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VII. CLOSING CEREMONY

Closing Ceremony

(1) Place

Institute For International Cooperation

(2) Time

16:30-17:00, 23 November, 1992

(3) Ceremony

1) Closing Address

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

2) Congratulation Speech

by Mr. Hiroaki SUMINO, Councillor (Deputy Director General), Bureau of
Administrative Services, National Personnel Authority

3) Presentations of Certificates

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

4) Reply Address

by Dr. Jerzy KOWALCZYK from the Republic of Poland

Farewell Party

(1) Place

Institute For International Cooperation

(2) Time

17:00-18:00, 23 November, 1992

CLOSING ADDRESS

Mr. Akira KASAI
Managing Director,
Institute for International Cooperation
Japan International Cooperation Agency

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

Honourable guests,

Dear participants,

Ladies and gentlemen,

I have the honour and pleasure to say a few words on behalf of the Japan International Cooperation Agency on this occasion of the closing ceremony of Seminar on National Government Administration for senior officials in 1992.

First of all, I would like to extend heartfelt congratulations to all of you participants on your successful completion of the seminar. At the same time, I take this opportunity to express deep gratitude to the National Personnel Authority and all the other organizations concerned for their kind cooperation and efforts to make the seminar successful.

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

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

Now, we bid farewell to you with the end of the seminar programme. This should be, however, the beginning of our long-lasting relationship. We would be very happy to be of any assistance to you on any matter in future.

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

Thank you very much.

CONGRATULATION SPEECH

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

Mr. Kasai, Managing Director of Institute for International Cooperation, Japan
International Cooperation Agency,

Honourable guests,
Dear participants,
Ladies and gentlemen,

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

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

I hope you will utilize your achievements in this seminar in the actual exercise of administration. Furthermore, I hope that you will share new ideas and perspectives with your colleagues so as to contribute the improvement of administration systems in your countries.

Besides the study in the seminar, you have discovered various aspects of Japan – her culture, history, living style of people, and so on. During the seminar, you have visited places not only in Tokyo, but also in local areas on the observation visits and the study tour. On the study tour, you have seen not only a highly industrialized Japan, but also another Japan in rural tranquility and traditional culture. Especially this is the first time we arranged a visit to an agricultural village in rural area in the seminar. How did you find the activities and atmosphere in that area? I hope you enjoyed the visit. Some of these may have been just as you imagined, but some may have been to your surprise. However, all of those places are

part of the actual Japan, all of the people you have met are actual Japanese. I also hope that you will talk of them to your family and friends after going back to your countries.

Now, looking back over the period of this seminar, I cannot imagine how the time went by so quickly. Five weeks ago, you came as foreign guests. Today, I feel a sense of sadness to see off my dear friends. I hope your experiences in Japan will enhance the mutual understanding and good relationship between your countries and Japan. We have also improved our understanding of your countries during the days we spent with you. Our friendship will contribute to a better world-wide network.

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

Congratulations again, and thank you for your eager contributions.

REPLY ADDRESS AT THE CLOSING CEREMONY

Dr. Jerzy KOWALCZYK

Poland

Dear friends from Institute For International Cooperation, JICA,

Dear friends from National Personnel Authority (NPA),

Dear Participants,

Ladies and Gentlemen

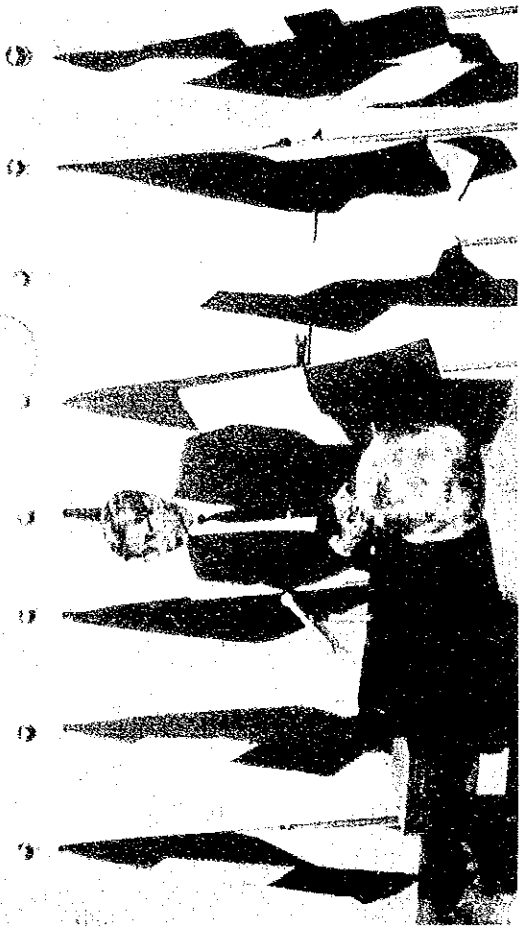
I have a big pleasure and privilege of addressing to you few words on behalf of my fellow's participants in this Seminar on National Government Administration for Senior Officials.

I wish to express my sincere thanks to all lectures and resource persons for their captivating lectures on various aspects of Japanese culture, history, managements and economy.

We have been very impressed by the guidance of our intellectual masters (sensei). They understand us well. They are wise. I read the interesting story in Japan. Once there was a King who was notably successful. Because of his wisdom he was called King Great-Light. He explain his successes as follows:

The best way for a ruler to reign over his country is first of all to rule himself. The leader should come before his people with the heart of compassion and should teach and lead them to remove all impurities from their minds. The happiness that comes from good teachings exceeds any enjoyment that the material things of the world can offer.

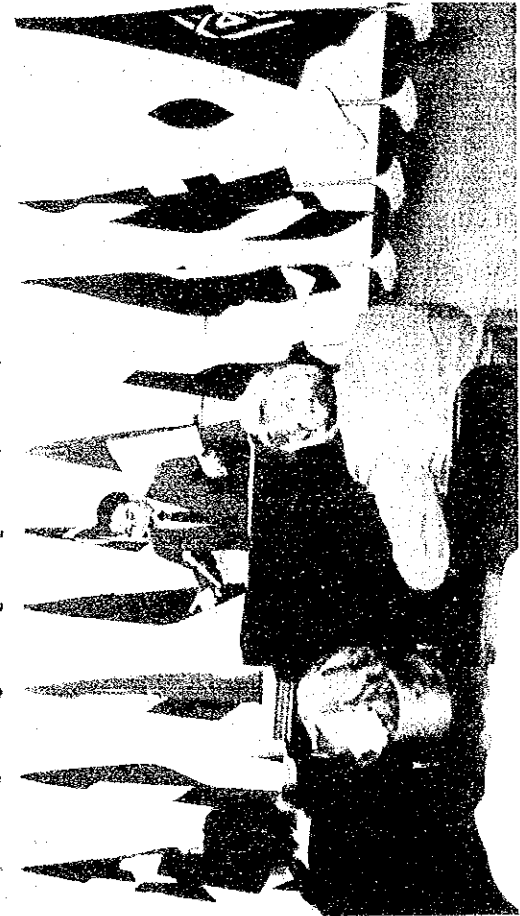
I am sure that the spirit of King Great-Light was over every teacher we met here. The lectures were organized in the very efficient manner. Especially we enjoy our visit to Nagano Prefecture, Osaka and Kyoto. It was very fruitful and pleasant. The lectures, the trip and the long evening discussions have been very interesting and exciting. They give us better understanding of Japanese progress from which we have learn many relevant experiences that can be applied to the economy in our own countries.



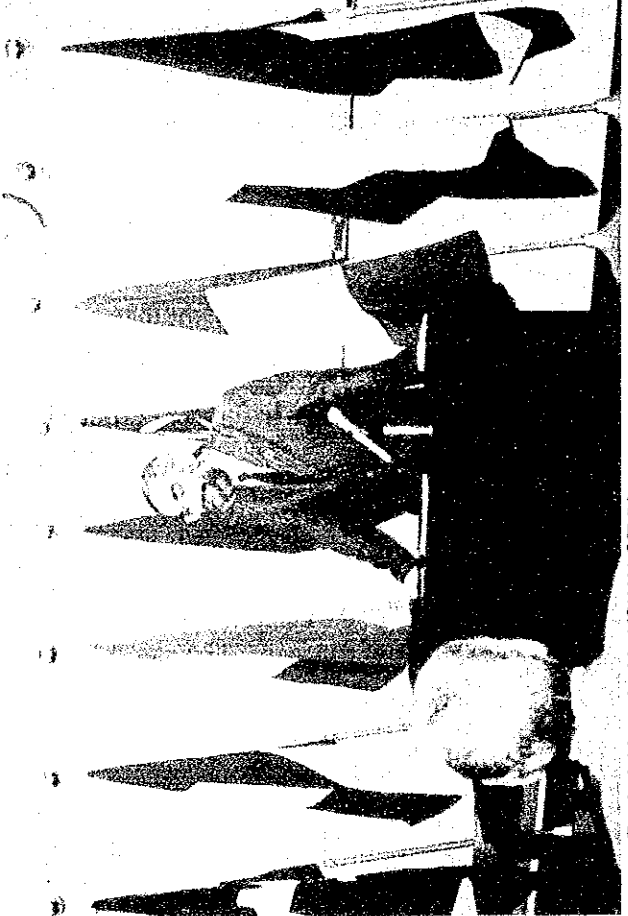
Congratulation Speech by Mr. SUMINO, NPA



