as of my observation from the opening ceremony up to the present time) is very well organized and

well coordinated. Ms. Sato as training coordinator mastering her job very good in cooperation with Mr. Goda and Mr. Nakamura (photographer).

SUBSTANTIVES OF THE SEMINAR

Briefing and Orientation was my first session and from that briefing I could understand more about Japan. Its culture, economic, social, religion and politics. And the role of JICA in enhancing cooperation between Japan and developing countries. The method of learning during the orientation given by Mr. Wakabayashi by filling in questionnaire was very exciting. It was really a good method for adult learning. Other briefing and orientation given by Mr. Suzuki and Mr. Mukai were also very beneficial for my understanding and knowledge about Japan in assisting the developing countries for their development.

Lecture on modernization of government administration system in Japan by Mr. Toshiaki Matsumoto, director, office of international affairs, N.P.A. was the most interesting subject for me since I am now working with the national institute of administration which its main task is improving and modernizing government administration system in Indonesia. I am sure Japanese model of modernization of government administration system can be applied in my country as a model of development administration. I was also very happy that N.P.A. gave me a lot of books.

Lecture on infrastructure building in Japan after the Second World War. And lecture on policy formation, industrial policy gave me impression that Japan was very suffering from the result of the Second World War. This situation did not bring frustration to the Japanese people but conversely bring motivation to the Japanese to rebuild their country, eventhough Japan lack of natural resources but they have intelligence, high motivation, and hard working people. And by those capital Japan can rebuild his economy and industry and become a leader in developing the developing countries.

Lecture on policy formation, role of administration for development by Prof. Minoru O'uchi, Ritsumeikan Univ. and lecture on Policy formation, intervention by the government for development were very usefull and beneficial to me. The content of those lecture broaden my understanding and knowledge on policy formation on intervention by the government for development. Japan's experience on policy formation and development, in my opinion, can be applied to my country, Indonesia,

since Japan and Indonesia has some common similarities, especially in culture (Asian culture). Japan's experience which put emphasis on the development basic industry (steel industry) and chemical industry can also be applied in the developing country, because those basic industry will support the secondary and tertiary industries.

Lecture and discussion on economic development in the participating countries "economic development for developing countries" given by Prof. Ryokichi Hirono, Seikei Univ. was the most interesting one. This was not because we are from developing countries, but the professor was mastering the knowledge. His English was very fluent and he gave us many suggestions about what developing countries have to do for their economic development.

Group discussion on country reports chaired by Prof. Ito, Mr. Goda C.S. was very interesting because I got lot of experience and understanding about other countries's economic and political development.

VISIT & STUDY TOUR

Visiting imperial palace, courtesy call on the president of N.P.A., honorable visit to the crown Prince Naruhito, courtesy call on the chief cabinet secretary was very rare occasion for us. It would be impossible for us to meet the most very important persons if we did not join the seminar.

Study tour to Tsukuba science city, Tomei express highway, Tokyo Bay Bridge, Kyoto and Osaka was very beneficial and gave me lot of experience. "Seeing is believing."

Last but not least, I enjoyed very much with the seminar, living in Tokyo whose people was very generous, honest, friendly and hard working. Thank you very much to JICA, N.P.A. and everyone who has made my stay in Tokyo comfortable and enjoyable.

NATIONAL GOVERNMENT ADMINISTRATAION

A.M. Bhardwaj
(India)

ROLE OF NATIONAL PERSONNEL AUTHORITY

The National Personnel Authority's Annual Report of 1989 has been relied on extensively to bring out the facts about the National Personnel Authority. Similarly Annual Report for the year 1989-90, of the Union Public Service Commission of India has been used to compare the facts about the two organizations. Only generalities have been discussed in this report and specifics so far as possible have not been included. Basic attempt in this report is made to understand the note of the National Personnel Authority in formulating the policies of governing of the public servants.

Both the NPA and the UPSC are constitutional entities. The president of the NPA is a senior cabinet minister whereas the chairman of UPSC has no such status. Both are engaged in the recruitment of public servants. In Japan the recruitment is a once a year event whereas in India UPSC carries on this activity all the year round. Report of annual performance of the NPA is presented to the Diet and the Cabinet whereas the UPSC presents its report to the President of India. In Japan, the NPA is the only agency involved in the recruitment activity and in India the UPSC performs this activity for the central government and the state government public service commissions recruit public servants for the state governments.

Like the UPSC the NPA also holds competitive examinations for various civil services, various ministries and careers. Both these organizations advice their respective governments on all the matters relating to framing of rules for recruitment, principles to be followed in the matters of making appointments, promotion, discipline and grant of injury pension. The UPSC also look after the transfer from one central service to senior central service. This kind of activity that is the lateral movement is unknown in Japan. An individual joining one service this year may appear in the competitive examination of next year and depending on his performance can change his service, whereas in the NPA so such opportunity is available to the fresh recruits. For their options get sealed once for all after appearing the competitive examination once.

The UPSC is also consulted in respect of certain appointments under certain

categories in the Municipal Corporation of Delhi, the Employees State Insurance Corporation and the Employees Provident Fund Organization. The commission also hold examinations for admissions to National Defence Academy. Indian Military/ Navy/Air Force Academies.

In the year 1989-90 the UPSC recommended about 4,800 candidates out of about 254,000 candidates who appeared in their examinations and they recommended about 1,650 candidates out of about 7,900 candidates who were interviewed out of about 97,000 applications that were received; they considered 22,000 officers for promotion and recommended about 3,900 officers for further promotions; where as in the fiscal year of 1989, the NPA had about 550,000 applicants for all their examinations out of which about 93,000 were successful. Considering the volume of work both the organizations seen to have similar work load.

Both the organizations keep on introducing new tests and examination system to modernize their concepts of evaluation of the performance of the candidates. The reputation of the UPSC received a severe set back when papers of their civil services competitive examination were prematurely leaked by some corrupt officials.

In Japan, number of candidates is decreasing because more number persons are opting for private sector, after having reached the peak in 1978 whereas in India the number of candidates is progressively increasing year after year. That brings extra burden on the Commission.

The NPA conducts a survey every year on the Employment Situation of National Public Employees. The commission does not any such obligation on their part.

The NPA's advice is accepted in all cases without exception whereas in case of the commission the number of cases where the advice of the commission is ignored by the Government of India is on the increase. This is undermining the authority of this constitutional entity.

In India, Pay Commission is set up to ensure that inequalities of pay and perks between Private Sector and Public Sector are reduced and incentive to join a government service is retained. In Japan this work forms the part of charter of duties of the NPA.

It is expected that in order that the administration can meet its purposes, public servants who manage the administration must be aware of their mission and be willing to devote themselves to the duties and manage administration efficiently and adequately.

In order that public servants who manage the administration have a broad view and are not confined to their own ministries and enhance their ability to make poli-

cy, the NPA provides proper training to them keeping this goal in mind. In India the UPSC is not concerned with the training, that is looked after by the Department of Personnel and Training.

After this the observations are about the difference in the roles of these two organizations. The NPA is thinking to dispatch an employee to private industry who are weaning away young aspirants from the government service. Efforts in this direction are being made to develop human resources in future. In Japan structure of labour force is changing rapidly. Older people are keen to continue in service beyond their age of superannuation and also participation of women in this area has gone up tremendously. These changes are spurred by fast economic growth and transition of Japan to a super industrial power. In public service role of administration has magnified many fold. It has further necessitated adjustments in the treatment of employees that corresponds to their current states of duties, ability and work performance. Accompanying the transition of social consciousness from that of an emphasis on quantity of goods to quality of life has aroused interest in the issue of working hours and leave of absence. This has, in turn, brought out the discussion on the reduction of working hours and promotion of 5-day-work week system.

The NPA in view of the increasing necessity of international cooperation, conducts training courses for foreign government officials on the basis of official Development Assistance Plan of Japan.

The NPA also carries out auditing of pay rolls as one of their duties, a duty which alien the concept of the UPSC, however, another agency undertakes this activity.

Persons who get retired by government service, in their cases an appointing officer may reappoint them depending upon the merits of each case.

System of pension holds the purpose of contributing to the efficient operation of public service by maintaining a proper standard of living for the retired employees. The NPA is vested with the authority to investigate the retirement pension system and submit its opinions to the Diet and the Cabinet.

The public servants in Japan, like India, are restrained from participation in political activity, are prohibited to strike work and are isolated from profit making enterprises. *Disciplinary punishment is established for retaining discipline in the government organization.* However, in India, in actual practice, these norms get dilated because of political interference.

In Japan the public servants have a right to form an organization for the purpose of maintaining and improving their conditions of work, however, Managerial

Personnel and other employees cannot for one and the same organization. The scope of Managerial Personnel is fixed by the NPA.

In order to guarantee the status and benefits of the employee, to make the personnel administration fair and to ensure efficient public administration various systems which stipulate that the employee may make a request to the NPA regarding review of adverse action, a request for improvement of working condition, review of accident compensation and review of a pay decision are well established.

The NPA has faced the challenge of time efficiently down the years and for this decade they have resolved a new to make an effort to establish a harmonious public service system with improved efficiency uplift the morale of public servants in order to bear the trust and expectations of the country with a renewed vigour.

GOVERNMENT INTERVENTION FOR DEVELOPMENT

Wagida Gamal El Masry
(Egypt)

Undoubtedly, the main barrier confronting the comprehensive national development is not embodied in the insufficiency of national resource and investments, but it is due to the incompetency of administrative agencies. It is also due to the inability to design and implement the state policies and to enhance efficient co-ordination between them in order to achieve the aimed goals.

Consequently, national management is considered a basic criterion of the efficiency of administrative agencies and a means of pushing ahead the vehicle of progress and keeping abreast the technological advance in various fields. Hence the mutual interaction between recent methodology of administration and administrative development and reform of government machinery ensures the realization of national objectives.

Recently, the role of government machinery has largely expanded, which highlights the importance of administrative development.

Many efforts are exerted in the field of administrative development in Egypt and several approaches are attempted convenience with the political, social and cultural conditions.

Some economic and administrative problems can be reviewed as follows:

ECONOMIC PROBLEMS

Lower income has demoralized public employees which has resulted in lower productivity. It has resulted in well trained personnel emigrating to other countries. Thus denying public administration the right caliber personnel who would have improved public administration. Furthermore, because of the lower income in public administration public employees are forced to seek an alternative source of income to meet their basic needs, and as a result, their productivity is lower. Apart from the above, public employees are also forced to seek employment in the private sector because of the appealing conditions in the public administration and the attractive

salaries in the private and investment sectors, thereby denying public administration the services of such talented well trained personnel.

ADMINISTRATIVE PROBLEMS

Various administrative problems of the Egyptian public administration have been investigated.

We can identify the following administrative problems. First, the rapid and terrible increase and growth of various administrative units, ministries, agencies without consideration to the need for specific functions of these newly established organs. Second the inconsistency and insuitability of the organization structure of various administrative organs either governmental or public sector. Third, the inefficiency and lower productivity of public administration. The multiplicity and interference among control agencies working in Egypt.

Realizing this reality and in order to provide a linkage between administrative development and the objective of the 5 years national plan (1987-1992) a designed policy for this phase in 26 dimensions has been set, the following fields are included:

- 1) Improving government services
- 2) Organization
- 3) Civil service
- 4) Job classification and budgeting
- 5) Training
- 6) Information
- 7) Manpower planning
- 8) Organization of management units and directorates
- 9) Research work

Regarding the Japanese experience there is a lot to be said and through attending the Seminar on Natural Government Administration it was obvious that the administrative system, infrastructure and efficient industrial policy in Japan were the main reasons for the Japanese miracle.