Mr. GUERRO-POU, Dominican Republic
Presentation of Certificate



Closing Address by Mr. KASAI, JICA



Reply Address by Mr. KOWALCZYK



Mr. AHUJA, India

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Mr. ALIAS, Malaysia

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Ms. INAS, Egypt

5



Mr. PRAJTNO, Indonesia

7



Mr. SALAMI, Nigeria

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Dr. KOWALCZYK, Poland

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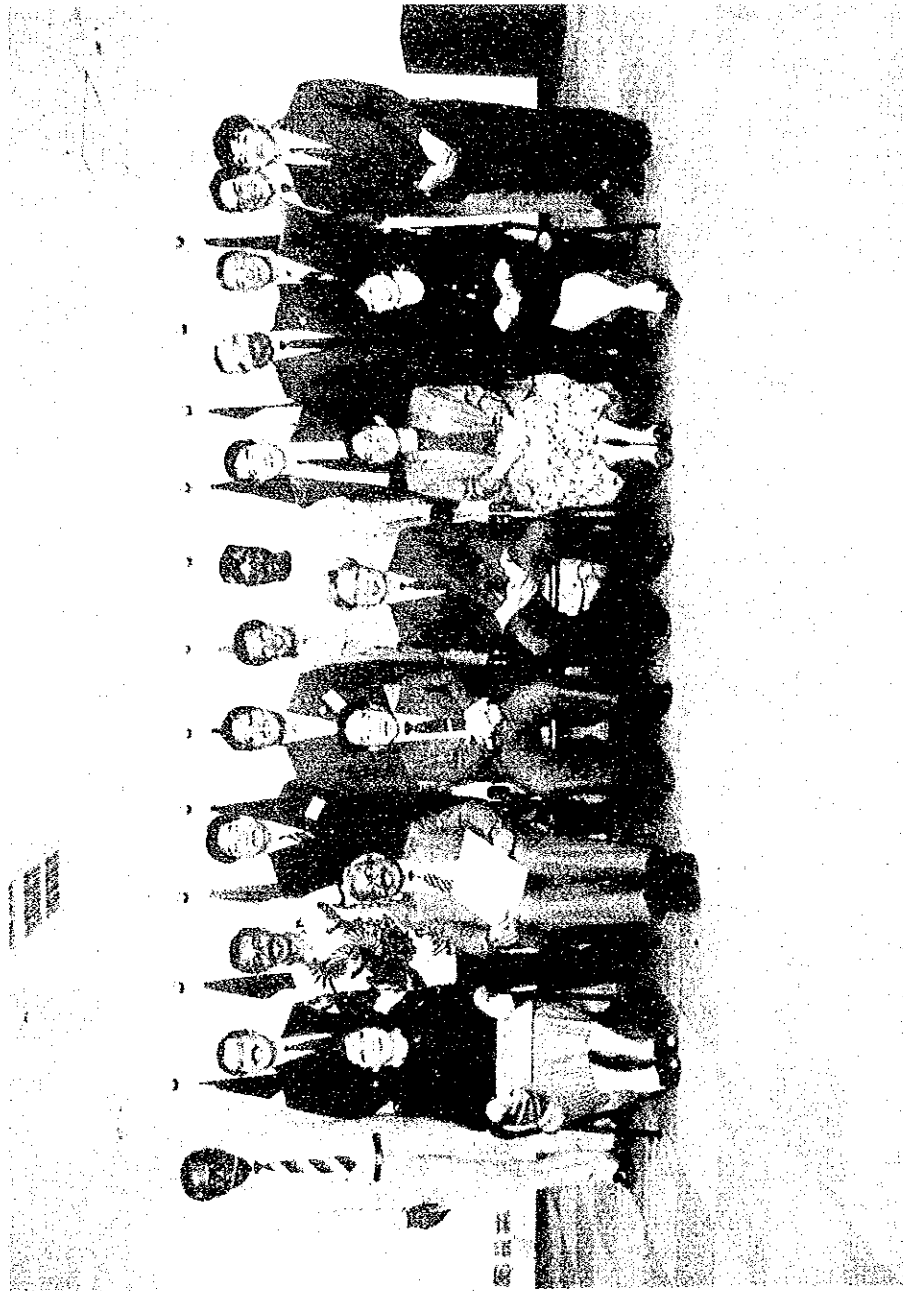
Mr. AMAR, Sudan

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Ms. CHOTIMA, Thailand

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1-13 Closing Ceremony at IFC

13

FINAL REPORTS

FINAL REPORT
ON THE NATIONAL GOVERNMENT ADMINISTRATION SEMINAR (SENIOR OFFICIAL)
TOKYO, JAPAN. OCTOBER 1992.

"SOME DEVELOPMENT REMARKS OF THE JAPANESE EXPERIENCE"

WENCESLAO GUERRERO-POU CAMBIER
(DOMINICAN REPUBLIC)

INTRODUCTION:

Under the schedule of this seminar we are requested to present a written report upon the knowledge received in Japan during our stay, on the subject of the Government's role and/or measures for the development.

It constitutes a difficult task to select an specific issue for reporting, when so much interesting information, booklets, and documents were received from our lecturers; moreover, when such a commitment has to be completed in the scarce period of time of a single day.

Hence, as we made our country report based on the industrial policy taken by our Government, we will enhance those ideas with the framework of the japanese postwar measures toward development. Then, we will contrast briefly the japanese practices and uses but strictly on the area of the National Administration, which is the issue of this seminar.

Finally we want to express our warmest gratitude to the staff of JICA and NPA by given us this remarkable experience.

A. SUMMARY OF THE DOMINICAN REPUBLIC (D.R.) DEVELOPMENT POLICIES IN THE NEAR PAST.

1-INDUSTRIAL POLICY

When dictator Trujillo was assassinated in 1961, after ruling the country for 31 years, most of his extensive belongings were confiscated by the Government and passed to become State Patrimony. Thus, 70% of the industrial capability of the nation of that time suddenly was on Government's hands. In 1966, after an unstable period where the country faced a domestic revolution and a foreign military intervention, the nation finally arrived into a democratic age still ongoing.

In 1969 the National Congress enacted the law 299 to promote the industrial development of the country by creating a national industrial park based on what its sponsors called the substitution of imports. That law distinguished two effective categories of enterprises: Group A, which were exempt from all duties and taxes and were obliged only to pay for rent and labor, however obliged to export all their output; and Group B, where the enterprises were subject to some tax and duty privileges but also to the domestic legislation of the D.R., particularly that regulating imports, exports and prices, since their production was basically for the domestic market.

The Group A successfully located itself in the called "Free Zone Parks", and the Group B, with the past of the years became inefficient and unable to compete in the international market, by the way of suiting themselves to the subsidies received by the Government, and to a not so demanding local market.

In 1979 was designed the law 69 to promote exports by freeing-up the flow and by removing duties of imports to be incorporated in output, which must be subsequently exported in the length of a year. This law never functioned as planned because Custom officials' have been distrustful of the intentions of importers and the duty exemption procedure has not operated smoothly.

Finally, in 1990 was enacted the law 8/90 which substantially expanded the incentives granted by the former Group A of the law 299 to the Free Zone Enterprises. By doubling the length of the tax holiday (15-20 years); receiving greater access to local market (Up to 20% of their production is able to be placed in the D.R. market by paying the corresponding duties), and having greater access to local inputs (Firms located in the Free Zone Parks can purchase raw materials, finished and semi-finished goods, and services from local businesses), this law provides the most

rational framework ever created for the industrial sector.

2- SERVICE POLICY

As a result of decreasing prices in the major traditional export products (sugar, coffee, cacao) since 1979, and by the steady reduction of the quotas allocated for the dominican sugar in the preference market of the United States, the economy gradually is being switching to the tourist area, encouraged by an incentive law, which sector is called "the industry without chimney". By 1990 this 'industry' generated an estimated amount of US\$900 million in foreign income (approximately 43% of total exports of goods and services), offers over 23,000 hotel rooms and receives more than 1.3 million visitors, all these achievements in only 10 years.

3- THE COMMERCE, THE FREE TRADE TRENDS, AND THE STRUCTURAL REFORMS

By the way of its location, the D.R. received in 1983 the benefits of the United States "Caribbean Basin Economic Recovery Act" (CBERA), which allows the Central America and Caribbean countries' most products to entry duty and quota free or reduced in the United States market. This program was unilaterally and indefinitely renewed by President Bush in 1990. Now, D.R. is the best performer of the CBERA in the area, having 27 Free Zone Parks that employ over 140,000 people. Nevertheless, regardless of the CBERA, the GSP benefits, and the recent entrance of the D.R. into the ROME Convention (Europe market), the country is powerless to the new trends in the economic and political arena of the world that engage the nations into a free market and commerce policies. The recent signature of the NAFTA (USA, Canada and Mexico), warns the country to loose its comparative manufacturing advantages (wages, location, etc.) and challenges it into a Free Trade world tendency where the country must cease to non-unilateral schemes risking its early and low profile industry. Aware of it, the

Government authorities' are engaging the D.R. in some deep reforms to prepare it to compete and to assure the people a better standard of life. Among others:

-New Labor Code: Over 700 articles rule the relationship between employers and employees after increasing complaints of the OIT and ONG organizations against the Government of abducting the labor rights. The code was enacted in may 1992, and still is pending of ruling.

New Custom Duty Regulations: On September 1990 and by a decree of the Executive Power (instead of a law from the National Congress as mandatory by the Constitution), entered into effect a system that would decrease duties and provide the country with the same Custom Tariff Nomenclatures of other nations. Still the Custom Office is lack of confidence from the importers and still some people complaint of bribe practices.

-New Income Tax Code: On June 1992 a new law providing simpler and lower tax rates was enacted by the Congress. The new code eliminates all the incentives granted in the economy (except law 8/90 of Free Zones and law 69), The code generates many uncertainty and still is pending for ruling.

-New Law of Civil Servants and Administrative Career: On May 1991 the President promulgated a new law that would rule the dominican bureaucracy. Many deficiencies are observed in the law and since its enforcement no changes have been seen in the recruitment, promotion, and dismissal practicies in most cases. Still pending for ruling.

Precisely by weakness of the bureaucracy its the main reason why these reforms are becoming so difficult to implement for the Government.

B. REMARKS ON JAPANESE POSTWAR INDUSTRIAL POLICY.

Even though many of the roots of the japanese economic miracle

rely on the Confucianism precepts introduced in the country in the 6th century, which emphasize the devotion to the family and the personal virtue, as well as the Meiji Restoration in 1868, where the country began a new social and political organization that engaged the society to the progress of the western countries; the conclusion of the World War II and the effect of the 1947 Constitution are seen as the major factors that turned the country into the rapid growth of its economy, and subsequently of its institutions.

Basically two major periods can be drafted in the past 47 years, each of them comprising different objectives and policies, according to the particular circumstances involved.

a) Reconstruction Period: Under critical hyperinflation and shortage of goods the economy was under strict control of the Government, in which period of time some measures were taken, such as: antimonopoly law, regulation against economic concentration, restriction of the monetary emission, etc. Once the independence of the country was restored the economy was opened by promoting the international competitiveness of the industry.

b) Policy under the adjustment period and Beyond: On the early 1970's the shift on the international currency system to the floating exchange regime, and the two oil crises (1973, 1979), made the Japanese authorities change their policy into a "Creative Knowledge-intensive industrial structure", pursuing the improvement of the standard of life of the people, putting emphasis on research programs and in the energy conservation and development programs.

CONCLUSION:

Even when sharing some coincidences such as: both countries are island, both have the USA as their principal external market,

both include the consumption of rice in their popular alimentary diet, and both have the baseball as their major national sport, the D.R. and Japan varies in a sort of issues, some of them regarding the subject of this seminar can be pointed out as follows:

1. Japan has a strong bureaucracy supported by a nonpolitical Agency aside from the Cabinet in charge of the National Public Service Law. The Commissioners of the National Personnel Authority are appointed by both Houses of the Diet, assuring a consensual, transparent and predictable application of the Public Service Law. In D.R., instead, the National Office of Management and Personnel (ONAP) is an institution with few economical resources, depends on the Technical Minister of the Presidency (Who is also appointed by the President of the Republic), and according to the article 8 of the Civil Servant and Administrative Law of 1991, must receive the rules and functions from the President, lacking of the political consensus needed from the opposition parties received for example in Japan.

2. In Japan the sense of belonging to a company, the system of lifetime employment, the principle of the ranking and earning according to the number of years of service, are so established in the society that also are present in the Public Sector. By contrast, in D.R. the poor payment of the Public Sector and its dependance on political decisions makes it unstable, demoralized, and inefficient.

3. In Japan measures for improving the education date even from the Meiji era and continued after the World War II. In 1989 the Public expenditure for education amounted the 16.5% of the National and local Government expenditure.

In D.R., according to figures of the World Bank, the percentage of total expenditure for education declined from the year 1972 to 1990 from 14.2 to 9.5 %. So even when the country enjoys a stable democracy, and even when the Government has taken impor-

tant deep reforms in the Macro economic order, the lack of institution and a spreaded primary education are the main factors against the proper development of the human resources, both in the managerial and training area, as well as in the bureaucracy.