To mention the administrative system, National Personnel Authority should be mentioned as being responsible for the thoroughgoing enforcement of the National Public Service Law. This organization is responsible for involving liaison and coordination of the activities of the Executive Office, examining of draft of law, regula-

tions and documents relating to laws and regulations. It is also responsible of overall researches and studies, public information activities, work pertaining to the position classification plan. In this way the N.P.A. is responsible for civil servants in Japan and in this way there is no multiplicity and interference among administrative agencies.

As for the efficient industrial policy, Japanese economic bureaucracy was responsible for the success of Japanese economy. The Japanese industrial policy is coherent, effective and far sighted and it is utilized to achieve a variety of national goals.

To speak about industrial policy, the Ministry of International Trade and Industry (MITI) should be mentioned, MITI is always cited as one of the main reasons for the effectiveness of Japanese industrial policy. MITI's autonomy has its root in the distinctive circumstances surrounding Japanese postwar history. From the end of the War to 1980 MITI served as the linchpin for a system of latecomer development perhaps the most effective of its kind ever devised.

Another reason for MITI's power is the extraordinary quality of its higher civil servants who are effective tool for industrial policy.

MITI does not operate in a vacuum. No matter how rational its internal organization or how capable its career bureaucrats, MITI effectiveness ultimately depends on its capacity to work in harmony with the private sector and this made it implement a comparatively effective industrial policy not for heavy industries but for high technology industries.

In 1960 at that time Japanese government designed a plan where an industry should be selected to be promoted. In that time all Japanese economists pursued light industries, but MITI did not approve and looked for many years ahead and MITI officials decided to promote Japanese technology. They set the target of providing the sophisticated equipments and apparatus (color television, etc.) for the world and took the strategy of producing these sophisticated apparatus instead of light industries. From 1960 until 1970 many Japanese people suffered especially farmers, but the successful benefits were distributed. There were some difficulties but the strategy proved to be a fruitful one.

The proper planning, good organization and the suitable government intervention led Japan to glory.

I would also like to seek the opportunity and thank the N.P.A. for giving us the opportunity to know Japan more closely to discover why Japan is now the most higher technological country in the world.

INTERVENTION BY THE GOVERNMENT FOR DEVELOPMENT THE HUMAN RESOURCES AS STRATEGIC ELEMENT

Daniel Piemoute
(Argentina)

INTRODUCTION

Argentina has a population of approximately 33 million in 1991, and a labor force of about 12.5 million (38%). The total public sector employment (TPSE) is about 2 million, implying a 16 percent of the labor force and 17 percent of total employment. As a proportion of urban employment, TPSE represented a 19 percent. According to these values the relative size of TPSE in Argentina is not substantially different from that observed in some developed countries (TPSE represent 28% of the labor force in Denmark, 20% in Great Britain and 15.6% as an average of the European Community).

However, is necessary to mention two problems that appear behind the ciphers. The first problem is related with the Public Expenditure. The second one is related with the management efficiency. Both of them include the state Reform concept that the lastest Governments have tried in Argentina, since 1983 by now.

1. Public Expenditure

Economical and Financial difficulties that have been expressed by me in the Country Report, have originated different measures tending to strong reduction of Public Expenditure, trying to obtain a greater balance in the fiscal accounts.

This situation has produced an important relative lost in the public salaries levels, in connection with the private sector salaries, and it has generated a policy tending to reduce public employment.

This process has been going on and it's going to continue during the next year.

2. Management Efficiency

As a consequence of situations in which the state has staying during decades, there is broken capacity in management and operational activities from the Public Administration.

In addition at the poverty of policies be able to be continued, I can mention low

salaries, absence of motivation, distortion of the administrative career, no capacitation, bureaucratization, etc. and as a consequence of all these factors, the total absence of social recognition by the rest of national community.

The discussion that has been stated about this theme has turned out to define different programs, that I will explain after on.

However, it is important to point out some notes that the present seminar has permitted to obtain by myself. I have got it since theoretic concepts that have been explained by professors, the Japanese historic experiences that they have related and the different observations that we have done of the projects that these are being executed and of the daily life.

CONCISE NOTES ABOUT THE SEMINAR

1. Economical Crisis after the World War II

During posterior period to the end of the World War II, Japan had a serious economical crisis, with hyperinflation and recession.

Within the measures that the government adopted trying to obtain solutions for it (such as prevention of economic concentration, antimonopoly law, competency, production priorities, industrial rationalization, development of human resources, etc.) one of them is very important. It's the decision of promoting research and development through subsidies and taxes incentives, in a period in which the prices subsidies were suspended and monetary emission was restricted for to eliminate the hyperinflation.

It's an excellent example of policy decision, and it's appropriate for Argentine experience in hyperinflation subject, because in my country all subsidies have been finished. It's possible to add that the research and development almost don't exist in Argentine.

2. Relationship between the State and the Private Sector

Along of all the seminar lecturers have transmitted the idea of cooperation between the government and the private sector for many things, within it: to do industrial rationalization, to promote antimonopoly laws, to promote research and development and technological and equipment innovation, to construct public buildings of great dimension, etc. In all of them they have negotiated, cooperated, convened and interchanged information.

Within this conception I have thought that the experience of Japan would must be had for to change a word in a very old dichotomy that it's discussed in Argentine now: the question about the "state or private sector" has been converted in the "state and the private sector." They have promoted to themselves a common effort looking for an objective of national benefit.

3. Some Decisions Over Public Implementation of Policies

In the different items we have examined, we can point — among many — a decision series, functions and activities that the Japanese government has been executing recent years:

- Decentralization
- Community participation in decisions
- Research and development
- Infrastructure
- National economic planning
- Public and private organization for development
- Public relations (private sector included)
- Results evaluations
- Taxe incentives
- Intra and inter communications
- Strengthening for human and material resources.
- General coordination for public policies
- Human resources increased educational and technical stages.

4. General Consideration

From this seminar, I have pointed out two themes:

- a) The firm Japanese government commitment to keep producing development plans and programs, including the possibilities of revising periodically those plans and programs.
- b) The Japanese capacity (of the bureaucracy) to take ahead this commitments and planning, within the included human resource performance.

This is the main point of my interest in which I'm going to center this document, because from this point we can deduce the managerial capacity and the technical performance.

5. The Human Resources in Japan

From the general themes of our seminar, we have extracted certain points which lead to the increased technical and academic performance of the Japanese human resources.

I believe that one of the basic aspects is the recruitment of public servants, so to guarantee the necessity for good human resources in the high level posts in the Public Administration.

These are, of course, important incentives which fortify the choice of this people, to this end. Wages and salaries are equal to those of private sector, not economical incentives like social status, the personal commitment with one's job and the sense of challenge in front of each program.

In addition to these factors, proper evaluations and promotions, rotation through different official departments and intensive training for each program, has permitted the public administration of Japan, to count with suitable staff of highly prepared human resources for the implementation of national and international policies and the national coordination in the economics.

I like to express my personal point of view that all these factors must be observed within the Japanese way of life and within the Japanese culture.

ARGENTINE: SOME PROGRAMS IN EXECUTIONS

In the last 6 years, we have developed four (4) programs related with Public Administration and efficiency in the public sector.

- a) Instruction Program for Governmental Administrators (PROFAG)
- b) National System of Administrative Profession (SINAPA)
- c) Executive Functions and Public Managerial Courses.
- d) Training Program for the National Public Administration.

To summarize:

- a) The very high-ranking Governmental Administrators Corp. was created in 1985. In the present there are 170 members, which concluded all the academic requirements of this program (1988-1989-1990). This professional occupy important level of our administration and fulfill some of the leaderships: command, advisors, research, coordinators of programs, planning and general organization in any governmental field.

This group of professionals depends on the secretary of the Public Function of

the National Presidency.

Among their characteristics, these professionals are generalistic experts, with fulltime dedication to their administrative commitments, and with the obligation for a rotative circle in the Public Administration. They have their own special regulations and a special administrative career, which would be completed in 17 years long. Their laboral stability depends on the qualifications scale done by superior authorities.

In this moment, the majority of those members is working within the re-structuration of national policies for public administration.

To be part of this group there are special requirements: two exams, personal interviews. Those who make the grade get into specific courses of 2 years and 6 months.

This courses must be as attended full time job. We have to deal, in the academic level, from social sciences to administrative themes, including practice learning in different governmental offices (about 3,200 courses/hours).

In this moment our government is about to convocate the fourth generation of this group.

The responsible for the selections and academic instruction of this group is the National Institute of Public Administration (INAP), which is depending on secretary of Public Function.

- b) SINAPA was created in August 1991 like an administrative system for all personnel of public administration, excepting some special civil personnel (for example governmental administrators), SINAPA has established new categories and qualifications and evaluation system.
- c) The executive functions in this program involved national and general directors. These posts are assigned by open competition contest between candidates (such as personal interviews, curriculum vitae, etc.), and this professional receives a plus salary very important. They are to attend high managerial courses in INAP (about 700 courses/hours).
- d) The training programs are extended by INAP. There are short courses for the rest of the personnel of the public administration.

These programs have a 3% of the total National salaries for the public servants, and is the government who pay it.

All the problem related to human resources are related with the continuity of policies and planning in this field, and also to the economic and fiscal situation of the government. This general consideration inhibited that public servants would be

well paid as equivalent the private sector and, therefore, enjoy social status in his environment.

SOME DISCUSSIONS ABOUT SUBJECT

I like to express now, some of the problems we face in Argentina, connected with the human resources theme.

First, I'm going to mention the debate for proper definition in the field. It's a discussion about of to build elite's bureau, carry on an equal participation for public servants. In this case, participation means equity and all costs must be equally distributed.

Some efficians understand "elite" as a proffesional group in charge of operations and executors for national programs as leaders.

I believe that "participation" and "elite" are not, or should not, antagonic forces.

As Chalmers Johnson say: "The first element of the model is the existence of a small, in expensive, but elite bureaucracy staffed by the best managerial talent available in the system. The quality of this bureaucracy should be measured ... by its excellence as demonstrated academically and competitively, preferably in the best schools of public policy and management (MITI and the Japanese miracle).

The second discussion that I'm going to mention is related with the concept "generalist" or "specialist."

First, we must realize the different instruction or educational ranking, between both proffesionalists. I believe that a high-ranking bureaucracy must have these two educational status all together.

Moreover, this public servant must integrate dispositions and nationalistic motivations.

Training and capacitation are both necessary for the technocracy as complementary education, because it is needed in special plannings as designer or executor of operational programs.

I consider very important the education for generalist's public servants, because a high-ranking bureaucracy must have a general knowledge and commitment with many social, administrative, economic and historical themes.

A good staff of "generalistic" servants will be more efficient to the decision-makers in national policy, and become a strategic factor for Argentine's development.

A specialist must attend more specific and detailed programs.

As Chalmers Johnson say in MITI and the Japanese miracle: "Part of the bureaucracy should be recruited from among technicians and engineers because of the nature of the tasks it is to perform, but the majority should be generalists in the formulation and implementation of public policy ... the term that best describes what we are looking for here is not professionals, civil servants, or experts, but managers. They should be rotated frequently through the economic service...."

GROUP DISCUSSIONS AT TIC

I have perceived in these open discussions with the other seminar's participants, that in all our countries there is a lack of appropriate human resources.

I have learned that, hopefully, in our Public Administration Service, must be two (at least) kinds of sub-bureaucracy: a) those who are included in before in this document; b) the rural sub-bureaucracy, specialists in rural development.

The international assistance and the technical cooperation is most useful for the building of a good bureaucracy apparatus. I hope Japan keep maintaining this kind of assistance for the Third World, because it is a good learning for us to know different experiences, and it is a great help for our countries.

THE SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION
THEME
THE REASON OF JAPAN'S TODAY

Roberto Rafael Blandino Urbaz
(Republica Dominicana)

Japan is a country formed of four islands: Hokkaido, Honshu, Shikoku, Kyushu and another little more in the Pacific ocean. Japanese archipelago on Asian continental mass of land. Dating from more than 10,000 years ago. This receive some influences from China and Korea.

The country was first permanent capital was established in Nara at eight century, later in 794 was built a new capital in Kyoto at Heian period until 1192 with great influences of China, its start to develop Japanese civilization with their own characteristics and forms.

Really, the Meiji era (1868-1912) represent the most important period in Japan history, because under the Emperor Meiji was promulgated the constitution, establishing a cabinet and a bicameral legislature. The classes into the society were abolished. Later plus two war with China and Russia made victorious, and with the powers in this area make Korea its protectorate.

Emperor Meiji, played a high role to help as a guide of the nation by dinamic decades of transformation, after Emperor Taisho was succeeded by Emperor Hirohito who opened the door of promise, industries continued to grow and politicals rooted in parliamentary government but worldwide depression unsettled the economy nation life.

In 1945 Japan accept the surrender terms of the allied powers, and by imperial edict the people laid down their arms. In 1951 Japan return to the international community of nations signed the San Francisco peace treaty, and admitted in various international organization.

The immediate tasks in the postwar years were economic rehabilitation, with the sympathetic support of the United State of America and other nations, and made efforts to restore its international position diplomatically.

The Japanese economy as all the development countries is a thriving complex of industry, commerce, finance, agriculture, services and other elements include of a modern structure. The nation's economy is in advanced stage of industrialization,

served by a massive flow of information and highly developed transportation networks. The most contribution is manufacturing and services, such as transport, wholesale and retail commerce, and banking, agriculture and fisheries, now have a minor share, but another feature the relative importance of international trade to Japan economy.

It was hard after the World War II, the nation economy was paralyzed almost totally with severe food shortages, runaway inflation and rampant black marketeer, were many lost territories and population.

Various social reforms carried out after the war helped shape a basic framework for subsequent economic development. The postwar demilitarization and the prohibition of rearmament written into the new constitution eliminated the heavy drain of military spending. The break up of the large business set loose the forces of free competition and the ownerships of farm was redistributed on a wholesale basis among former tenant farmers, giving them fresh incentives to improve their loss. Barriers to labor union activities were also removed, with result that became better protected and the way open for a steady rise in wage levels. Under production priority system, stress pass on increasing the production subsequently not only in the key material industries, such as steel and chemicals, also in a new products as television sets and automobiles.

This expansion was rapid by the vigorous investment of private industry in new plant and equipment. The high level of saving of Japanese households provided banks and another financial institutions for heavy investment in the private sector, with the introduction of new technology sometimes under license from foreign companies, for modernization and made Japanese industries more competitive, with another elements like education, because migration was heavy of agricultural workers to manufacturing and service jobs in the biggest cities.

By the 1960 Japan had become economically strong enough to compete successfully in the open markets of the world. It signifies that increasing was for the war reparations had been paid and fifteen years later Japan almost completed recover from the ruins of the war.

In 1970 a low grow economy, together with an increasing severe international economic environment influenced too much, the lives of Japanese people, change in their thinking and life styles.

The great range of Japanese economy means Japan play role at this time at the third world countries, with his economic and technical cooperation programs. One way of the Japan should help our third world countries, is technical cooperation

programs. One way of the Japan should help our third world countries, is technical cooperation programs a type of cooperation non paternalist form with the recipient countries.

As we know the implementation consist in: technical training dispatch experts and provision of equipment materials. The objective in most of the cases is the transfer technology to the engineers, technicians, medical staff, farmers, officers in recipient countries in which they have to participate in development projects of specific fields, like: agriculture, forestry, fisheries, medical care, public health, populaton studies, family planification, vocational training, mining, manufacturing, small industry, etc.

Every projects Japan made with the combination effectively of the recipient nation who has to provide land, building, local costs facilities, etc. which will serve as the project base as well as the local experts who work as counterpart personal with the Japanese experts. This projects always the two parts prepare for each their recommendations for acceptance, the details of the implementation plans as well as the obligations to be observed by both parts.

The Agency of Execution Technical Cooperation programs in namely JICA Japan International Cooperation Agency, that was created in 1974 begin the creation, there was the need for strengthening coodination between the cooperation programs of governmental basis and those of non governmental basis, and for the organic combination of financial with technical cooperation.

**NATIONAL GOVERNMENT ADMINISTRATION
(SENIOR OFFICER)**

Jose Guillermo Stoute Fernandez
(Panama)

GENERAL CONSIDERATION

Practically, all along the past decade, and particularly during some recent past years (1987-1989), the external policymakers in the Republic of Panama, tried intentionally to move our country away from the United States and, thus, isolating us from the geopolitical and geoeconomical concept of the bonds between both countries.

There were two main reasons for this:

1. The United States tried to force Noriega's regime to stop drug trafficking, unsuccessfully. Therefore, the economic isolation the U.S. Government imposed upon our country, obliged the Noriega's regime to seek new relations with socialist countries in a strong emphasis condition.
2. The traditional reclamation from the Panamanian people related certain U.S. policies against the sovereignty of the Republic of Panama, were used by Noriega for their own purposes, maintaining their presences in the top of the political power of the country.

Although the confrontation was partially successful for the objectives of the Noriega's regime, it exerted an important effect in our present economic and political situation. Thus it made Panama to fall under a very sensitive lag on industrial, commercial and administrative operational matters and, basically, it diminished our technological and financing capacity to overcome the present stage.

The multisectorial development plans of the Ministry of Economic Policy and Planning of the Republic of Panama, are searching new sources of multisectorial, technical and commercial operations, trying to restore together the economic priorities, so as to carry out programs and projects for the short-term future.

But, of course, there is a formal need in selecting priority subjects to incorporate, in some new perspective, some basic factors which play a fundamental role in the successful execution of the development plans we have now conceived.

As a participant of this Seminar, I am going to try here — in a general sense —

to insert some of the Japanese experiences from the social and economic fields, to the present economic Panamanian model, although some of the programs are still in a planning stage.

Our country does not escape from the generality of the Latin-American countries, although the existence of certain differences in the social field; for example: the amounts of native indigenous community, are rather small and especially for this reason. We do not contemplate real problems in this sense. In other Latin-American countries — Mexico, Peru, Bolivia, Guatemala, etc. these communities represent an important part of the national difficulties for social development (education, health, etc.).

But, anyway, the rural migration to the main cities has a critical effect on the agricultural sector. In the same context, the over-offert of cheap labour resource imply a low offer for wages and salaries for the industrial sector, still in technical formation, all over the country.

Still there are, of course, basic contradictions in the social field: modernization programs in a society with more than 8% of the population are, yet, illetrated; integration projects for the economic and financial sector but desarticulation of the national income which imply a very wrong distribution of wealth, and some other distortions as strong as these.

When those international organizations speak about “adjustments in structure” (World Bank, IMF, etc.), the inequity forms in the Latin-American societies force the economic pressures against these low-income’s groups. Therefore, the occupational environment shows great disparities in productivity and salaries.

Today, in our part of the world, these distortions occur within a narrow context between governments and non-military societies trying to consolidate democratic political parties, with more participation of the mass population. Indeed, the contradictions of our national societies contribute to the stagnancy of efforts to development.

FOR A NATIONAL CIVIL SERVICE ADJUSTED MODEL

As we have stated before, the Panamanian Government issued a document “Instructions for the Development and Modernization in Economics,” which means a technical and political instrument for the transition period between the interventor State to one of market social economy.

We have planned institutional reforms in government’s administration, func-

tions, personnel and upon the administrative system, for new applications of the human resources in Public Administration which consist:

1. To improve the efficiency of all governmental offices through (a) Better information system all low/middle levels. (b) Better coordination between decision-makers among specific.
2. Re-orient the present civil service for a higher state of mind and disposition for attending the national's public needs.
3. To revise wages and salaries for the present civil service model, although there is a high possibility of dismiss the total number of public servants.
4. Reductions in the central bureaucracy level.

We have learned in our National Government Seminar about the links between the Legislative Branch (Diet, both Houses) and the Executive Branch in the persons of Secretaries and Ministries in this country.

The Japanese Cabinet is a successful demonstration of the active coordination within the two Branches above-mentioned, which is necessary for high political and governmental decisions. This link does not exist in the Republic of Panama.

Besides this fact, the Executive Office of the National Personnel Authority of Japan keeps securing the adequate work conditions for the government employees, as well the efficient operation of government administration. The Republic of Panama — at the present moment — does not have an equivalent force in the Executive Office.

I believe that it can be a very good suggestion to my government in the planning of a new Civil Service model, to seek the functions of the Japanese Executive Office of the N.P.O. The decentralized system we want to execute in Public Administration, can be completed like the present operations of the N.P.A.

Also we have learned about the fundamental role of Public Administration in reference for the Rural Development. The rural social structure in the Republic of Panama, at the present moment, is less homogeneous than (for instance) 30 years ago.

The Panamanian government wish to liberalize the agricultural activity, but keeping secure the best economic conditions of the rural people. Unfortunately, there are very important reasons about today's reality in our countries. The actual and severe crisis for the Latin-American nations, as for others in the same situation of poverty, are forcing political leaders to shift the protectionist industrialization for a more labour-intensive model.

Nowadays, we all agree that economic growth means commercial growth, ex-

ports basically. But in a practical view, this premise is very far away from the real possibility of developing countries, unless the International Economic System would make substantial changes in both operational and production process, national wide as well as in the international relations between rich and poor countries.

A PREPARATORY MODEL FOR THE INFRASTRUCTURAL DEVELOPMENT IN THE REPUBLIC OF PANAMA

The economic model chosen by our country is within the service sectors: commercial, financing and banking.

But, as we have here expressed, the present government has the short-term objective to liberalize the industrial sector, especially in agriculture and small/medium industrial activities.

For this purposes, we are trying to increase the total amount for public investment in infrastructure: national roads, maritime ports and airports.

In this context, our country is going to open multi-industrial centers for the light foreign industries, and exports to U.S.A. Canada, Mexico and Europe, besides Latin-America.

We have confirmed at TIC's Ichigaya that the efficient public investment is a basic instrument with multiplier effect in national economies. I believe that in the Republic of Panama there are now two conditions by which the Government can initiate successfully some important programs for infrastructural development:

- (a) Maintaining the confidence and credibility of national and international investors.
- (b) Strategic internal changes: labour laws, costing for basic services, less rigid regulations for industry expansion, etc., and a very relevant land reform.

In Panama's today, the stock of roads is fast deteriorating the cost of maintenance and replacement of infrastructure is expected to stay in low profiles, due our commitments to the external debt (US\$6.2 billions). Naturally, this situation affects all economic activities.

I think that my country can assimilate the Japanese recent strategy for housing, creating a better living environment for our people. I feel most interested for the national Japanese programs for housing, which are related with regulations upon wages and salaries, extra-bonus systems and savings.

In the Republic of Panama, the present conditions for the fine execution if

housing programs, are very precarious for a wide area of the population. There is, among other causes, inefficiency in the utilization of urban and subrural lands; and even in this context, the responsibility for housing's lands, is not enough.

Our authorities are trying to coordinate with the local private sector for solutions in private housing, so — in this way — the official efforts should attend only housing solution aside the private sector.

We understand, of course, the need to encourage the national legislation in savings, loan's facilities in the housing sector, and land reform. At the present moment, the trend in urban planning administration is for deconcentration of urban areas and mobilize housing and industrial programs for inside the country part, but not far from the main cities.

Panama is trying to rebuild the road network development in the framework of both social and commercial needs. Besides the national planning for these needs, the present trend for the active participation of the Republic of Panama in the Central-America's economic integration, will demand increased efforts in infrastructure along all the six countries in the sub-region.

Until now, Panama has a good international airport, enough for the international cargo and passengers. But as soon the results of successful on commercial and industrial project demands new operational stages, we intend to amplify the airport's facilities with the impulse of multimodal operations, including container's railroad through the Panamanian Ithsmus.