MODERNIZING ADMINISTRATION IN EGYPT
- LEARNING FROM JAPAN EXPERIENCE -

Inas Hanna
(Egypt)

1) INTRODUCTION

Geography:

Where is Egypt? In a middle of the Arab countries and at the north of Africa - this area was called within the First World War "the middle east" at the north of Egypt Mediterranean sea and at the east the red sea.

Its total area 1,001 thousand km², and population number 53.15 millions in 1990⁽¹⁾.

History:

A) from pharaohs - 1881

Egypt for over fifty centuries of development and civilization of pharaohs, Christians, and Islamic. The main features of administration was centralization and feudalism in all the aspects of production.

B) 1882 - 1952

English imperialism period, Egypt was under the occupation authorities, and all the Egyptian economic sectors under the imperialism control and for its benefits.

Bureaucratic were created from specific feudal family rank's and great emphasis was placed on status distinction among classes in the hierarchy.

Appointments to office and promotion and dismissals were made at the direction of superior, the powers and responsibilities of office were poorly defined.

C) 1952 - to the present

Egyptian revolution, the Egyptian Government applied various social and political reform agriculture land redistributed

in favor of farmers, workers had social insurance, and education became free for all the people.

Instruction of factories, and productive institution in all the Egyptian Government but we faced 1967 war - 1973 war and between them no peace.

That situation had great reflect on progress and development.

Observations:

Instability of Egypt policy after revolution:

52-70 socialism

70-82 encourage private sector

82-up till now: encourage private sector and public sector and concentrate all the efforts to realize economic and social development.

Egypt now in the process of nation - building which implies three dimensions: namely, territorial integration, national integration and socio-economic development.

2) Government

Structure of Egypt Government

- The president
- The cabinet: consists of prime minister and the head of ministries (currently 24 ministers) plus (1 ministers of state)

The ministers have quite similar internal structure, and the minister is assisted by one or two parliamentary assistant vice minister who like the minister are political appointed.

- The diet separated from the government authority and consists of bodies congress of people and congress consolidation.

In Japan:

Parliament or Diet designated as the highest organ of state power, the House of Representatives is dominant, with the upper chamber or House of Councillors, having only limited power to

delay legislation.

Executive power is vested in a prime minister and cabinet - collectively, responsible to the diet - and majority of the cabinet ministers are required to be members of the diet.

The cabinet minister is assisted by one or two parliamentary vice ministers who like minister are political appointed.

Observations:

- We find that Egypt ministries (24) and Japan (12) although the population in Japan: 123.54 million, and Egypt 56 million.
- Enlargement of organization structure in Egypt.
- The most striking observation is that political activities has long been, and continues to be an accepted part of the bureaucratic tradition in Japan, and this case considered as one of the prime sources of policy initiatives in a modernizing society.
- But in Egypt a complete separation between diet and cabinet, and member of bureaucratic class still away from political affairs.
- In Japan the bureaucratic continues to be an integral part of the government power structure.

3) Civil service legislations

Civil service legislations may play an important role in administrative development if they get rid of various shackles and defects, the main service legislation in Egypt as follows.

1. Law no. 210 for 1951
2. Law no. 46 for 1964
3. Law no. 58 for 1971
4. Law no. 47 for 1978

the board features of these laws could be illustrated in the following:

- job division
- evaluation reports
- promotion

- leaves
- retirement
- wages

Observations:

- Wages doesn't reflect efficiency because there are a gap between governmental wages and prices standard.
- Varieties of laws which control public administration and civil service system.
- There are wages schedule, when somebody reach the schedule and its maximum salary rate, his salary freeze in that stage.
- Retirement system does not encourage any one to leave the civil servants (to retire early).
- The present day government service continues to be a career that attracts Japanese youth and it has been possible to restrict access to upper ranks of the bureaucracy.
- The principal factors that are taken into account for promotions are university attended field of academic specialization, and years since graduation - all of these elements settled matters at the start of civil servant's career.
- Continuity and stability are the chief features of the postwar higher civil service.
- After retires, Japan Government gives them better prospects for postretirement placements than are usually available to their counterparts in other countries.

Economic:

In Egypt⁽²⁾: average annual growth rate percent (1965-90): 4.1% and average annual rate of inflation (percent) increase from 6.4% within (65-80), to 11.8% within (80-90), and gross domestic product decrease from 7.5% within (65-80), to 5% within (80-90). If we compare between G.D.P. and total external debts: about 110% within (90).

All of the above situation reflect on production sectors

such as:

- lack of investment,
- We depend on export more than import.
- The widening income gap between people in the same country and among the countries, has grown more.

Observations:

Japan economy is in advanced stage of industrialization⁽³⁾, depends on increasing export (306.597) US\$ million within 1991 and decreasing imports (203.308) US\$ million within the same year.

So Egypt suffer from lack of investment and its problems.

How to modernize administration in Egypt - learning from Japan experience:

Japan development depends on many aspects such as:

- A) desire to obtain higher standard of living
- B) accumulation of technology during past one hundred years
- C) high educational level of the people

To realize an economic power we have to applied these elements:

1) Security:

- Treaty with other countries such as Israel.
- Limit of spending, we applied new policy to decrease governmental expenditure and increase working hours.

2) Access to the world market.

- we have an international order for a few of our products, and we need a lot of needs to import our food, and that is terrible situation, so we have to encourage agriculture sector to realize progress.
- All direction diplomacy: we have good diplomatic relation with all the world nations.
- Export driving: reorganize export sector and market international studies to produce and ...

3) Network in the society:

- Administrative guidance: analyzing our organization to realize appropriate managements, reduction of costs and realize positive development.
 - Utilization of market complementary policy tools such as "finance and tax incentives, development in banking system, liberal policy towards foreign trade.
- 4) Qualified working forces: by new education reform by organization educated people to meet the demand of each activities of our economic sectors, putting in mind that the suitable educated people is an important economic factor because Egypt export (brains) educated people to other countries and they pay annual percentage of their income to Egypt Government.
 - 5) Technological innovation: by concentrate our efforts to be in contact with other countries' technology up to date, and we have to supply our production sectors by information activities to enable them to work effectively.
 - 6) Political stability in Egypt we have stability in government and policy since 1982.
 - The government start to minimize drastically the state owned enterprises in every economic sector by sell off to the Egyptian and foreign investors and -
 - Government has taken the first tentative steps with the tourism industrial and has started selling government owned hotels to private investors.
 - Stimulating early demand for our products through establishing prizes that reward quality in specific products.

At last, this report contains most important points in Egyptian administration situation and reforms, but the most of them that: Egypt will modernize administration with her people efforts, good plan, and reform bravely.

NOTES

- (1) Japan 1992, an International Comparison, second ed. P.1
- (2) World Development Report 1992 - Development - and environment, table 1,2,3,2v, pp.218-258
- (3) Statistical Handbook of Japan 1992, table 53, p.88

SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION

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FINAL REPORT

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Submitted by:

O.P.AHUJA
INDIA

Seminar on National Government Administration

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Report on one of the topics discussed

National Personnel Authority of Japan -
its comparison with the Union Public
Service Commission of India -.

The National Personnel Authority (NPA) was established as the central agency in 1948 to secure the merit system in personnel management and the fair and adequate work conditions for the government employees, thus to guarantee the efficient and democratic operation of the government administration.

2. The NPA is an independent administrative Commission under the Cabinet and concentrates exclusively on the administration of the personnel programmes of the Government.

3. The NPA administers matters concerning:-

- i) recommendations for improvement in personnel administration (including compensation and other conditions of work).
- ii) examination, appointment and dismissal of personnel.
- iii) salary administration.
- iv) planning and co-ordination of the training for government personnel.
- v) guarantee of employee status.
- vi) appeal and grievance procedure.
- vii) position classification.

2. Similar organisation in India is called the Union Public Service Commission which has been set up under Article 315 of the Constitution of India. It discharges functions, as specified in Article 320 in respect of the civil services and posts under the Central Government. It is required to advise Government on all matters relating to framing of Recruitment Rules, principles to be followed in making appointments, principles and transfers from one Service to another as well as disciplinary matters affecting civil servants. Recruitment to the All India and Central Services is made

through the Civil Services Examination, Engineering Services Examination, Combined Medical Services Examination etc. conducted by the Union Public Services Commission. Examinations are also held for admission to the National Defence Academy, Indian Military/Navy/Air Force Academies.

Recruitment to isolated posts are also made by conducting interviews. The Union Public Service Commission are also consulted in respect of appointment to certain categories of posts under the Municipal Corporation of Delhi, the Employees State Insurance Corporation and the Employees Provident Fund Organization in terms of the provisions made in the relevant Acts in pursuance of Article 321 of the Constitution of India. Further, the Union Public Service Commission is also consulted in matters relating to grant of injury pensions as well as in certain cases of reimbursement of legal expenses.

3. The National Personnel Authority of Japan comprises of President and two Commissioners. It has Legal Advisors/Advisors (not more than 12 persons) and the Secretariat is headed by the Secretary General. The Organisation Chart of the National Personnel Authority (as of December, 1991) may please be seen at Annexure-I).

The sanctioned strength of the Union Public Service Commission of India is 10 Members and one Chairman. (The Composition of the Union Public Service Commission of India 1990-91 may please be seen at Annexure II).

4. In order to ensure proper administration of employee training, the National Personnel Authority of Japan is responsible for overall planning and coordination of training programmes conducted by the Ministries and Agencies as well as conducting some inter-ministerial training courses of its own.

5. Training of employees is designed to improve the knowledge and skills necessary for the pursuit of their present or future duties and to contribute to the effective execution of public affairs through planned and systematic educational activities.

6. Training methods developed by the National Personnel Authority of Japan are as indicated below:-

J. S. T.

Supervisory Training.

K.E.T.

Ethical Sensitivity Training.

O.J.T.

On the job training.

7. Training Courses conducted by the National Personnel Authority of Japan are mainly as follows:-

- i) Officer Level.
- ii) Unit Chief in Headquarter level.
- iii) Assistant Director in Headquarter level;
and
- iv) Director in Headquarter level.

8. Long-term Fellowship in Overseas Study (2 years - 45 Fellows)/Long-term Fellowship in Domestic (2 years - 45 Fellows) are for Officer level as well as Unit Chief in Headquarter level. Short-term Fellowship in Overseas Study (6 months; 35 Fellows) are for Officer level, Unit Chief-in-Headquarter Level and Assistant Director in Headquarter level.

The Union Public Service Commission of India does not conduct training courses for Government officers. Such training courses in India are mainly conducted by separate Organisations known as Indian Institute of Public Administration, Institute of Secretariat Training & Management etc. which are under the administrative control of the Department of Personnel & Training which is headed by a full-fledged Secretary to the Government of India.

It is not possible in India to assign the work of training management etc. to the Union Public Service Commission as their number of Government officials to be trained is very large. Hence, the need for a separate Organisation.

9. In the field of personnel administration, the National Personnel Authority of Japan has been active in promoting international co-operation. Japan is increasingly required to contribute to the international Community. The National Personnel Authority of Japan, thus, actively corresponds with visitors

from foreign countries who are investigating the Japanese public Service system.