Our maritime ports (Atlantic/Pacific) have a very important role in the commercial and financial plannings. As we have presented before in this document, our economic future will seek a new industrial stage export-oriented, thus increasing employment and strengthening the banking sector.

We believe that the main infrastructure we do need to improve — in a short-term basis — is maritime port's facilities. The largest Free Commercial Zone of Latin-America is on both parts of the Panamanian Ithsmus. I believe that the maritime CRANE GROUPING system, and the cargo working process, we saw in Yokohama some days ago, is the fundamental concept that our country must apply, approximately, in the new development model.

In this specific sector, the deep problems raised by low wages and salaries, and certainly some other similar factors, facilitate continuous strikes from the labour unions. Hopefully, the increased commercial activity we expect, will reward these low-incomes servants and, therefore, the working situation become normal soon again.

The planning for water resources and electricity include: Institutional stages

must be fortified by:

- (a) Loss of technical resources must be reduced.
- (b) Increase of efficiency.
- (c) Cost reductions and better prices for consumers. Industry will have special rate.
- (d) Adjusted regulations for the extending of new operational licenses in ports, cargo, etc.

I am sure that the general comments we have heard in our Seminar, concerning Japanese planning for water resources, will be very appreciated if my Government receive more detailed information of that kind.

CONCLUSIONS

I like, first, to express some personal comments regarding my presence at JICA/TIC.

The fellowship to assist our National Government Seminar (Senior Officer) represent a privileged activity for all the participants. As individual persons, we had the honor to talk with the Crown Prince of this country, and that only is worthy and remarkable.

To have been in Japan, with all the necessary facilities that the Japanese Government gave us, is a very rare experience. We have seen many different places, peoples and themes, that now, I believe, we can have a better appreciation of the Nation's effort after the World War II, and the products of the economic model that has been so dynamic and fruitful for Japan.

TIC's Ichigaya has been, also, very comfortable. Among other things, for us there has been very useful the nearness for our meeting center related with the Seminar.

I think that one of the difficulties we found here was the language barrier. Two of the Japanese lecturers had a low profile in the English language, and four of our members (our of 13 participants) didn't had even a fair English level, and this affect their commitments on class discussions.

It has been a fine reminder that this friendly country, during the past century, was a poor and underdeveloping part of the world. I have read, with a very high interest, the economic history of Japan, and appreciate now the different ways a well organized community of people can overcome the initial difficulties of development.

I believe that, in the coming future, the official and personal relations with

JICA's staff in my country, are going to get closer. It is very clear to me the politeness and the real interest of that staff in making my visit to Japan the way it has result.

The group discussion's interchanges were very valuable because all of us had the opportunity to see how other country's representatives feel about a developing center — as Japan. It is important to realize this feelings because, in that manner, all individual participants of the Seminar has understood, more clearly, the common needs of our countries.

Undoubtedly, this kind of interchanges has enriched our knowledge of the global understanding between all people.

I appreciate as very convinient attitude if the documents and other means about the Japanese "miracle" we have just learned, would be sent to JICA's offices abroad, to be distributed in those private and official individuals interested in the issue.

I like to encourage JICA officers so to continue this remarkable and important program for all people. I want to thank our friends in JICA; especially Miss Sato and Mr. Goda from P.N.A.

A MODEL FOR DEVELOPING COUNTRIES

Kilhinji Emaitta
(Kenya)

INTRODUCTION

The Japanese archipelago lies 20°25' to 45°33' north latitude and has a total area of 377,815 square kilometers. It consists of four main islands: Honshu, Hokkaido, Kyushu and Shikoku and a large number of other tiny ones. Honshu, which is the mainland Japan embraces over 60% of the total area of the country.

The country has largely four seasons: summer, winter, autumn and spring and enjoys an abundant supply of rainfall ranging from 1,000mm to 2,500mm. Japan consists mainly of a mountain chain that traverses the South East Asian region to Alaska in North America. About 71% of the nation's total land area is occupied by mountains. Towering 3,776 meters above sea level, Fuji is the highest mountain in these islands.

The country has a total population of 124 million and carries about 2.3% of the world population. However, it has a relatively very low annual growthrate of 0.4%.

Japan is an imperial monarchy operated by a constitutionally-based bicameral assembly called "diet". The emperor is a ceremonial figure symbolizing the unity of the state and the Japanese traditional leadership pattern. The nation has a long tradition of imperial leadership. The country's first permanent imperial capital was established in Nara in the early eighth century. Between AD 710 and 784 the imperial throne rested in Nara.

Previously, the capital had been oscillating between Nara, Kyoto and Osaka. However, in 794 a new capital was established in Kyoto, from where the monarch ruled and extended his control for more than 1,000 years.

The first shogunate-military-type dictatorship-emerged in 1603 and established its capital in Edo, now modern Tokyo. This feudal regime operated by war-lords overshadowed imperial leadership and constituted one of the major turning points in Japanese economic and political history. In 1639, the Tokugawa shogunate slammed the nation's doors to all foreigners in a bid to forestall the spread of Christianity. Only a few Dutch, Chinese and Korean merchants were allowed into a few distant ports. This rather far-reaching measure to preserve the military-based feudal system

locked Japan in an isolation spanning 265 years.

The feudal domination of war-lords was ultimately terminated in 1867 and effective imperial leadership restored in the following year under Emperor Meiji, a celebrity in Japanese economic history. Emperor Meiji shifted the capital from Kyoto to Edo and a constitution establishing the first modern government of Japan was subsequently drafted. The new constitution set up a cabinet and a bicameral legislature. The Meiji era is generally viewed as one of the golden ages of Japan for it was marked by overwhelming modernization and westernization of the country, which included rapid industrialization and emergence of viable institutions to underpin economic, social and political development.

Emperor Meiji was succeeded by Emperor Hirohito who saw Japan overrun and subsequently occupied by allied forces from the West, coerced into sweeping political and economic reforms, and then going through a miracle of economic transformation. The following are some of the principal sweeping reforms and changes that accompanied the World War II aftermath in Japan.

- Drafting and implementation of a liberal constitution which attenuated imperial powers drastically and vested state sovereignty in the people through a cabinet, an elected legislature and a judiciary.
- Dissolution of offensive military forces and constitutional proscription of any future build-up of such capacity.
- Demolition of zaibatsus and wealth redistribution to reduce concentration of economic might.
- Major land reforms, including redistribution to former tenants.
- Guarantee of workers right to launch trade union movements and express dissatisfaction through strikes.
- Enfranchisement of women
- Conferment of basic freedoms like assembly, speech, religion, etc. to the people.
- Major economic rehabilitation measures
- Admission of Japan to the UN

ECONOMIC DEVELOPMENT

There has been tremendous economic change in Japan since mid -1950s, culminating in an unprecedented growthrate of about 11% in real terms during the decade of the 60s. This scale of growth represents one of the most unique experiences

in the known global economic history.

A persistent strong drive of private investments in plant and equipment, accompanied by wide-ranging technological developments, transfer and application has dominated the economic scene since the 1960s. This rather abrupt economic dynamism raised the Japanese GNP remarkably and by 1968 the nation was second only to USA among the open market economies of the world. This was nearly only 20 years after its destruction in the World War II turmoil.

In spite of various problems from time to time, Japan has continued to hold a leading position in economic power globally and its GNP has so far surpassed that of the USA. The table below* gives comparative data on the top 6 economies in the world today.

Country	GNP per capita			Life Expectancy in years--1989
	US\$	Average annual growth rate % 1965-1989	Average annual rate of inflation % 1980-1989	
USA	20,910	1.6	4.0	76
Sweden	21,570	1.8	7.4	77
Finland	22,120	3.2	7.0	75
Norway	22,290	3.4	5.6	77
Japan	23,810	4.3	1.3	79
Switzerland	29,880	4.6	3.6	78

Although the Japanese GNP and economic growth rate are slightly lower than the Switzerland, it enjoys a substantially lower inflationary rate and the highest longevity for its citizens in the entire world.

*Source: UN: World Development Report 1990, p.205 (UN. 1991)

BASIC FACTORS BEHIND THE "MYSTERY"

Japan is a country that is handicapped by various natural disadvantages. As pointed out above, over 70% of the land available is a mere mountain chain. This adversely reduces the size of arable and habitable land even in the face of the large population the country carries and is required to feed and provide gainful employment for. These negative topographical characteristics and population size have a direct impact on population concentrations and overcrowding of dwellings along the narrow valleys of the mountain ranges. This conditioned maldistribution of population and human settlements combines with the distinct disadvantage of critical dearth of cultivable land which has critically limited the opportunities for diversified domestic food production for the nation.

The above mentioned problems gang up with the highly marginal mineral resource endowments to further "mystify" the emergence of Japan as one of the world's leading economic giants. Beyond its natural limitations, Japan saw a sweeping devastation of its economic and social institutions only about 45 years ago.

Various explanations have been cited as answers to this economic "miracle." The factors involved traverse the political, socio-cultural and economic characteristics that give the nation a somewhat unique approach in addressing its developmental problems. The following are some of the possible basic factors that have underlied Japan's economic transformation:

(a) Government Restraint

The government of Japan has tended to maintain a rather realistic and pragmatic approach in dealing with private sector needs and interests. It does not build dense networks of regulations around the economic activities of the private sector which could inhibit the latter's productive capacity, initiative and creativity. The role of the government in its interaction with the private sector is rather indicative and promotive and largely not prescriptive/proscriptive. This sort of non-interference approach has stretched the enthusiasm and vigour of Japanese firms and is perhaps part of the fire of economic nationalism burning in the nation's business sector.

Prior to the development and application of public policies that have implications on the private sector, thorough consultations are carried out between government officials and representatives of the potential target firms to ensure that productivity and enthusiasm of business organizations are not impaired.

(b) Public-Private Sector Interdependence

There is a rather unique interdependence of the public and the private sectors in the development process. The government has established special mechanisms for mobilizing the private sector to participate in financing social infrastructural projects. Some of these projects are undertaken by private concerns purely without any involvement of government funds.

Over the years, the Japanese government has firmly been involved in the promotion of private sector activities in the country. As maintains Chalmers Johnson (1982)*

Central to an understanding of Japanese “miracle”— the unprecedented economic growth that has made Japan the second most productive open economy in history — is the role of the Ministry of International Trade and Industry (MITI), an elite bureaucratic department with no precise equivalent in any other country.

The role of the state in the economy is fully shared with the private sector and both government and business organizations are mutually involved in market development. The government has established highly refined facilities for conducting research in diverse aspects of production and diffusing the results to the private sector as a basis for optimizing the productivity of man, machine and materials. The major industrial concerns too have their own research and development facilities. There is an intimate interplay between government and private sector research institutions and thus a reinforced process of technological development, transfer and adoption for heightened productivity.

Hand in hand with the private sector, the government is in a permanent thrust to analyse trends in international markets in order to help business firms reorient their products and priorities.

*Chalmers Johnson: MITI and the Japanese Miracle, inside front cover (Charles E. Tuttle Co. Tokyo) 1982.

This private-public sector coalition in production and market development in attunement with the underlying economic nationalism of the Japanese is one of the critical gears through which the nation has accessed the "miraculous" economic development as the top national priority and has successfully marshalled the nation behind that ideal.

(c) Public Service Independence and Productivity

Public servants in Japan, commonly known as bureaucrats, have a large measure of autonomy in the execution of their functions. The political system and the judiciary function merely as safety-valves and are disengaged from direct involvement in the administrative and technical operations of the bureaus.

This autonomy is one of the vital bases for the high levels of motivation, creativity and productivity in the public service. It has evolved the necessary climate for civil servants' identification with their jobs, enthusiasm and talent mobilization.