It also offers a Seminar for Government of foreign countries viz. Seminar on Government Human Resource Management, Seminar & Group Training Course on National Government Administration etc. on the basis of the Official Development Assistant Plan or in response to the request of foreign countries.

The National Personnel Authority of Japan also despatches experts on technical co-operation in the field of personnel management.

The National Personnel Authority of Japan, since its establishment in December 1948, has dealt with a variety of issues relevant to the changes in the social and economic climate, while attempting to accomplish its mission of ensuring fairness of personnel administration and protection of the interests of public employees.

Furthermore, in order to cope with the demands of new eras, the National Personnel Authority of Japan tackles a variety of problems, both current and future taking into consideration opinions from various fields.

Countermeasures for an Aging Society:-

Japan's population rapidly growing older, more so than in other industrialized nations, due to longer life spans and a low birth rate. It is expected that people aged 65 or over will account for one-quarter of the population in the early 21st century.

Under these circumstances, a review is required of the various systems and practices formulated in the "era of 50 year life spans" and to build a socio-economic system suitable for "80 year life spans" in order to maintain economic activity and to build an affluent society by utilizing the vitality of the people throughout their lives.

The aging population factor is thought to have a broad influence on the whole of society. Measures need to be introduced to counter the effects of such factors as the shrinkage of the working population, expansion of social security expenditures, and the aging of the existing labour force.

In public service also, the aging society has a broad influence on personnel administration and systematic measures are required. Therefore, the National Personnel Authority expressed its intention to research and study these matters in the report on remuneration in August 1990 and established the Office of Policy Planning for Aged Personnel in order to tackle these matters.

When planning various policies for personnel administrations to cope with the aging society, the National Personnel Authority of Japan has to deal not only with the problem of the elderly but also with the whole personnel administration including middle-aged and younger people.,

It was necessary to make a systematic examination of the employment, foundation of working style, remuneration system, training and development factors and stabilization of employees' lives after retirement. Above all, due to the lack of younger labour and minimum age for recipients of the public annuity, expansion of employment opportunities for the elderly according to ability and willingness to work became a crucial problem.

In the aforesaid circumstances, it became necessary for the National Personnel Authority of Japan to examine how to employ older people with the sole aim of improving conditions in order for such employees to devote themselves to their work without anxiety.

In view of what has been stated above, the National Personnel Authority of Japan, while considering the provision of adequate administrative service, the current state of personnel management in the public sector, the current and future state of foreign countries, is discussing these matters positively in order to establish a new framework of public service associated with each Ministry and Agency.

In so far as the Union Public Service Commission of India is concerned, since there is no such proposal being considered by the Government of India for employing the retired government officials, this function is not being dealt with by the Union Public Service Commission of India.

Fixed Retirement Age System:-

In the Annual Report 1990 of the National

Personnel Authority of Japan, it has been stated that under the principles of fixed retirement age system, employees retire when they reach 60 years of age.

However, under this system, in cases where an employee has reached the fixed retirement age, an appointing officer may keep him in his position if sufficient reasons exist to determine that his retirement would cause difficulty in the administration of public affairs.

An appointing officer may also re-appoint a person who retired in accordance with the fixed retirement age system if he determines that it is necessary in order to ensure the efficient administration of public affairs.

In India, under the principles of fixed retirement age system, employees retire when they reach 58 years of age. It is 60 years for teachers in Primary and Secondary/Senior Secondary Schools in Delhi. It is very difficult to give extension of appointment beyond 58 years except in very rare cases in public interest.

Examinations conducted in Fiscal 1990:-

Various categories of Examinations conducted by the National Personnel Authority of Japan during the fiscal 1990 were as follows:-

	<u>Applicants</u>
Entrance Examination	
16 types 17 occasions	187,340
University Graduate Level	
8 types 8 occasions	83,815
Level I Examination	31,422
Level II Examination	38,626
Senior High School Graduate Level	
8 types 9 occasions	103,525
Level III Examination	93,202

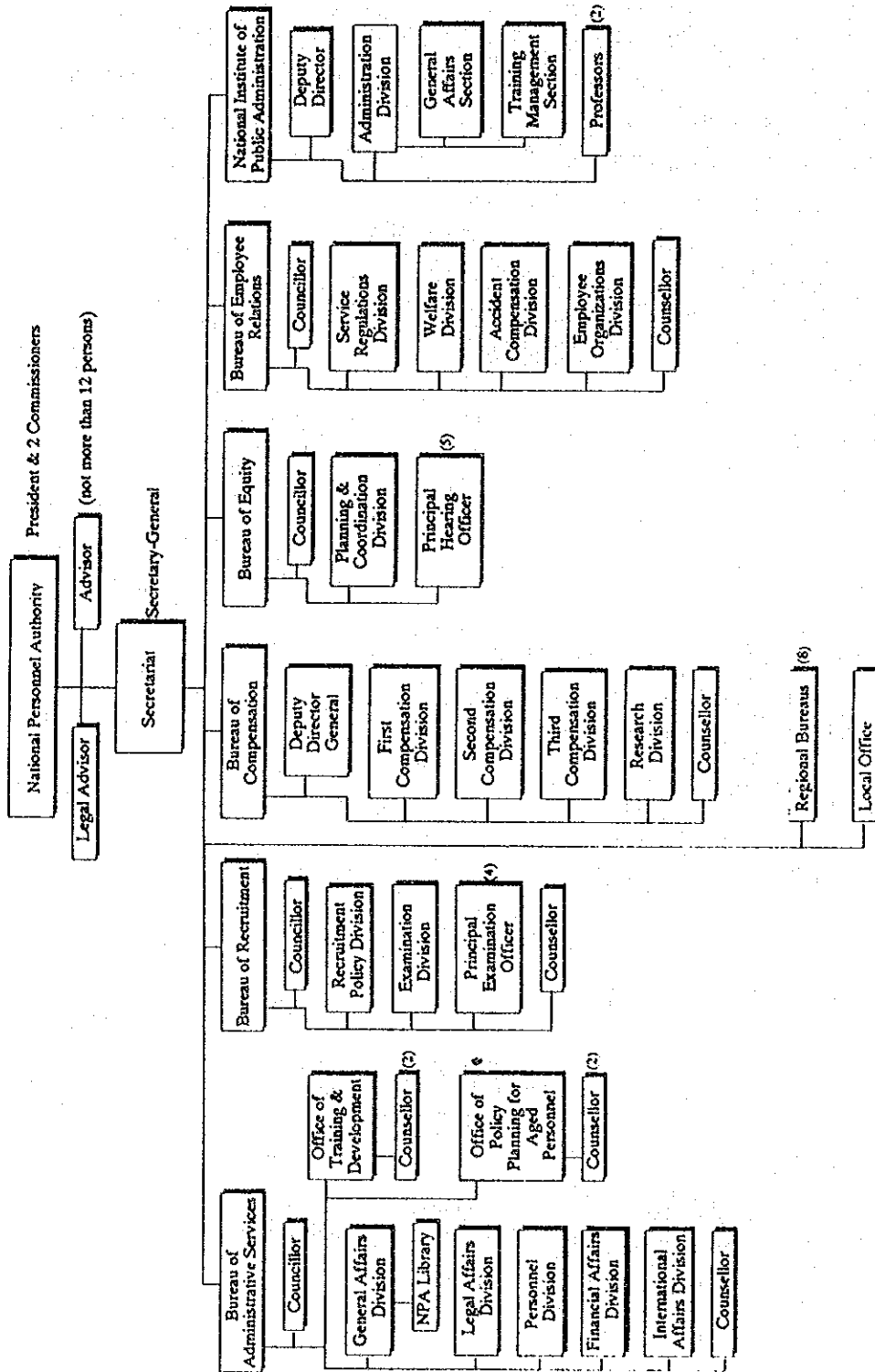
The number of applicants for admission to the various examinations held during the year 1990-91 was 6,15,850. A detailed picture showing applicants

for various categories of examinations held by the Union Public Service Commission of India may kindly be seen at Annexure III.

In the end, I may conclude that since the role of the National Personnel Authority of Japan and the Union Public Service Commission of India is almost similar except for some variations. I have explained in detail in the previous paragraphs the various reasons why we cannot assign many other tasks to our Union Public Service Commission of India, which are being handled by the National Personnel Authority Japan.

Organizational Chart of NPA

Organizational Chart of the NPA (as of December, 1991)

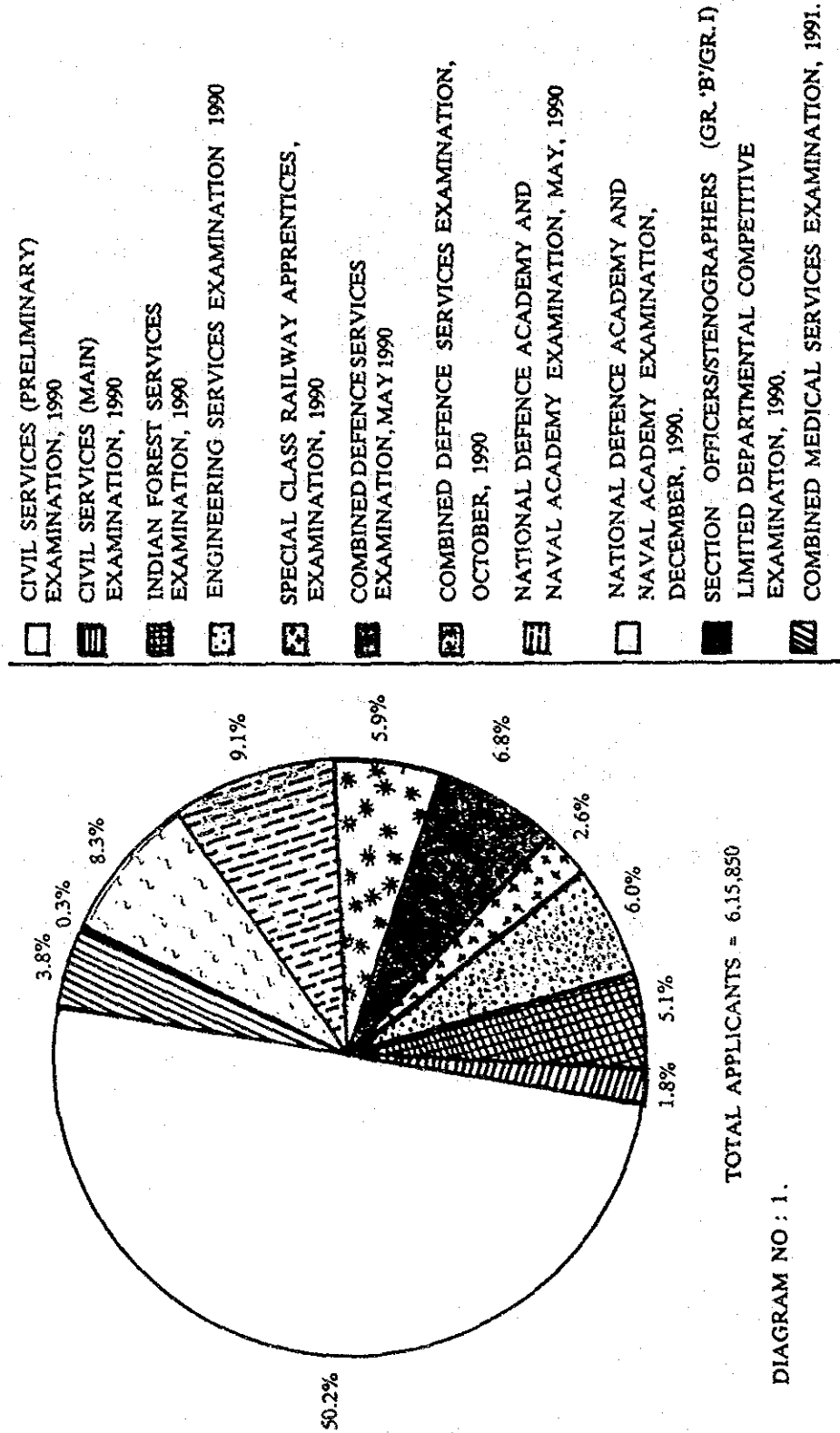


APPENDIX I
Composition of the Commission, 1990-91

Shri Jagdish Prakash Gupta	Chairman
Shri Jagdish Rajan	Member (Retired on Sept. 25, 1990)
Dr. R. Arackiasamy	Member
Shri Surendra Nath*	Member
Shri Qazi Mukhtar Ahmed	Member (Retired on March 14, 1991)
Smt. Rose Millian Bathew Kharbuli	Member
Vice Admiral G. M. Hiranandani	Member
Shri A. Padmanaban	Member
Shri J. A. Kalyanakrishnan	Member
Shri Harish Chandra	Member
Smt. Olima Bordia	Member (Joined on May 11, 1990)
Shri S. J. S. Chhatwal	Member (Joined on January 14, 1991)

*Resigned on 7-8-91

APPLICANTS FOR DIFFERENT EXAMINATIONS HELD DURING 1990-91



FINAL REPORT

SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION

(SENIOR OFFICIAL)

SEPT. 9 to Oct. 25 . 1992

BY

P R A J I T N O

I N D O N E S I A .-

FIRST.

After the seminar every participant is requested to write final report. Through this seminar we who come from 9 different countries brought information of our developing countries which are different each other.

Here we can exchange information, experiences and ideas, and strengthen the cooperation among developing countries as promoted by UNDP where JICA plays an important role in TCDC through THIRD COUNTRY TRAINING PROGRAM (TCTP).

SECOND.

To develop a country not only to develop one sector such as industrial sector, but also develop other sector simultaneously include agricultural sector, population sector, environmental sector, mining sector, education sector etc. etc., because they support each other. The different is in the emphasis, which sector is given priority, depend on the situation and condition of the country its self.

But the very important thing to develop country must have the Basic Pattern of National Development, the General Pattern of Long Term Development, covering period of 25 to 30 years, to give direction to the advancement and development of the nation in general to achieve

the national ideals.

The General Pattern of Long-Term Development shall form the basic foundation for the formulation of the General Pattern of Medium-Term Development, covering periods of 5 years. To implement the development plan should have political and policy stability and government should create an efficient, clean and respectable administration on the national and regional level. Of course financial and management take a part as an important factor in the development, because without any financial and management support how the development can be implemented.

THIRD.

In general, the development policy in every country is directed to expand employment opportunities to equally distribute business opportunities to increase export in getting foreign exchange, and make efficiency in using the national resources and energy and also the resources of human capacity.

Referring to Japanese experience, the privatization of some state enterprises and the promotion of private enterprises are very important. Government of developing countries must create the right climate which could support industrial growth and also government must promote a close relationship among the small, medium and large industries so that the progress of both large and medium industries will directly encourage the development of small industries. With the growth of small industries, the income of entrepreneurs and craftsmen of small industries and their ability to sell and export their product will also increase. At the same time, promoting the development of education and training with regard to the technological know-how, technique and skill, and managerial capability of small industries are needed.

We fully agree with the Prof. Hirono mentioned in his lecture that to develop country must have 3 major factors, they are :

1. Political and Policy Stability.
2. Appropriate Macropolicies.
3. Human Resources Development and Human Resources Management and Clean and Efficient Bureaucracy.

Finally through this seminar where JICA plays an important role we hope that we could share the information and experiences in the development of our countries and also discuss fundamental policies for economic and social development, in this occasion referring to Japanese experience will be very useful for all of us the participant.

Tokyo, 22 October 1992.

FINAL REPORT

For The Seminar On
National Government Administration
(Senior Officials) 1992

MALAYSIAN'S INDUSTRIAL DEVELOPMENT PROGRAMMES:
Learning From Japanese's Experience

by:

ALIAS MOHD. ALI
FEDERAL SECRETARY'S DEPARTMENT
SARAWAK

FINAL REPORT

For The Seminar On
National Government Administration, 1992

Theme:

**MALAYSIAN'S INDUSTRIAL DEVELOPMENT PROGRAMMES:
Learning From Japanese's Experience**

I. INTRODUCTION

As mentioned in my Country Report, Vision 2020 is a declaration of the strategic intent of the Malaysian Government in its 30 years quest for an industrialized country. The vision requires the achievement of a sustained growth of output at 7 percent per annum, combined with appropriate policies to achieve the quantitative aspects of the vision. In the last two decades Malaysia has achieved a sustained rate of growth averaging 6.7 percent per annum.

The economic development that Malaysia had achieved since independent has progressively brought the vision of fully developed economy by the year 2020 within reach. Among the strengths that Malaysia now has include a high domestic saving rate; a relatively well-developed physical, political, economic and financial stability as well as a developed private sector-driven manufacturing and industrial base.

II. MALAYSIAN'S VISION TOWARDS FULLY INDUSTRIALISED COUNTRY

The main thrust of the Malaysian's National Development Policy objectives is to build a progressive, prosperous and united nation. In the effort to enable Malaysia to become a fully developed nation by the year 2020, the Government of Malaysia formulated three main policies; firstly, The Vision 2020; second, The Second Outline Perspective Plan, OPP2 (1991-2000); and finally, The Sixth Malaysia Plan, 6MP (1991-1995).

The Vision 2020 essentially provides a framework for achieving certain socio-economic targets within a 30-years time frame; The OPP2 which embodies the National Development Policy (NDP) refers to a 10-years time frame to attain balanced development of economy in order to establish a more united and just nation. Finally, The 6MP spell out the policies, strategies and programmes to operationalise the OPP2 for the first five year.

While maintaining the basic strategies of the New Economic Policy (1971-1990) of eradication poverty and restructuring society, The NDP will aim at bringing about a more balanced development encompassing the following critical aspects;

- (a) striking an optimum balance between the goals of economic growth and equity;
- (b) ensuring a balanced development of the major sectors of the economy in order that growth will be more even and mutually complementary and supportive;
- (c) reducing and ultimately eliminating social and economic inequalities and imbalances to promote a fair and more equitable sharing of benefits of growth by all Malaysians;
- (d) promoting and strengthening national integration by reducing the wide disparities in economic development between states and between the urban and rural areas in the country;
- (e) developing the progressive society in which the welfare of citizens is spread to all, while being imbued with positive moral and spiritual values and an increased sense of national consciousness and pride;
- (f) promoting human resource development including

creating a productive and disciplined work force and developing the necessary skills to meet the challenges of an industrial society through a culture of merit and excellence without jeopardising restructuring objectives;

- (g) making science and technology integral components of socio-economic planning and development and promoting a science and technology culture compatible with the process of building a modern industrial economy; and
- (h) ensuring that in the pursuit of economic development adequate attention is given to the protection of the environment and ecology so as to maintain the long-term sustainability of the country's development as well as the quality of life.

The NDP will be build upon the achievements and lessons of the past decades and continue further with the process of eradicating poverty and restructuring socceity. This policy will be implemented based on the principle of growth with equity in order to achieve a fair and just distribution for all section of the society.

III. JAPANESE'S INDUSTRIAL EXPERIENCES

Tapping the Japanese industrial development experiences is not new to Malaysia. The process has started in mid-1980 when the Prime Minister of Malaysia announced the "Look East Policy", and followed by introducing the Malaysia Incorporated Policy and the Privatisation Policy.

The Look East Policy was launched by the government as a measure to study, scrutinize and select the best example from Japan and Korea, and adapt them to local conditions. The main objective of the policy is to improve management and development in Malaysia and to create a society with positive work ethics and values in order to speed up national progress.

The positive attitude emphasised and adopted are industriousness and work discipline; loyalty to the country and company in which one is attached to; giving priority to the group and not to self; emphasis on productivity and quality; improvement in efficiency; and narrowing of the gap between executives and the general workers. Other positive practices to be emulated are management systems which emphasize long-term achievements and qualities which could contribute towards national progress, instead of short-term increase in dividends and income for workers.

The second aspect that Malaysia adapted from Japan is Malaysia Incorporated Policy. Malaysia Incorporated is a system of cooperation between the government and the private sector towards the creation of a Malaysia economy to achieve progress and where the profits accruing will be shared by all. Unlike other policies, Malaysia Incorporated is behavioural in nature, encompassing shared values and sense of common purpose. The private sector has been entrusted with the lead role in spearheading economic development, while public sector has to play its role as an equal and productive partner in ensuring overall national development.

The Malaysia Incorporated Policy resulted from the realisation that both private and public sectors need to establish close, meaningful and effective cooperation to enhance the country's economic growth. This will create a suitable environment for Malaysian entrepreneurs and the business sector to compete in the challenging international arena. Developed countries such as Japan and those known as the Newly Industrialised Countries (NIC), namely, South Korea, Taiwan and Singapore, have experienced high rates of economic growth, because of their success in the international market. The main factor leading to the success of the NICs is the close cooperation between the public and private sectors.

The final aspect is privatisation. The Privatisation Policy was adopted to reduce government involvement in economic

activities to enable it to give more attention to administrative duties and responsibilities. Apart from reducing public sector involvement in economic activities and commerce, privatisation increase private sector participation in national development. The process reflects the authorities' confidence in private sector's ability to expand its scope of activities and increase its efficiency. It is significant to note that privatisation reduce liabilities of the public sector in the production of commodities, enabling the private sector to take a more active role in supply of commodities and services. Furthermore, privatisation encourages keen competition in the private sector. The Privatisation Policy will be more actively pursued in future. A Master Plan is being prepared for us by both the public agencies and the private sector.

In relation to Malaysian Vision 2020, the experiences of industrial countries particularly Japan with respect to productivity improvement and R&D requirements provide some broad lessons to be closely followed by Malaysia. At present Malaysia's R&D effort, as measured by R&D expenditure as a proportion to GNP, is very small, that is 0.8 percent. To be leaders and efficient competitors, Malaysia needs to increase their R&D effort, perhaps focusing on a few areas in which Malaysia can quickly develop expertise.

IV. CONCLUSION

In conclusion it can be said that the achievement of the status of development country by the year 2020 has been shown to be achievable provided the country is able to sustain rapid economic growth, shift into higher value-added activities and competitive industries. The efforts required to fulfill these requirements, although significant, are well within the capability of Malaysians to achieve.

The ultimate goal of Malaysia development is not purely on economic development. National unity remains the ultimate goal of the New Development Policy because a united society is essential to the promotion of social and political stability and sustained development. The NDP will set the pace to enable Malaysia to become a fully developed nation by the year 2020 not only economically but also in terms of social justice, moral and ethical values, political sophistication, quality of life and the administrative efficiency of the government.