(d) Manpower Productivity and Traditional Management Practices

Generally, the productivity of manpower in Japanese organizations is very high. There is an apparent subordination of personal interests to corporate needs and a glaring enthusiasm to marshal one's energies and abilities to secure the success of organizations. This has tended to give economic life a seemingly religious outlook. The Japanese strong sense of duty, the rather obsessive involvement with work, personality merger with corporate philosophy, and the underlying social disengagement are the manifestations of a unique economic nationalism that may be somehow difficult to replicate in most cultures.

These attributes of the Japanese personality cannot be adequately grasped without a retrospective penetration into their long tradition of wars, through which, from time to time the society plunged into poverty, misery and deprivation. War preludes and aftermaths are always accompanied by national spirit mobilization, solidarity building, austerity and reconstruction. Therefore, through unfortunate lessons of history, the Japanese personality has been oriented to a strong sense of group solidarity, modesty and an attitude of struggle for survival and victory. Above all, the role played by confucianism, budhism, shintoism, geographical isolation, hostile topography and large polulation in the formation of Japanese personality cannot be overemphasized.

These psychological tendencies have coalesced in the people's culture and philosophy of life and have been passed from generation to generation. They are

some of the forces that created the necessary mental and social inclinations which helped Japan usher out of the economic limbo in which it was cast by World War II turbulence and have continued to steer it straight through into the economic "miracle." These aspects of the Japanese personality have had overwhelming influence, on the development of management thought and practices, especially the seniority and life-time employment principles are some of the critical gears in Japan's remarkably high-level human resource productivity.

(e) Education

The government of Japan has consistently placed premium emphasis on the development of human resources to provide appropriate manpowers for the high-tech industries and management of the economy. Human resource development as a component to industrial growth is a major national thrust that commenced with the emergence of the Meiji restoration. By the aftermath of World War II, Japan had already accumulated the necessary human capital for the "miraculous" industrial development.

LESSONS FOR DEVELOPING COUNTRIES

Based on the above outline of the foundations of Japan's rapid industrial transformation, it is possible to propose a number of measures to reinforce and accelerate the process of economic development in the developing countries:

- (a) Attenuation of government regulation of private sector activities and development of a consultative machinery between government and the private sector in the formulation of policies that have implications on business productivity and growth.
- (b) *Mutual reinforcement of public and private sectors in the development process.* This entails government's mobilization of private sector for the development of social infrastructure in order to reduce public expenditure; integration of public and private sectors efforts in the development, transfer and adoption of production technologies, market analysis; and identification of productive investment priorities.
- (c) Promotion of public sector productivity through increased autonomy, reduction of political interference and application of viable management approaches.

- (d) Development of strong work ethics and positive values in society.
- (e) Encouragement of personal savings order to release financial resources for technological innovations and investments by the private sector.
- (g) Development of high-level manpower through expansion of higher education to support industrialization and economic management.

CONCLUSION

Japan is today a monolithic example of rapid industrialization and economic transformation. Without natural resource endowments in the face of a large population and with only human capital at its disposal, it has actualized heavy industrialization and giant economic expansion in the shortest time known in history. The Japanese industrialization and economic management dynamics are being applied with quite encouraging success in Taiwan, South Korea, Singapore and other South East Asian countries. There is a wide scope of possibilities through which most of the other developing countries could benefit from the Japanese industrial and economic model.

MALAYSIA VISION 2020

Tan
(Federation of Malaysia)

INTRODUCTION

Vision 2020 will be given the greatest priority to achieve a truly industrial and developed nation of the world. The emphasis of our present Government will be on economic growth which will result of also attainment of a social, spiritual, moral and cultural, and of course, united nation.

This question is often debated and discussed during public and private forum — WILL MALAYSIA BECOME A DEVELOPED NATION BY THE YEAR 2020 — a nation is fully modern, united, democratic and psychologically liberated society.

GROSS DOMESTIC PRODUCT

In other words, our gross domestic product will be 8 times more than today. Gross domestic product (GDP) today is about 40 billion (U.S.) and in 2020 will be 320 billion (U.S.). Annual economic growth must be at least 7% within the period of 30 years. Is it possible?

LAYING THE FOUNDATION — FACTORS

- a. In the past 20 years, Malaysia had established a solid foundation — an industrial base — infrastructure for industrialization.
- b. In recent years, foreign investment has been growing at the rate of 20% annually, and more than the growth rate of public sector.
- c. Malaysia has a small population as compared to other countries. It has the population of 18 million, but private investment has grown rapidly and the productivity of labor force has been steadily increased.
- d. Malaysia has political stability to be proud of within this political stability, the

- country is able to march forward.
- e. In the field of education, we have enough technical and vocational schools, colleges and even universities.
 - f. Natural resources — plenty of natural resources — coal, oil, gold, tin-mining, rubber, oil-palm, steel and many others.
 - g. Manpower — Government realises importance of this resource. Institute of manpower training was recently established to cater for the growing needs of skilled and educated manpower.

LOOK EAST POLICY — JAPAN & SOUTH KOREA

Undoubtedly, Japan is the most developed nation among East Asian countries, followed by South Korea. We wonder why Japan does not blessed with abundance natural resources, and yet it prospers. Why Japan is now number one nation in Asia? Why Japanese people have managed so well in such short space of time?

Can it be attributed to historical development of the nation and of its people starting from 1867 — Meiji Restoration? Then, how the present-day behavior of iron-clad discipline was actually forced beaten and tempered during the tumultuous centuries preceding the Tokugawa era?

Or can it be attributed to the widely-held belief that it is due to Emperor Worship and therefore Chief-Executive Officer Worship in the case of companies and factories-royalty to their own companies?

Probably, there is some truth in each of these theories. However, I am convinced that one of the most important factors, and perhaps the largest contributor to their success in their willingness to learn from their fellow beings and the world around them especially the West, in term of modern and high-technology and science.

They will take into their culture and into their workshops whatever is of benefit to the Japanese race a nation. In this respect, they are the most realistic and pragmatic people in the world.

The last but not least, people participation and their organizational skills in the direct-decision-making is one of the most important factors for the rapid economic growth of the country.

NOMURA RESEARCH INSTITUTE'S FORECAST

It is forecast by Nomura Research Institute that in the year 2000, Asia's GDP's will be US\$7.2 trillion on par with that of the America's and in excess of the European economic community's GDP of US\$6.8 trillion. Japan alone is to share about two-third of the Asian figure.

JAPANESE ECONOMIC GROWTH

It is also expected that Japanese economy will be expanding about 2% per annum-faster than economies of U.S.A., EEC particularly in fields such as computers, robotics, telecommunications, vehicle and ships, biotechnology and other high technology equipments.

Hence, come the induction of Look-East policy, based on their rapid rate of economic development. The success of the countries serves as an example for Malaysia to emulate and practise in order to achieve the objective of national development by improving management and development performances in the public and private sectors.

The good examples adopted are industriousness and work discipline, loyalty to the country and the industry or the business in which one is attached to the value of giving priority to group and not to self, emphasis on productivity and quality, improvement in efficiency, which could contribute towards national program. Other examples are clean, efficiency, trustworthy and leadership by example.

Malaysia must have the will to progress, and the capacity to implement policies Japanese set the example or paved the way for this!

DEVELOPMENT OF HUMAN RESOURCES

In our goal to drive and more forward ahead nothing more important than development of human resources.

From the experiences in the last two decades of all the economic miracles of the countries that have been poor in terms of natural resources, it is blindly clear that the most important resource of any nation must be the talents, skills, creativity and the will of its people. It is our people is our ultimate resources. Without a doubt

that, Malaysia must give the fullest emphasis to the development of this ultimate resources.

Malaysia has one of the best educated systems in the third world. We have enough universities, colleges and other technical institutions to cater for the growing population. However, we must aspire to the highest standards as regards to the skills of the people, to their direction to know-how and knowledge upgrading and self-improvement, to their work attitudes and discipline, to their managerial abilities and their attitude towards excellence.

HIGH ECONOMIC GROWTH — LIBERALIZATION OF TRADE

Malaysia has to shift to the process of the high economic growth and thus trade liberalization to important factor for this growth. The industrial policy must be adjusted to the current needs of the world markets.

One of the steps should be taken is the promotion of high technology industries, as Japan did in 1960s, in order to accelerate economic growth.

OPEN-ECONOMY (INTERNATIONAL LIBERALIZATION OF TRADE)

One of the main objectives of our present industrial policy is strengthening international competitiveness of industry so that the Malaysian industries can survive under the trade liberalization.

Besides, Malaysia is committed to co-operate fully in the fields of economics with other Asian countries, and other bilateral relationship with other developed and developing countries in the world. With ASEAN countries, several proposals such as AFTA (Asean Free Trade Areas), TEC (Treaty of Economic Co-operation), G.T. (Growth Triangle) and ACEPT (Asean Common Effective Preferential Tariff). All these economic-co-operations and many others will accelerate Malaysia's objective of achieving a developed nation.

INCREASING NATIONAL PRODUCTIVITY

Measures undertaken include raising and ensuring optimum utilization of national and re-inforcing the industrial base so as to enable it to compete effectively in the international market.

Other measures are clean, efficient and trustworthy, Look-East policy, leadership by example Malaysian incorporated, and other quality controls to increase productivity.

NATIONAL AGRICULTURAL POLICY

The National agricultural policy has drawn up the pattern of agricultural development to the year 2000, based on the objectives of maximising the income of the agricultural sector and that of the farmers/smallholders as well as developing and increasing the yield and improving the quality of export commodities and those for export, import substitutes and selected commodities for food and industry.

The principal strategies outlined to achieve the above objectives are opening of more land; the provision of agriculture support services, social and institutional development and others.

Under rural development policy, new approach involves three main aspects, the development of agriculture by introducing estate management, the establishment of cottage and small-scale industries and any other economic activities which are agro-based and also the grouping and regrouping of villages to create new growth centers.

HEAVY-INDUSTRIES

It is our long-term policy, to expect private sector to play an important role by increasing their investment in more sophisticated heavy industry programmes.

To achieve a developed nation, Malaysia needs to create it own elite and industrial community if Malaysia wishes to compete with other industrial countries.

As regards to this policy, the government had taken the initiative to form the heavy industries corporation of Malaysia (HICOM) to step up the implementation of heavy industries. As a result, several projects have been identified such as cement, iron and steel industries, national car, an engine plant, an engineering complex and

others. The government also allowed or encouraged private sector to take lead and march forward to industrialization.

MALAYSIA IN-CORPORATED

In a country like Malaysia, co-operation between the private and the public sectors is very important in achieving the country's development objectives, such as NDP (National Development Policy) and vision 2020.

The private sector, in this context, is the nucleus of commercial and economic activities which the public sector makes the main policies and provides ancillary services.

Therefore, it is the objective of the Malaysian in-corporated concept launched in 1983 is to establish close, meaningful and effective co-operation between the private and the public sectors of national development, which will benefit both parties.

To achieve the above objective, strategies adopted are the elimination of the lack of understanding between the private and the public sectors; the setting of a common objective for both parties in achieving the nation's objective, studying and amending rules and work procedure of the public sector, and also improve the relationship between the public sector and private sector.

In some cases, we also put government officers in private companies --- to enable them to learn the management of private sectors.

PRIVATIZATION

Privatization involves the transferring of government investments to the private sector.

Malaysia started the privatization programmes just four years ago, while the Japanese began privatization policy more than thirty years ago.

The objectives of privatization policy are therefore, to reduce the governments' financial burden increase efficiency, productivity and to accelerate economic growth. It is our outline prospective plan for 1990-2000.

Several achievements have been made under privatization policy. There are: private TV station (TV3), Malaysian Airlines, North-South highway, MISC and recently privatization of the Telecommunication Department.

HOW THE PRIVATE SECTOR CAN CONTRIBUTE?