By:

ALIAS MOHD. ALI (MALAYSIA)

Tokyo, Japan: October 22, 1992

FINAL REPORT

A. G. Salami
(Nigeria)

INTRODUCTION

The following report is based on the theme of my country report entitled "Intervention of government for development" submitted and discussed during the seminar with the following issues as the theoretical framework:

1. Political and policy stability
2. Appropriate macro policy
3. Human resources development

The objective of this report is to relate the situation of my country with the issues discussed on the host country - Japan - and other countries, to make an analysis of same and point out the gains from the seminar. Thereafter recommendations would be preferred on the issues discussed.

In the above context therefore, I wish to state briefly the basic objective of governments whether industrialized or developing is obviously to improve living standards or overall development of their countries and their citizens. The differences in approach based on differences in environmental conditions - cultural, physical etc., - are mainly the causes of different results and achievements.

1. Political and Policy Stability

As a result of her colonial background and associated problems Nigeria unlike Japan has had a short history of independence and political instability. Nigeria's policy stability has not been stable either. Unlike Thailand where military coup d'états do not destabilize their policy programmes, new military juntas in Nigeria introduce new policies and hence destabilize old and current ones. This of course distorts development. Japan on the other hand has a long

history of peace and stability and consistent political and policy programmes. The homogeneity of its people and their cultural affiliations have contributed to the country's peace and enhanced economic pursuits.

In addition to this, the style of "Managed" economy has helped Japan with its flexibility in adopting supportive economy whenever it discovers that managed economy seems to produce negative results. The way Japan has through its culture encouraged growth of the middle class played a stabilizing role socially and politically.

Nigeria however with a short history of self-government, a high clustering of different ethnic tribes, different cultural backgrounds, beliefs and social norms all forced to live together by colonial machinations, was bound to have problems. These problems in different facets culminated into the political instability experiences to date.

Some of the side-effects of unwilling and suspicious elements couples with the trial-and-error government administration led to the combination of managed or planned/central as well as free market economies and since there was no consistent policy on the mode of administration or philosophy. Political and policy stability was virtually absent.

2. Appropriate Macro Policy

Closely related to the issue of political and policy stability is an appropriate macro policy which is lacking or weak in most developing countries but highly developed in Japan and other developed countries.

The reasons for in-appropriate macro-policies are not far-fetched in the case of Nigeria. The unstable political system is a major factor and since those at the helm of affairs are consistently on their toes to show their worth in office to the populace their achievements/ development efforts, the tendency is for them to embark on very short term plans for quick results.

While short term policies may yield quick results, they are

usually expensive and un-economical and the repercussions are seen almost immediately.

Investments in education, development of infrastructures and held facilities etc., are heavy and do not yield quick dividends and since resources are limited, most developing countries resort to huge external borrowings to finance such projects. Such debts easily accumulate huge interests while the donors usually impose conditionalities which are not conducive to the borrowers' environmental economic and social conditions. Even though best rescheduling has been one of the ways to ease the problems they do not effectively solve them. Besides, the large percentage of foreign exchange earnings being currently used to pay back external debts cause domestic, social and political problems in such developing countries - Nigeria not being an exception. In fact, Nigeria currently commits about 35% of her total foreign exchange earnings to loan repayment. This contrasts with industrial countries like Japan which is one of the contributors to the world bank loan funds and receives returns from such loans in addition to other funds from her booming economy. Efforts made by Nigeria and some other debtor nations for debt forgiveness are ignored by industrial countries generally.

3. Human Resources Development

As mentioned earlier, the issues of developmental processes are closely interwoven. Poor development of the basic infrastructures particularly the educational system as well as the inappropriate planning of same causes stunted growth of education. On the other hand, it may be a case of mis-match in terms of enrollment and job placement after graduation. This weakness is also manifested in the bureaucracy. While large numbers of university graduates fail to get jobs these days in Nigeria, in other developing countries the problem is inadequate manpower. In addition, the bureaucracies of most developing countries are weak and civil servants are demoralized, sometimes corrupted due to poor pay and inadequate incentives. The gap

between the salaries in public and private sectors are so unacceptably wide that there are constant frictions between labour unions and the government on the need and mode of correcting these anomalies. Nigeria is also not an exception in this peculiar problem too. In contrast with the Japanese experience, the public servant is highly motivated and while there is mobility of labour between the public and private sectors, such mobilities is generally within acceptable limits. Besides, Japan has over the years cultivated a sort of worker-corporate family relationship such that most workers prefer to stick to their first appointment, "Grow and Die" therein due to the various incentives built into their systems. Herein again, cultural practices and environmental factors play a prominent role. In addition, the Japanese over the years have devoted huge resources to the development of human resources contrary to what obtains in Nigeria.

4. Lessons from the Japanese Experience

The country reports of other participants and discussions of some has given a wider understanding of global problems of development and created a positive impact on the minds of all including the organizing officials at this seminar.

The seminar papers delivered by various Japanese authorities in addition to visits to some public and private corporations were useful and an exposure to different aspects of Japanese lifestyles, work-environment and attitudes. A very good impression has been created in our minds which I suppose will be a lasting one.

While Japan's effort, achievements and successes have been acclaimed globally, particularly the effort of MITI, a serious analysis of the whole system has also been made. Historical development, political, social, economic, cultural and indeed environmental factors and the manipulation of such factors have contributed immensely to the development of modern Japan. Availability or endowment of natural resources has been practically proven to be of little significance to development

in the case of Japan. This is because Japan has virtually none of the natural resources most countries boast of. Only scanty arable land surrounded by earth-quake prone hills and oceans is all she has yet, Japan has skillfully manipulated this hard physical environment through her human resources to her advantage. The building of the Kansai International Airport on a man-made island due to open in 1994 is an excellent example of such great feat.

The harsh conditions of Japanese environment coupled with the ingenuity of her people is another factor for innovativeness. Other factors include, the homogeneity and unity of Japanese Society, cultural affinity, the hard-work ethic, the peoples sincerity, honesty and obedience to constituted authority which in my opinion ranks highest in the world contributed to the economic development of this great nation.

However, as with all systems the world over, Japan's great economic success has its side-effects which is painful to the nation today. Some of such problems are mental ones commonly referred to as "examination hell", "economic animal" and "workaholism" which lead to stress and sometimes suicide. The average Japanese is said to have "no life" as most of his time is spent working.

In Addition to this is the physical problem pollution and the destruction of nature.

Today however, Japan has recognized these problems and solutions are being proffered. One of such approaches is that of a move to achieve quality of life.

The lessons developing countries have to learn from Japan after considering the different backgrounds, are; the need to be cautious in our approaches to and methods and choice of development strategies. In this case there is need to be selective and to emulate those good virtues in the pursuit of excellence through dedication to duty, honesty, hard work and obedience to law and order and to the constituted authority.

Seminar on National Government Administration

JICA, September 21 - October 25, 1992

FINAL REPORT

Utilization of Japan's experience in central administration adjustment
to stimulate market oriented economy

by Jerzy Kowalczyk, Central Planning Office in Poland

Tokio, October 1992

A. Administration adjustment

Quality of bureaucracy determine the economic growth. The administration is main subject which stimulates economy. To do it in proper way administration in Poland has to changes deeply. Level of knowledge and efficiency of the majority of people s who are working in central administration have to increase.

1. The methods of recruitment have to be more similar to the methods in Japan. The Polish Government has to create the system of examinations for future civil servants. And the special general orientation training for them. The young civil servantsshould change their place of working frequently. And they need a special guidance from the older civil servants. In the training process we should focus on their identification with the office in which they will be worked. They have to ability to work in meny positions. The special attention should be puted on their attitudes to the recipients of their services.

2. The system of civil servants promotion have to be established in Poland. This system (like it is in Japan) should be strictly connected with the system of training. The people should be trained sistematicaly, several times in the year. Before they get higher position they have to be trained in their future subject matter, in menagerial skills, in methods of negotiations and any other skill they need in their future work. Especialy they have to be trained in the theory of the market economy. It is very important to teach the people in Poland the methods of company management, business accounting, strategic planning of firm development, and the methods of creating strong and competitive enterprise. Some of the civil servants leave their job and start to be enterpreneurs. But there is lack of dynamic small and medium size enterprises. If some people will go from the central administration to the private sector, it will be beter for the country.

Management of foreign debt is very important. The civil servats should have enough knowledge to evaluate investment projects finansed by foreign loans. And they have to have enough knowledge to evaluate the feasibility studies made by consulting firms. The quality of projects you realise with foreign loans are more important than the size of external debt.

3. The Polish government has to utilize the Japan's experience in creation the proper motivation to work in the central administration.

When the Poland was ruled by communists, the central administration directly managed the economy. The officials from ministry can interfere in the inner decisions in the enterprises. They decided what and how can be produced. They decided about prices, wages, credits and other financial parameters of enterprise's activity.

In the market oriented economy the role of central administration is different. The ministerial officials don't rule the enterprises. They serve them. They try to create the proper environment for enterprise's development. They have to try cultivate the firms. But inner enterprise's decisions have to be taken without their interfeeration.

The attitudes of civil servants to enterprise's management should be changed very deeply. Their system of values, customs and pattern of behaviour have to be changed. And their motivations should be different. Their main objectives should be connected with the collecting of knowledge and not with the collecting the power. We cannot change this motivations without of the proper system of gratifications. We have to built competition between teams of civil servants in their effort to improve their work. They have to be a good advisers to public and private firms. They have to teach them how to avoid the social conflicts, and help them in negotiations with the trade unions. They have to appreciate the polish economy for foreign investors. The competitiveness has to be the important value for the civil servants. They should try to create the competetive envaiement in every sector of national economy.

Something similar to Japan's Quolity Control Circeles should be established in every ministry. The people belongto this Circles will can compete in improvement of efficiency of their work, better organisation and improvement

of working conditions in the rooms in which they work. They will be getting rewards for implementing the innovations. Especially they will be able to join the more interesting training courses, faster promotion and better working conditions can be the best rewards for the people working in the team which wins.

4. In Japanese management, identification with the firm, playing a very important role. We should build the new spirit of every ministry in Poland. The mission of the ministry should be written and every civil servant working in the ministry have to know it. The Meetings of all staff can be more often. We have to improve the document circulation in the ministry. And Japanese experience in this area can be very useful. I think also that the Japanese way of decision making (from bottom to up) can be implemented in many areas of ministerial activity.

B. The priorities in the industrial policy

Polish Government cannot solve all problems of the country immediately. We have to choose which problems can be solved firstly. Some problems need long time to be solved. Some of them we should start to solve earlier because the results of our effort will be after many years from starting point.

The Japanese experience after the Second World War can be very useful in choosing our priorities. Poland has a very big debt. And we have to earn foreign currency to give back the money which the communistic regime borrowed before. Export promotion has to be the most important objective of our economic policy.

If the conditions for Polish producers have to be stabilized, it is necessary to determine stable principles of bilateral as well as multilateral cooperation. Exporters to EEC, EFTA,

Japan and NAFTA have to cope with lack of distribution channels as well as high quality and sanitary standards. These markets are also protected by qualitative import limits. But from financial point of view they raise no special problems. Trading with Middle and Eastern Europe is another matter. The exporters to the economies in transition are facing additional challenges: finding a partner and a source of transaction financing. Efforts are made to create an international financial system, which would allow quick supply of foods and other goods to Russia and other East European countries. In Poland the Corporation for Insuring Export Credits has been established, but its financial means are still rather small. It is also worth noticing that joint firms of exporters and importers are being organized to facilitate trading. Such forms of local initiatives concern the near border cooperation and are worthy to be observed and supported for they promote more extensive regional cooperation.

The economic program for 1992-1994 was built on the assumption that the government has to act simultaneously in two areas:

- a/ economy transformation directed towards market economy, which implies the continuation of organizational and institutional changes in property rights and the extension of private sector
- b/ putting into motion a set of intervening instruments, which would make it possible to check the recession. It was agreed that the choice of intervention methods should correspond with the philosophy of market economy. Japanese experience in this kind of intervention can be very useful.

The choice of relevant policies and the rate of country reconstruction are greatly limited by social problems. The deepening recession and the resulting quick growth of

unemployment, declining average level of real incomes, decreasing possibilities of state budget to finance social benefits make up a conglomeration of factors, which may jeopardize to proces of reforms. That is why neither the program of internal economic policies, nor the elaboration of new principles or international economic cooperation can disregard social conditions in Poland. Most houtholds are faced the growing difficulties in their live activities. The fall in income is simultaneous with the increasing of fixed costs of living (e.g. rent, space heating, electrical energy, gas, domestic hot water, educational and health expenditures commuting etc.). The fall in participation of food and clothing costs is particulary rapid.

Economy transformation also requires a reform of labor force development. In the present decade a growing number of young people will be entering labor market. Efforts have to be made to prepare them for work in new conditions of international cooperation and in competetive market environment. The chance of professional career would make the young people supporters of the reform. The technical assistance from more developed countries like Japan can easily create new possibilities of training and new methods of solving this problem. The creation of possibilities of training in various skills and services (for example: banking, management, supervision, tourism, marketing etc.) is very essential. The above proposals could relatively quickly solve the problem of shortages of appropriately qualified personel and contribute to speeding up improvements in management and work organisation. This could also be a help to the development of teachers needed by Polish schools undergoing modernization.

We cannot focus only on the sectors in which we have comparable advantages on the world market. The international market affect our economy to import most spoily, dirty and noisy technologies which are danger for human and natural environment. The government has to protect our economy and not allow to import this kind of technologies.

The Japan's Government have a good experience in creating the comparable advantage of Japan industry in the new areas. The most interesting for us are this sectors which employ better educated people. It created demand for educational services and creates better perspective for future social and cultural development. The higher cultural and educational level affect positively economical development. We should to create the base for future development in the new directions connecting with informatical and biotechnological industry. Our resources of coal and sulfur create the good base for advanced chemical industry development.

C. How to develop competetive and self reliant enterprises

1. Government of Japan in the last century many times established state owned enterprises. Especialy on the beginind of Meji Era and before the Second World War the process of creating the new state owned enterprises was very essential. And the Government of Japan has many experience in managing of this kind of enterprises. But he find that the best solution of the noneffective management problem is privatization. The menagement of state owned enterprises has not motivation strong enough to compete on the market. This is the main reason why the privatization process in Poland is so important for its future development.

The transformation of the national property into private companie

is realizing in Poland in many different ways:

a/ transformation of state owned enterprise into a company(or limited company) with State Treasury as a sole shareholder, and next sale of shares on the Stock Exchange Market or directly to the foreign and polish investors.

b/ privatization of a state enterprises through liquidation of its legal status and sale of its assets as the whole or in parts to private companies or giving them on lease.

c/ sale enterprises or their parts to private investors by auction

d/ universal privatisation consisting in giving every adult polish citizen the right to obtain shares of society established Management for Common Investments (MFCI). This MFCI will be held 60% of assets of 600 enterprises which will be chosen from 8500 state owned enterprises

It is a common opinion in Poland that some kind of enterprises like national airlines, railway, and some part of defence industry cannot be privatized and for ever have to be state owned.

Experience in Japan is different. The Japanese witness successful privatization of this kind of enterprises. I hope that the Polish Government learns from Japanese that this kind of enterprises can be private.

2. The weak economy at the starting point has to be protected from the competition of better developed and stronger economies. The experience of Japan attest this truth. But Japanese discovered that this protection have to be establish only in limited time. Every management in protector sector have to be sure that he has few time for reconstruction and has to hurry to be absolutely competetive when the protection will be finished. It was not

consider enough in Poland. It should be established as a principle that protection always has to be limited in time.

It is very important to avoid direct donations to enterprises. If government wants to give help to some enterprises it is better to lend them money, for more or less preferable conditions.

3. As we learn in Japan the best protection for domestic companies is creation of strongly competitive environment for them. And Japan has done it successfully.

The industrial policy in Japan is not created in the silence of cabinets. It is negotiated with enterprises. This experience should be implemented in Poland. Very often the entrepreneurs have a best knowledge about the methods of creating the competitive and effective company. And they can teach officials from government how to cultivate competitive company without killing his self-reliance.

4. A good way of help for domestic companies is creating the forum of exchange of their managerial knowledge. It will be very useful to establish in Poland something similar to Productivity Centers. These Centers established by government and private sector will be financially self-sufficient. They will train the management of enterprises and sell some services for enterprises like financial and organizational audit, project evaluations, feasibility studies etc.

It will be the germ of training institution which will be effectively spreading the foreign experience in management in Poland. The Japan's assistance in this kind of project will be very desirable.

D. Conclusions

The achievements of Japan's society cannot be repeated by the same schedule in Poland. But many elements of Japan's drive to modernization are fully applicable in the Polish conditions.

The situation of Poland in many aspects is very similar to the situation of Japan after the Second World War. In both countries the level of education is respectively high. In both countries people are highly motivated to develop their economies. Both countries, Japan after the war and present Poland, were faced with necessity of rebuilding their economies. In the immediate postwar years Japan was faced (as Poland now) with high inflation and lack of commodities. And in both countries economy was unbalanced and highly monopolized. During the Second World War Japan's industry was concentrated on military equipment production. The capacity of Polish defence industry now is many times higher than it is necessary for safe development of the country. Both countries had not enough accumulated capital to invest in key industries to promote them and make them fully competitive. And both countries had to restore their external economic relations. Japan just after the war and Poland now are driving from centrally controlled to market economy.

All similarities mentioned above (and there is much more which can be founded) effect the similar way of development of both countries. Similar problems can be solved with similar methods. The Poland follows Japan in the methods of problem solution. And tries to keep the similar path in her effort to joining to the world market.

The Japan is very successful in economic development. The

Japan's companies are very competitive. It is good pattern for Poland. It creates hope for polish citizens that their efforts will be fruitful. The Japan's assistance can help polish people to solve majority of problems they are faced.

DESIRABLE EXTENT FOR GOVERNMENT
INTERVENTION FOR DEVELOPMENT

Hussein Hassan Mohamed Amar
(Sudan)

Introduction

Nations may differ in their political systems and stability, natural resources, economic activities, degree of development, social characteristics, and the nature of problems they face. Yet without exception, all governments try to develop their economies and uplift the standard of living of their peoples. Hence their route to progress may not necessarily be the same.

To make for these differences these countries should allocate resources and adopt policies and ways and means suitable to their individual situations. This is not to say that, they fall back on their own discarding experiences of other countries. Nor, on the other hand, try to transfer these experiences as they are, without due considerations to their applicability in their specific environments.

The wisdom underline effectiveness, and effectiveness in turn, is to build up feasible experience, through adaptation of policies, technologies, and ways and means of advanced countries to your own circumstances.

Types of Intervention

There seem to exist three basic types of policies related to government intervention in economic and industrial development. The first one is regulatory, the second is central planning and the third is between these two extremes.

Regulatory type

The first is the regulatory type of policy, which is adopted by the western industrialized countries led by U.S.A. It is all

out for free market economy. It expresses itself in privatization of the ownership of business enterprises, abstention of government intervention except for providing environment conducive to investment, increase of production and free competition. But this type of intervention is virtually ideological depending on the principles of private freedom of business with the role of government limited to creating an atmosphere commensurate with these principles.

The pitfalls of this system lies in the uncertainties it creates. Unlimited freedom may lead to pursuit of profit on individual level even at the expense of interests of macro-economic growth. Internal destructive competition and monopoly derives may also be some of its results. This system also presupposes the existence of a strong and mature private business companies, which is not the case in most developing countries including the Sudan.

Central Planning Type

The second type of government intervention is that of central planning economy. This system was the brainchild of communist countries with the leadership of the former Soviet Union. The core of this type of intervention is that it tries to make comprehensive long-term and medium-term economic, industrial and social planning. And concentrate bureaucratic efforts to have them implemented.

As a fact, most of the developing countries, including Sudan, fascinated by this regimented type of economic development have adopted it for sometime. In the Sudan it continued for about thirty years (1959-1989). But eventually it proved a total failure. The reasons were in general lack of political will and derive, lack of self-discipline in the pursuit of defined objectives of the plans, in addition to the inefficiency of management. Also distribution of efforts in so many aspects of economic and social life were to be accounted for. Forecasted foreign exchange components of the schemes in the plan fell short of expectations. The net results in thirty

years did not exceed few sugar, cement and textile factories producing less than half of their projected maximum capacities against foreign debt of \$15 Billion.

Therefore, this type of economic planning has been abandoned three years ago. And the new government now in office adopted new economic, industrial, administrative and social policies which will be discussed later on.

Guidance and Coordination Type

The third type of policy is that, in my opinion, pursued by Japanese Government. It steers off between the two extremes mentioned above. Here the government does not merely regulate, nor plan everything centrally. But rather one of adopting selective policies most suitable to the stage of development, and providing guidance and derive for appropriate machinery, whether public or private enterprise, and leave the rest to management. It is a sort of intervention through macro-economic plans, co-ordination and guidance.

It accounts for the miraculous Japanese success in economic and industrial development. Many factors underline these successful policies. Most important being political will and derive, administrative self disciplining, hard work and devotion, social cohesion and respect of hierarchical order (or seniority), in addition to highly skilled and well paid bureaucracy.

These factors perhaps account for the rise of Japan from the ruins of the Second World War to the second position of economic and industrial power in the world in less than fifty years.

It is an example which provides a model to many developing countries to follow. And to be successful they must not ignore dissimilarities between their individual situations and that of Japan.

Government Intervention in Sudan

The new government of Sudan which came to office have reversed the former policies of Central Planning Economy to free

market economy with some limitations. These policies include economic, industrial, administrative and social aspects, which were to work for three years (1990-1993). It is called National Economic Salvation Programme.

Economic Policy

In the economic aspect the policy aimed at arresting the deterioration in the economy and lay the foundations for a sound recovery to put the economy on a path of sustained growth and financial stability. These are being sought in the area of production and growth by speeding up and finalizing the 1990 Investment Encouragement Act, and reviewing all relevant laws to ensure their consistency with encouragement of investment and production. It includes rescheduling and/ or maintain servicing of critical debts and rehabilitation of existing and new agricultural projects as a leading sector.