Private sector must be regarded as the primary engine of growth. As an engine of growth, the private sector must be strong, efficient, strong and dynamic, robust and self-reliant, competent and honest.

The private sector must have a high sense of corporate duty to uplift the position of competitiveness in the world markets. They must prepare to think of long-term interest and to venture forth into the competitive world markets. Private investment is essential to accelerate industrial development so do foreign investment. They should work hand in hand towards the goal of achieving a developed nation.

ADMINISTRATIVE SUPPORT FROM GOVERNMENT

The government continues to play an important role in economic development, although recently greater emphasis has been placed on the role of private sector.

All aspects of the government machinery are involved in development programmes. Administrative measures such as quality management and improvement, Malaysia incorporated, upgrading professionalism and managerial capacity, upgrading counter-services, work procedures and other productive measures to accelerate economic development.

All in all, it is expected that the strongest incentive is a healthy and liberal environment free of official harassment and red-tape for local and foreign investors to expand their businesses in the country.

Hence, it is no doubt that Malaysia will become an industrial and developed nation by 2020, or even earlier. I am sure that based on factors which I stated and other policies and measures taken by the government will sure pave the way to the read of a developed nation by 2020. However, the success of our country is largely depend on the people themselves and the will to work hard is the key to success.

NEW PROSPECTIVES ON MODERNIZATION OF SUDAN GOVERNMENT ADMINISTRATION AND SOCIO ECONOMIC DEVELOPMENT

Dr. Kamal M. Zein
(Sudan)

Before referring to specific fields in policy making that can be transferred to Sudan let us first try to sketch the actual situation in both countries i.e Japan and Sudan.

JAPAN

Following the Meiji Restoration of 1868, Japan emerged as a developmental, planrational state whose economic orientation was geared towards industrial policy. Here again Japan Meiji started to shift away from state entrepreneurship to collaboration with privately owned enterprises and thus favouring those which are capable of adapting new technology that would speed national goals of economic development. Thus the enterprises achieved remarkable economies of scale in manufacturing and banking. Results were also seen in dualism between large and small enterprises.

The global explanation why the Japanese advanced so rapidly is because they possess a unique culturally derived capacity to cooperate with each other. This is clearly illustrated by low crime rates, homogeneity, groups loyalty and patronage, individual subordination to the groups and high economic performance. In this sense the Japanese culture and character support the economy.

The contribution of culture to economic sphere is found in the Japanese consensus which indicates virtual agreement among the society factions i.e the government, the political party, industry leaders and people on primary objectives of the society for all it means high rate of growth and economic development.

The government is responsible of the economy as a whole. For this reason the developmental and strategic quality of economic development or policy making is primarily made by economic bureaucrats of ministeries concerned of finance, agriculture, international trade and industry, transportation, construction and planing. Those are the most prestigious high level officials who make major decisions, draft

legislation and control the budget.

The economic advantage in Japan has come as a result of what is called the "Three Sacred Treasures" i.e adapting life time employment system, the seniority wage system and enterprise unionism. Due to this is as quoted from Okimoto "Japan obtains greatly labour commitment, loses fewer days to strike, can innovate more easily, has better quality control..." This is Japan socio economic model of development where bureaucracy is economic oriented to achieve national objectives of industrialization through advanced technology.

SUDAN

It is one of the largest countries in Africa with an area of one million square miles, inhabited by 24 million people. It has a large area of cultivable land and unexploited petrol and minerals. In spite of its rich potentials, it passes through a disastrous crisis situation since the last ten years due to the following:

- a. Political instability
- b. Civil war between the Northern and region since independence in 1955.
- c. Drought and desertification that struck the country at large affecting production of food crops.
- d. Emigration of qualified and trained manpower to Arab petro-dollars countries.

Inevitably that all these factors lead to the low performance of the Sudanese national economy which results in the following:

- a. A rapid decline in the rate of growth in all sectors of the economy.
- b. A high rate of inflation and shortage of food stuff.
- c. Increasing degradation of the natural environment.
- d. Rapid growth of informal sector engaged in marginal activities.
- e. Migration to cities and towns.

From rural area due to droughtiness when this government came into power in 1989 it has set a Three Years Economic Salvation Programme (1990–1993) as a major structural adjustment programme to achieve the following:

1. Revitalization of economy towards production.
2. Enhancement of the role of private sector to play an active role in achieving the programme objectives.

The general means of the programme are:

1. Emphasis on agricultural development as a leading sector.
2. Mobilization of domestic and external resources by means of citizen saving, private local and foreign investment and other financial assistance.
3. Removal of government monopoly in agriculture, industrial production, domestic marketing, foreign trade and economic services, and opening the door for private sector in all economic activities.
4. To implement institutional reforms to remove all administrative, economic or legal impediments to pave the road for investors through:
 - a) Removal of government monopoly in agriculture, industrial production, domestic marketing, foreign trade and economic services opening the door for private sector.
 - b) Selling the government owned corporation, and enterprises that are running at loss.
 - c) Introducing institutional and legal reforms including laws governing taxation, custom duties, prices and industrial relations.
 - d) Undertaking of basic alteration in banking and financing system to liberalizing financial resources for development.
 - e) Deregulation of export price and profit controls.
 - f) Fixation of prices essential basic commodities and services.
 - g) Adaption of social security system to help the poor.
5. Nationalization of public spending while giving priority to secure production input and national security needs.
6. Recognition of the government machinery to facilitate economic development and production.

ADAPTATIONS AND CHANGES

We have examined closely the Japanese model of socio economic development from one side and the recent policies adapted by the Sudanese government as direct intervention to bring economic development. To achieve these objectives and to accelerate economic development the Sudanese government can make use of the Japanese experience in the following way:

1. To highlight the existing social and religious social values in the society which lead to group consensus, cooperation, sense of belonging to foster a homogene-

ous, group oriented and dilligent Sudanese. Since these values do exist in the so-
ciety, yet they are not fostered in the development process. The government
should social mobilization through mass media and education to enlighten the
people with their existing values and encourage them to adopt them. Not only
that, but the government has to start leading this group consensus awareness
among the society factions, being political, business or social so as to achieve
overall objectives of the society at large. In that since the government can be
responsible of the economy as a whole and can reach group decisions with full
commitment and cooperation to be implemented.

2. Although the Sudanese government is exerting enormous effort to bring horizon-
tal and vertical expansion in agriculture to bridge the gap of shortage stuff due
to drought and desertification and at the same time to secure export surplus of
primary commodities, to decrease deficit in foreign balance of payment so as to
pay foreign debts and seek additional loans, yet this policy does not lead
primarily to economic development of the country unless it is accompanied by
industry. As a long term strategy, the government should adopt agro-based in-
dustry making use of its natural resources and introducing advanced technology.
This policy which emphasises the industry of food produce sector achieves the
purpose of providing employment since it depends on intensive labor, solve food
problem, motivate private investment and satisfy the market demand in neigh-
bouring African countries. Foreign balance of payment gained from agro-based
industry can be utilized mainly to buy capital goods and advanced technology to
expand this industry.
3. Heading towards privatization the Sudanese government has already started sell-
ing public enterprises owned by the government to the private sector. It also en-
couraged the private sector to invest, and drafted a law reorganizing private
investment. The government intervention should now be geared towards reor-
ganizing the private sector itself and enactivating investment in agro-based in-
dustry rather than leaving the private sector to invest in domestic trade and
agriculture only. More incentives and tax exemptions shoud go to those who can
import new technology and adopt the policy of dualism between big and small
firms.
4. To get the private sector more involved in development the government can
make use of the utilization of private funds and investment by sharing overhead
capital in building up infrastructure i.e highways and housing.
5. Although the government has a national commit for research while some

ministries have their own research units, yet they are not fully utilized and hencefore not effective. To be able to implement industrial policy and introduce and adopt new technology the government should put more capital and personnel into these insitutions so as to promote research as a new dimension in development.

6. To achieve privatization and economic development, Sudan government has to change its bureaucracy into an economic oriented machinery since the government is supposed to be responsible of the economy as a whole and concerned with providing a favourable environment for industry. Such changes to be introduced are:
 - a. Major economic policies have to be made by economic bureaucrats in ministries concerned rather than to be made by politician alone.
 - b. To adopt the idea of administrative vice ministers leading administration in ministries to relief ministers and to assist the cabinet in formulating sound policy making in their meeting before the cabinet meeting.
 - c. To introduce in the service "the three sacred treasures" i.e life time employment, the seniority wage, and enterprise unionism systems to attain job security, commitment and innovations. In addition to that retired civil servants can hold senior posts in private enterprises while ministers have to be recruited from those who had experience in the civil service.
 - d. To enforce decentralization at the local level which already started as a federal system in Sudan. The application of time system has to ensure the popular participation of the grass roots in planning and implementing socio economic development.
7. The government has to launch rural development as a process of development from below. It has to cater for sound logical policy with full political commitment, that capes for environmental factors, participation of interested parties capable implementing agencies.

From the Japanese experience the government can not be successful in achieving a high rate of growth and economic development unless it adopts market oriented policy which has to be realistic, specific, non discretionary and indicative policy. It also has to go through a long process of decision making to ensure consensus and commitment.

In my mind I think this is the most difficult process in development which needs a special effort from the Sudan government to follow.

SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION

Mohammed B. Sallu
(Sierra Leone)

INTRODUCTION

In this interdependent world in which mankind is today, no one can afford to ignore the existence of his "neighbor," no matter how far that neighbor is. And if it turns out that a certain neighbor has acquired a highly attractive reputation in terms of the way he is organizing his household and in the way he is conducting his affairs with others in the "neighborhood," to the point that the welfare of the members of his family is daily and rapidly improving bringing along respect, recognition and admiration, one is bound to stop and think, to find out what the neighbor is doing that has made him so successful. Of course if the neighbor happens to be a far-away one, the process of finding out could prove a bit difficult. But if the successful neighbor happens to extend an invitation to you to come have a look at activities in his "household," then the situation is completely changed and you are left with no alternative but to cease the opportunity offered.

And so it was for me! Japan's reputation as a successful nation within a limited period of time was a well-known fact even before I arrived in her glamorous capital city of Tokyo on Oct. 15, 1991. So that I was coming to Japan with three questions on my mind; that is to say:

1. What are Japanese people doing that has earned them success in a relatively short time in the difficult field of socio-economic development?
2. How is Japan doing what she is doing to acquire the success that is now widely recognized, respected and admired (but sometime envied too!) by others?
3. Can the "Japanese way" be of any help to a developing country like mine, striving to attain basically the same socio-economic goals as Japan, in a very hostile international economic environment particularly for Third World countries? In brief, what have I gained from the seminar?

The three questions above and the answers particularly to the first two will constitute the basis of my comments in the second part of my report below.

ASSESSMENT OF THE "JAPANESE WAY"

By the "Japanese way" we mean all those "bits and pieces" that Japan is doing in terms of its political system, its history, traditions and customs, its governmental system, and its overall perception of and adjustment to the world in which Japan & her people live. The lectures, discussions and projects or site visits arranged for us allowed us an opportunity to catch a glimpse at the vital elements that make up "the Japanese way." I have deliberately used the phrase "catch a glimpse" to describe whatever I have been able to see of Japan and of her people. Indeed, a society like the Japanese one is complex and it is highly pretentious if not preposterous for any foreigner to come to Tokyo for four–five weeks, listen to a few professorial lectures (however brilliant!) or visit a few Japanese economic realizations (however impressive!), and claim a "Eureka" in so far as knowledge about Japan and Japanese way of life are concerned. The cursory visitors we were, we could only base our assessment of Japan in line with and not beyond the "little" we were told, the "little" we saw, and the "little" that we experienced through our short interaction with Japanese society. And in this respect, it may be reasonable to surmise that the organizers of the seminar on "National Government Administration" themselves did not aim at goals beyond the reality of the situation described here.

Nevertheless, as I have said, we did hear about, see and experience a "little" of Japan and the Japanese which allows one to name the following characteristics of Japan and Japanese society & people:

- an ancient country & society steeped in history and tradition;
- a homogenous people & society existing as a single society as far back in history as anyone can remember;
- a tradition of strong leadership which has always sought to show the way to its people, the best way possible;
- a society that has always chosen its own socio-economic goals no matter what the level of her "development"— here was Japan opting for railway technology when it had not a single railway engineer late in the eighteenth century! A Scottish was brought in to help!
- a people that did not resign to the lot provided them by nature but rather, to use that "lot" to attain something higher and better;
- a society that is able to turn adversity to advantage for her people (here is Japan, accepting the limitations imposed upon her by the Second World War, has gone ahead to evolve a brand new technological society not based on the

considerations of war but on peace & socio-economic progress!)

- a people that have been able to quickly perceive the post World War II world for what it is and it will be and adjust its entire national orientation towards the exigencies of that situation;
- a country that was able to perceive early enough the link between government — industry — science as a powerful tool for rapid socio-economic development and transformation of society;
- a society that has been able to let history, tradition, custom and culture live side by side with the highest forms of technological advancement without that the psychological & social upheavals that have accompanied such technological transformation elsewhere in the world. In a way, one can even say that science and technology were developed in Japan to protect those same socio-cultural values!). (Those of us who have had the opportunity of seeing a bit of Japan are very much anxious that the Japanese do not allow this wonderful & beautiful co-existence of science and culture to change because of “influences” and pressures from other societies!).

All the above elements of Japanese society and characteristics were to some extent clearly brought out in the lectures that we received, in the projects that we visited and in our short stay among the people of Japan. They also probably explain the choices that the Japanese people make in their socio-economic management and in the attainment of the goals set by those choices.

This brings me to the first question which I asked in the introductory part of this report; namely:

- (a) What is the Japanese people doing that has earned it success in a relatively short time in the difficult business of socio-economic development?

The lectures, visits and personal observation in the course of the seminar provided us with some answers to the question. In brief, Japanese:

- are being given the right political leadership that makes the correct choices and sets the right goals in the interest of the country as a whole;
- are aware that at all costs, the Japanese nation must be kept as one strong socio-economic entity if it is to survive among other national entities;
- are able to see that industry and science on one hand, and, government, on the other, are two indispensable sides of the economic development machinery needed to make Japan into a strong, vibrant and adoptable modern nation.
- are able to see that “modernization” should not entail the sacrifice of long

- cherished socio-cultural values; in short, scientific & technological development are meant for man and are not an end in themselves;
- are aware that to live and compete effectively in today's world, it must be sensitive to the demands, needs and characteristics of the outside world;
 - are conscious of the fact that to realise socio-economic goals, the right kind of institutions must be set up, manned by a personnel that is motivated and committed to the attainment of the goals which those institutions are meant to achieve;
 - are aware that to get the best advantage from the opportunities available in today's world, they should develop technologies that answer in moments and not even minutes or hours, questions that may arise in the pursuits of the modern economic world;
 - are conscious of the fact that the survival of their country may also depend on their interaction with the outside world; which leads them to compete or cooperate with them. It also leads the Japanese to help others sometimes for altruistic reasons and sometimes to meet the demands for survival.

The seminar, having provided me with some answers to "what" the Japanese are doing to manage their society successfully, I will now attempt to provide answers to the second question which is:

- (b) How is Japan doing what she is doing to acquire the success that is now widely recognized, respected and admired by others?

One of the professors who gave us a lecture on socio-economic development in Japan, a man probably in his late sixties, recounted how, as a little boy, it was not unusual to see him and his friends going about barefooted in their provincial environment! The same professor also informed us about his return from the United States in 1960 only to be given a salary of US\$60 (sixty dollars) per month having abandoned a \$600 a month job as a lecture in the U.S.! Well, even young graduates in Japan of today could earn any where from \$3-5,000 per month on their first job. It shows to what extent Japan has moved from a virtually under-developed country before and immediately after the Second World War (Japan was virtually destroyed and subjected by the war) to a highly modern and sophisticated industrial complex with the 4th highest standard of living in the world.

The progress is simply phenomenal! How then has Japan arrived at this stupendous situation? I believe it is simple. The "whats" that I outlined above determine the "hows" of Japan:

- because the Japanese leadership has credibility (on the whole) in the eyes of the

Japanese people, they have followed their leaders in pursuing the goals set for society; because the institutions and staff manning them are properly motivated and committed to the attainment of the goals set, the goals are attained without much departure from the original frame work in which they were set. Resources, both material and financial, are timely allocated for the attainment of the goals set. The goals set are properly studied before their realization is embarked upon. Example, the Tokyo Bay Highway Project being realized today but first studied in 1966.

- because the survival of Japan in today's world is properly seen by the people, they solidly back the government & industry in their overall pursuits. The government and industry cooperate closely in this important venture. Science and technology are developed to back up the goals of government and industry.
- no matter how important the goals of the nation, the Japanese people have not allowed the human element to escape them. Whatever is achieved is done so for the use of man. Therefore even the work methods of Japan are different. It is not the contribution of one man to the solution of a problem that matters. It is the contribution of the unit that counts. The director therefore is placed in a corner of the same room with the rest of his senior staff to immediately attack and solve any problem that comes along. Tradition is also kept. Witness the small ceremony even in the matter of exchanging greetings and complementary cards. The mode of life of the average Japanese has not been necessarily rendered extravagant and arrogant because of acquired wealth. The Japanese still exchange copious courtesies in their daily mannerisms which to a foreigner may appear "out moded." But it is not!!
- Because the Japanese have been able to perceive that the modern world needs quick responses and choices, they have concentrated on those technologies that have enabled them to derive the best advantages. For example, the development of fast communication systems the development of the car industry and electronics. And the infrastructure of the country is developed to back up these industrial choices.
- Because Japan should also remain a vibrant and prosperous nation now and in the future, those things that are necessary to keep it so are done. For example, concentration on R&D by both the government and industry. The Government Electrical Research Laboratory is said to be the biggest in the world. Yet all industries also have their own R&D laboratories. There is a whole "Science City" at Tsukuba just outside Tokyo concentrating on Research and Development and

cooperating with others in this field.

- The Japanese are aware that to develop, to industrialize, you need money. The techno-industrial and economic awesome machinery of Japan is designed to earn the Japanese that money both at home and at abroad. Export & Internal Trade generates it but the ordinary Japanese citizen is also responsible for its massive accumulation. That is why the Japanese post office savings bank is said to be probably the biggest bank in the world & the cumulative Japanese savings is said to stand today at ¥6,000 billion. By his low-key life style and because he is well paid, the average Japanese worker is able to save about 20% of his annual income. This huge saving and the money earned by Japan through foreign trade and international investment, particularly in the United States and Europe, constitute the financial capital upon which Japan's fantastic and incredible socio-economic performance rests;
- but Japanese are also aware that too much success can be a source of discomfiture vis-à-vis others; hence Japan is in search of projecting the right image abroad. That is why it is seeking increased cooperation with both other advanced countries and developing countries.

However, outside Asia and the advanced countries, Japan is not yet well-known and appreciated. Even developed countries with which Japan is doing business are still not yet able to fully appreciate the "Japanese character." Hence, the so-called "battles" particularly over trade with the advanced partners of Japan.

On the part of many developing countries, there is sometimes a perception that in spite of her awesome wealth, Japan is not really helpful towards other less fortunate and less developed countries. For Africa, I believe it is a question of lack of knowledge of the continent generally. This came out clearly in the seminar, lectures and in courtesy visits I paid on high level officials in N.P.A., MFA and JICA.

Broadly pointed, therefore, above is the image I have been able to perceive of Japan as a country and as a people; which brings me to the third and last question posed in the introductory. Part of this presentation, which is:

- (c) What have I gained from the seminar can the situation of a developing country like mine benefit from the knowledge gained?

I think I have gained a lot from the seminar. Learning about Japan through mainly the western media and through Japanese industrial products is one thing. But to visit Japan itself and watch Japanese life at play and hear about Japan through

the mouths of Japanese sons (in and outside the lecture rooms) is quite something else no matter how brief my stay in Japan may have been. I have learnt that there is another way — a way in which one can develop one's country without the usual disruptions that accompany such development experiences in many other countries from the socio-psychological point of view.

- I now know that industry & government can indeed be partners in progress not the one trying to unduly exploit the attributes of the other just for their own individual ends.
- I have seen from the Japanese experience that a people devoted & committed to its nation can achieve a lot as long as it perceives that its leadership is directing it in the proper way;
- I have seen from the Japanese experience that to succeed, a people must be prepared to be patient and sacrifice. Development does not come overnight and the people of a country has to work for it as diligently as possible suffering a lot of discomfort along the way as long as it is certain that the future will be better.
- I have learnt from Japan that the business of development is not solely determined by fate. Development objectives must be deliberately sought, set, realized and maximized for the good of the nation. In short it is not because a country has only coffee, cacao & diamonds that it must forever depend on those commodities for its economic salvation-present and future. As one of our Japanese lectures put it rather cynically but humorously, "just imagine if some one had compelled us to continue to produce only cotton, salt and dried fish just because those were the products for which Japan was known in the 18th and 19th century!" And yet this is exactly what well-known international financial institutions and other developed countries continue to prescribe for us: "You are good at producing raw coffee — continue to do so — that's beautiful for you! Devalue your money! No extra-budgetary expenditure! etc. etc." From the Japanese experience, I know that a lot of these "taboos" can be broken as long as it is done with the right objective in mind — i.e., the development of the country.
- From the Japanese experience, I know that infrastructure & technology are a pre-requisite. Both have to be bought and utilized correctly. People have to sacrifice to provide some of the capital needed.
- It was also clear to me from the seminar and practically illustrated by today's Japanese society that a government have to prepare its people carefully in order to bring about rapid economic transformation. Today's Japan is nearly 100%

literate and all school going children are in schools. The school curriculum is developed to sustain the industrial/social development needs of the country. The leadership must choose the correct policies and the people must be capable of implementing them. The resources must be there adequately & timely to allow such implementation. Those implementing government policies must be adequately rewarded & motivated. For example, for every 12 months period, Japanese industry & government pay an average of FIVE MONTHS bonus to their workers! With salary levels that are already high relative to living habits, the bonus merely goes to further cushion an already generally comfortable and contented work force! The net result of this is that the work force is able to devote itself wholly to the implementation of the objectives of the government and industry. Secondly, the surplus income is used as savings to further build up an already formidable capital base of the nation. So that development can go on uninterrupted and “sui-generis.”

CONCLUSION

All I have stated in this report is not to say that Japanese society is without deffects. The Japanese are the very first to admit to any foreigner that they have doubts as to exactly where technico-industrial development is taking their society. I would say, however, that it is a concern born out of the realization. That the minimum base for modern living standards have been attained for most Japanese families. In any case, whatever deffects Japanese now detect in their society, they are taking immediate steps to remedy them; hence the prevalence of “Think Tanks” and “project 2100’s” all over Japan. The Japanese are now seeking what is being referred to as “global” or “total” development in which all aspects of man’s needs & concerns will be taken into consideration — i.e., social well being, the environment, energy efficient technology, etc.

Of course as developing countries, we may be very far from where Japan is today but it is always useful to know where. Japan came from and the steps she took along the way to get where she is today. Subject to any minor adaptations here and there, I hold the view that the Japanese approach can be useful to our development approach for the Japanese have been able to combine history, culture and tradition with a sense of discipline and sacrifice to attain their status as a foremost industrial nation to the admiration & respect of many. At least developing countries could try it.

ANNEXED PAPERS



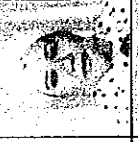
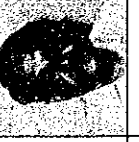
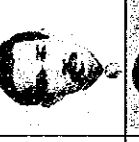

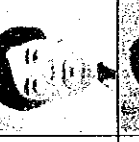

A. LIST OF PARTICIPANTS IN "SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION (SENIOR CLASS OFFICIALS), 1991"




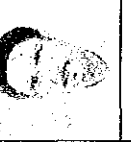

国際協力事業団

(平成3年度 上級国家行政セミナー 研修員リスト)

JAPAN INTERNATIONAL COOPERATION AGENCY

As of October 16, 1991 No. 1

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Office Address
1		Argentine Republic アルゼンティン共和国	Mr. <u>Victor Daniel Piemonte</u> ダニエルク	Mar. 20, '55 (36)	Government Administrator, Secretary of Public Administration, National Presidency 大統領府行政機油庁長官官務参事官	Psychologist, Universidad de Buenos Aires ブエノスアイレス大学 (心理学)	Avda. Roque Saenz Pena No: 501-6º Piso-Capital Federal National Palace AV Mexico Ave. Santo Domingo, Dominican Republic
2		Dominican Republic ドミニカ共和国	Mr. <u>Roberto Rafael Blandino Urbaez</u> ブランディノ	Oct. 7, '55 (36)	Deputy Chief Ceremonial of Executive Power, Ministry of Foreign Affairs 大統領府儀典室次長	Universidad Nacional Pedro Henriquez Urena (Insurance etc.) ベドロ・エンリケウエツ・ウレニヤ大学 (保険技術)	
3		Arab Republic of Egypt エジプト・アラブ共和国	Ms. <u>Wagida Gamal el Masry</u> ワギダ	Nov. 14, '50 (40)	Senior Management Specialist and Director of Division at Foreign Relations Department, Central Agency for Organization and Administration 人事管理庁 国際関係課長	B. A. Ain Shams University (English Literature and Language) エインシャムス大学学士 (英文学)	1 El Nasr Road, Nasr City Cairo A. R. E.
4		India インド	Mr. <u>Anand Mohan Bhardwaj</u> バルドワジュ	Jan. 26, '46 (45)	Joint Secretary, Ministry of Civil Aviation 民間航空省局長	B. A. Vaish College, Bhiwani (History, Psychology and English) ヴェイシユ大学 (文学)	Sardar Patel Bhawan, New Delhi
5		Republic of Indonesia インドネシア共和国	Mr. <u>Sudiman</u> スディマン	Dec. 29, '50 (40)	Assistant Director, Senior Staff College National Institute of Administration 公務員研修所副所長	M. P. A. University of Pittsburgh ピッツバーグ大学修士 (行政学)	Jl. Administrasi II Pejomponggan 10260 Jakarta Indonesia
6		Republic of Kenya ケニア共和国	Dr. <u>Kithinji Emainita</u> エマイタ	Apr. 25 '52 (39)	Principal, Development Training Institute for Public Sector 公共部門開発研修所長	Ph. D. California C. University (Development Administration) 米カリフォルニア大 博士 (開発行政学)	P. O. Box 30510 Nairobi Kenya
7		Malaysia マレーシア	Mr. <u>Tan Kooi Ming</u> タン	Feb. 12, '47 (44)	Head Unit (Training/Courses, Seminar and Examinations), Road Transport Department Headquarters Ministry of Transport 運輸省道路交通局研修所担当課長	M. A. University of Science Pulau Pinang (Geography) プラウ・ビナン科学大学 学士 (地理学)	Jalan Dungen, Damansara Heights, Kuala Lumpur
8		Kingdom of Nepal ネパール王国	Mr. <u>Ram Sanjiban Prasad Chaudhary</u> チャウドハリ	Jul. 20, '49 (42)	Under Secretary, Public Service Commission 公務委員会 任用課長	M. A. (Economics)	Karnal Pokhari, Kathmandu

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Office Address
9		Republic of Panama パナマ共和国	Mr. Jose Guillermo Stoute Fernandez スタウト	Apr. 10, '41 (50)	General Director of International Economics Relations, Ministry of External Affairs 外務省国際経済関係局長	Ph. D. University of Mexico (International Economics Relations) メキシコ大学博士 (国際経済)	Official Panama 4, Panama
10		Republic of Peru ペルー共和国	Mr. Alejandro Hurtado Chiang ウルタード	Dec. 27, '43 (47)	General Director, General Office of Planning & Budget Ministry of Energy and Mines エネルギー計画予算局長	National University of Engineering (Economics Science) 国立工科大学 (経済科学)	Av. Las Artes No. 260 Lima 41 - Peru
11		Republic of Sierra Leone シエラ・レオネ共和国	Mr. Mohammed B. Sallu サル	Feb. 20, '43 (48)	Principal Assistant to the Secretary to the President 大統領府首席補佐官	B. A. University of Durham (International Relations) デララム大学学士 (国際関係学)	c/o Office of the President, Freetown
12		Democratic Republic of Sudan スーダン共和国	Dr. Kamal Mohamed Zein カマール	Jan. 1, '40 (51)	Permanent Under Secretary, The Central Bureau for Administrative Reform, Ministry of Cabinet Affairs 内閣府行政改革局長	Ph. D. Erasmus University (Public Administration) 備 エラスムス大学博士 (行政学)	Council of Ministers Khartoum
13		Kingdom of Thailand タイ王国	Ms. Parichat Kotcharat パリチャット	Oct. 16, '54 (36)	Chief of Foreign Relations Sub-Division, Ministry of Transport and Communication 交通通信省国際協力課長	B. A. Chulalongkorn University (Languages) チュラロンコン大学学士 (言語学)	Ratchadamnoen - nok Ave., Bangkok 10100 Thailand

**B. DAILY SCHEDULE OF THE SIXTH SEMINAR
ON NATIONAL GOVERNMENT ADMINISTRATION, 1991**

<i>Date</i>	<i>Schedule</i>
10.8 (Tue)	Arrival
10.9 (Wed)	JICA Briefing, Orientation
10.10 (Thur)	National Holiday
10.11 (Fri)	JICA Center Orientation
10.12 (Sat)	
10.13 (Sun)	
10.14 (Mon)	10:00–10:30 Opening Ceremony 10:30–12:00 Program Orientation 13:30–15:00 Program Orientation 16:30–17:00 Courtesy Call on the President of NPA 18:00–19:00 Reception hosted by the President of NPA
 <i>Part I Modernization of Government Administration</i>	
10.15 (Tue)	10:00–12:30 Administration System in Japan by Mr. Matsumoto, Director, NPA 14:00–14:30 Courtesy Call on the Minister of State, Chief Cabinet Secretary
10.16 (Wed)	11:00–12:30 Orientation for Case Study 14:00–17:00 [Case Study] Improvement of Infrastructure in Japan after the World War II by Mr. Takeuchi, Deputy Director, Ministry of Construction
10.17 (Thur)	10:00–12:30 [Policy Formation] “Industrial Policy” 14:00–16:30 by Mr. Kodama, Assistant Professor, Saitama Univ.

- 10.18 (Fri)
- [Case Study] Utilization of the vitality of private sector
— Trans-Tokyo Bay Highway —
- 10:00–11:30 Briefing (at Head Office of Japan Highway Public Corporation) (Nihon Doro Kodan)
- 13:30–16:30 Observation of Construction Site of Trans-Tokyo Bay Highway
- 10.19 (Sat)
- 10.20 (Sun)
- 10.21 (Mon)
- 10:00–11:30 Special Visit to the Imperial Palace
- 14:00–14:30 Honorable Visit to His Imperial Highness, The Crown Prince Naruhito
- 10.22 (Tue)
- 10:00–12:30 [Policy Formation] Role of Administration for Development
- 14:00–16:30 by Professor O'uchi, Ritsumeikan Univ.
- 10.23 (Wed)
- [Case Study] Construction of the Tomei Expressway
- 10:00–11:30 Briefing (at Head Office of Japan Highway Public Corporation (Nihon Doro Kodan))
- 12:15–14:00 Briefing (at Tokyo First Operation Bureau)
- 14:00–16:30 Observation of Traffic Control System and Ebina Service Area
- 10.24 (Thur)
- 10:00–12:30 [Policy Formation] Intervention by the Government for Development
- 14:00–16:30 by Professor Ito, Saitama Univ.
- 10.25 (Fri)
- 10:00–12:30 [Policy Formation] Research and Development
- 14:00–16:30 by Dr. Ishizaka, Commissioner, NPA
- 10.26 (Sat)
- 10.27 (Sun)
- Study Tours (Tokyo→Kyoto)
- 13:00 Leave Tokyo Station by bullet train Hikari
- 15:36 Arrive at Kyoto Station
- 19:40–20:40 Gion Corner (Cultural Show)
- Accommodation:* Hotel Keihan Kyoto

10.28 (Mon)

Study Tours
8:50-13:00 Kyoto City Tour (Nijo Castle, Kinkaku Temple, Kyoto Imperial
Palace)
p.m. Free
Accommodation: Hotel Keihan Kyoto

10.29 (Tue)

Study Tours (Kyoto→Osaka)
10:00-12:00 Visit to Matsushita Electric Industrial Co., Ltd.
15:04 Leave Shin-Osaka Station by bullet train Hikari
18:00 Arrive at Tokyo Station

10.30 (Wed)

[Case Study] Observation of Tsukuba Science City
10:00-12:00 Visit to Tropical Agriculture Research Center,
Tropical Agriculture Research Center
Ministry of Agriculture, Forestry and Fisheries
14:00-16:00 Visit to Electrotechnical Laboratory,
Agency of Industrial Science and Technology,
Ministry of International Trade and Industry

Part II Economic and Social Development in the Participating Countries

10.31 (Thur)

10:00-12:30 Economic Development for Developing Countries
14:00-16:30 by Professor Hirono, Seikei University

11.1 (Fri)

Self-Study

11.2 (Sat)

11.3 (Sun)

National Holiday

11.4 (Mon)

11.5 (Tue)

10:00-12:30 Group Discussion
14:00-16:30 by Professor Ito, Saitama Univ.

11.6 (Wed)

10:00-12:30 Summarizing Discussion
14:00-16:30 by Professor Ito, Saitama Univ.

11.7 (Thur)

Self-Study [Report Writing]

11.8 (Fri)

10:00–12:00 JICA Center Orientation

14:30–16:30 Evaluation Meeting

16:30–17:00 Closing Ceremony

17:00–18:00 Farewell Party

11.9 (Sat)

Departure

C. LECTURERS' AND OFFICERS' ADDRESS

Lectures

- | | |
|---|--|
| (1) Mr. Toshihiro Kodama
Assistant Professor | Graduate School for Policy Science,
Saitama University
255, Shimo-okubo, Urawa City,
Saitama Prefecture,
338 Japan |
| (2) Professor Daiichi Ito | — same as above — |
| (3) Professor Minoru O'uchi | Ritsumeikan University
56, Tojiin-kita-Machi, Kita-ku,
Kyoto City,
603 Japan |
| (4) Professor Ryokichi Hirono | Seikei University
3-3-1, Kichijoji-kita-machi, Musashino City,
Tokyo,
180 Japan |
| (5) Dr. Seiichi Ishizaka
Commissioner | National Personnel Authority
2-1-2, Kasumigaseki, Chiyoda-ku,
Tokyo,
100 Japan |
| (6) Mr. Toshiaki Matsumoto
Director | — same as above — |
| (7) Mr. Isao Takeuchi
Deputy Director | Ministry of Construction
2-1-3, Kasumigaseki, Chiyoda-ku,
Tokyo,
100 Japan |

Officers

- (1) Course Leader;
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- (2) Coordinator;
Ms. Machiko Sato

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JICA