Financial policies include reduction leading to complete elimination of fiscal deficit by 1993. And reduction of food subsidies through introduction of two-tier pricing system for subsidized goods ending with market prices. Other measures include reviewing of the tax system and ensure equity and consistency, as well as to reduce allocations for chapter one of the budget (salaries and allowances).

In the area of monetary and credit policy the policy is to adjust credit arrangements to the objectives of establishing direct linkages between credit and production, and to establish a capital market for trading in financial stocks, and privatization of government owned commercial banks. In the area of commercial and foreign exchange resources the policies emphasize on efforts to increase exports of cattle, sheep, corn, cotton yarn textiles, edible oils through liberalization of export prices. In the area of parastatal sector the policy is to reduce government direct intervention in the economy. It includes steps to either sell, liquidate or privatize government owned enterprises in agricultural, industrial and transport and communication sectors, as well as hotel industry.

Industrial Policy

In the field of industry the policies is to revise Industrial Encouragement Laws and to give tax privileges to newly established industries for certain number of years, and to encourage industries of processed local products such as cotton textiles, extraction of edible oils from oil seeds such as groundnut kernels, sesame seeds and cotton seeds, sugar, leather wear and other industries of local inputs.

Administrative Policy

In the administrative aspect the government intervention are expressed in programmes to conduct administrative reform in many areas. These include reviewing Public Service Laws, revision and development of government expenditure on chapter one of the budget (salaries and allowances), a programme for conducting an (O. and M) on selective central ministries and states at this stage. The aim behind these policies is to improve the standard of performance of the civil service and to uphold discipline and effectiveness of organizations.

Social Aspect

On the social aspect the government provided special funds for two purposes one for social welfare to help the low income sectors of the society and mitigate the cost of adjustment of the economy. The second one is for the resettlement of the displaced citizens as a result of war in the south, to productive areas, or to their original home areas, and to provide them with funds and tools and means of starting a new productive life.

Conclusion

Differences in various aspects of life of nations should express themselves in the types of approach of each country towards solving their economic problems and provide for development. Among three types of government intervention in

administration, the most one suited to their situations seems to be the one that constitute a mixture of regulatory nature and centrally planned economy. Japan's experience is a case in example. The government of the Sudan have recently adopted and similar policies the results of which are so far promising.

FINAL REPORT

Chotima Aroonrarana

(Thailand)

Development is a long path to the goal. It takes a complex factors into its process before it comes to its final objectives. Many trials and errors is a series of learning process itself. A country usually has to have drowned into misery before it is able to get through the process.

Thailand, undoubtedly is also a country drifting in this stream of development process and has get through in certain areas of development. It is the fact that these process based on the strong will and policy of the government to intervene the development for its final achievement.

The development in Thailand

Thailand's development is under the National Economic and Social Development Plan which is considered as a middle-term plan of five year. The first five-year National Plan was established in 1961. Since then until now there are a continuous planning of altogether Sixth National Plans (1961-1991), and now the Seventh National Plan is under implementation (1992-1996).

The early National Plans emphasized mostly on infrastructure development and industrialization as well as economy development with concentration on income distribution (Details as in attachment).

The Seventh National Plan which has started implementation now (1992-1996) is still maintain and emphasize on balance in both quality and quantity of development including social justice which will lead to a sustainable development onward.

These are three major objectives of the Seventh National Plan:-

- 1) to continuously sustain the economic growth at an

appropriate level, with stability,

- 2) to distribute income and development prosperity to the regions,
- 3) to develop human resources, quality of life, environment and natural resources.

In the past 30 years, Thailand's National Plans has been important as a policy guideline or policy framework for the development. The result of implementation comes out quite successful. These are development in the aspect of economy and social for example, the investment from foreign countries, high competitiveness of private sectors, preparation of restructuring the government administration (bureaucracy), quality of life improved as well as high standard of education is raised. Also the National Plans constitutes a new concept on the highland development as well.

However, the implementation of the National Plans could not successful if without the quality of the administrator which implies good personnel and management. The case can be seen from the policy of the government on Drug Abuse Control.

It is very clear that the government pays strong intention to carry out the policy on solving the narcotics problem, because the problem is a serious and long standing that creates tremendous effects on social security and stability of the society. The policy on this aspect is therefore outstanding and continuous.

The role and responsibilities of the Office of Narcotics Control Board (the ONCB)

The ONCB was set up in 1976 as an independent department under the Office of the Prime Minister by the provision of the Narcotics Control Act of 1976 and the Amended Act of the Proclamation of the Revolutionary Party No.216 in 1972.

The ONCB is responsible for carrying out all activities in accordance with the resolution of the Narcotics Control Board, and also acts as the central coordination agency in all matters pertaining to narcotics prevention and suppression.

The policy and approach of the ONCB is as follows:-

1. Planning and coordinating
2. Narcotics law enforcement
3. Preventive education and information
4. Treatment and rehabilitation
5. Development promotion and narcotic crops control
6. Research and management information system
7. Laws and narcotics offenses
8. International cooperation

Government policy to overcome Narcotics Problem

The policy to overcome the narcotics problem in Thailand is implemented by the Office of Narcotics Control Board through two strategies. They are

- 1) Demand Reduction strategy, and
- 2) Supply Reduction strategy

These two strategies are conducted by measures related to the problems.

The demand reduction pertaining of the measures on drug prevention and education, and drug treatment and rehabilitation. The supply reduction relates with the measures of laws enforcement and narcotic crops control.

It is understandable that the four measures mentioned have been carried out parallelly and simultaneously. However, the supply reduction measures seems to become a vital role in implementation because it relates to the international concerns. It is because Thailand is one of the world's opium production field.

The international organization and foreign countries provides big assistance of grants to reduce the supply of the production of opium. The foreign assistance has established long enough to develop long process of know-how for development which consequently occurred as in line with the policy of the government to use certain intervention for development in the highland of northern Thailand, in particular, the narcotic crops control activities, which directly the area which dealing with

the hill tribes population which are the ethnic minorities and are considered as opium producing group.

In the Sixth National Plan, the development of the highlands and described and covered in the context of national security as part of the National Rural Development Plan. More specific, it has focused on three separate but interlinked objectives which leads to:

- the establishment of permanent settlements;
- the reduction of opium poppy cultivation areas;
- the conservation of national resources and in particular the watersheds.

During the 1980s, Thailand began to experience increasing economic growth and assume a more progressive and important in Asia. With this new role, the government also has a necessity to better address the needs of the various elements of the nation, that is to say social, culture, political and so on, and to integrate these element into a more equitable scheme of national development. The highlands of Northern Thailand has problems not only because it relates to the opium poppy cultivation area, there are also other main problems which cause several related problems as the following:-

- 1) hill tribe problem
 - population increase
 - poverty
 - education and health problem
 - problem of ethnic group
- 2) destruction of natural resources
 - forest
 - soil
 - watershed

The development carried out on the supply reduction strategies is quite successful and recently, the government has established a Master Plan for Community, Environmental Development and Narcotic Crops Control in the Highland (1992-1996) to solve the several problems in the highland at both the

policy and implementation levels.

Conclusion

The Japan's development experiences is derived from very strong economy approach and education fundamental. It can be applied in certain extent to how the Thai Government can be able to look at the development of the highland as an economy development and what kind of infrastructure is needed to strengthened the growing of economy in the highland. The three major factors which has pushed the economy of Japan will be important to the consideration of the development.

They are

1. political and policy stability
2. appropriate macro policies
3. human resource development

The Japan's experience is a good example of policy-makers and implementor. The government is strongly carrying out the policies not just leave the policies as paper on the table. They believe the action oriented method rather than just talking about it without any action taken place. This is something can be applied in any country's development package and it is very essential issue to be concentrated and taken into consideration as well.

Thailand has come to the point where it has been assumed to have achieved the economy growth in some extent. However there are still many additional factors that should be applied in the government administration that can be taken from the Japanese style of management and the concerning factors, especially the three major factor of development which will lead to the sustainable development of the national plan in long future.

The emphasis of the government on
National Economic and Social Development Plans

National Plans	Emphasis	GDP growth rate (% per annum)
1st plan 1961-1966	Infrastructure development, Communication and transportation, irrigation and electricity	8.0
2nd plan 1967-1971	Infrastructure development, industrialization, and economy growth	7.5
3rd plan 1972-1976	Industrialization, social development, education, health, population planning	6.2
4th plan 1977-1981	Economic development emphasis on agricultural and industrial sectors, Improvement of export earnings, income distribution, employment creation	7.0
5th plan 1982-1986	Economic stability, income distribution Problems of poverty in rural and urban areas	4.4
6th plan 1987-1991	Employment, income distribution economic growth, improvement of efficiency of resource use	5.0



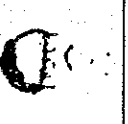


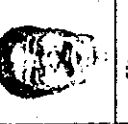



ANNEXED PAPERS

A. LIST OF PARTICIPANTS IN "SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION (SENIOR OFFICIALS) IN 1992"
 (平成4年度 上級国家行政セミナー 研修員リスト)

国際協力事業団

JAPAN INTERNATIONAL COOPERATION AGENCY

As of September 8, 1992

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Office Address
1		Dominican Republic ドミニカ共和国	Mr. <u>Guerrero-Pou</u> , Wenceslao Enrique ケレロポウ ウェンセスラオ エンリケ	Jul. 24, '60 (32)	Minister Counselor, Director of the Economic Dept., Ministry of Foreign Relations 外務省経済担当部長	University Pedro Henriquez Urena (Law)	Independencia Avenue #752, Santo Domingo, Dominican Republic
2		Egypt エジプト	Ms. <u>Inas Hanna Salib</u> イナス ハンナ サリア	Jan. 29, '51 (41)	Director of Performance Evaluation of Public Services, Central Agency for Organization & Administration (CAOA) 人事管理庁業務評価課長	B. A. (Commerce), Faculty of Commerce, Cairo University	El-Nasr Road, Nasr City Cairo
3		India インド	Mr. <u>Om Parkash Ahuja</u> オム パルカシュ アフジャ	Oct. 12, '41 (50)	Under Secretary, Revenue Dept., Ministry of Finance 大蔵省蔵入庁課長	B. A. (English, Hindi, History), Punjab University Chandigarh	Under Secretary, Ministry of Finance (Department of Revenue), Central Secretariat, North Block, New Delhi
4		Indonesia インドネシア	Mr. <u>Prajito</u> プライット	Oct. 14, '43 (48)	Head, Division of Human Resources Development, Bureau of Personnel, Cabinet Secretariat 内閣官房人事局総務課長	B. A. (Law), University of Indonesia	Bureau of Personnel, Jalan Veteran No. 18 Jakarta Pusat, Indonesia
5		Malaysia マレーシア	Mr. <u>Alias Bin Mohd. Ali</u> アリアス ビン モハメド アリ	Mar. 5, '54 (38)	Assistant Federal Secretary, Federal Secretary's Department, Sarawak サラワク州通運事務局次長	B. A. (Anthropology & Sociology) University of Malaya/ M. P. A. (Personnel Management), The American University USA	Federal Secretary's Department, 17th Floor, Bangunan Sultan Iskandar Jalan Simpang Tiga, 93300 Kuching
6		Nigeria ナイジェリア	Mr. <u>Abdul Ganiyu Salami</u> アブデュル ガニユ サラミ	Jul. 29, '56 (36)	Assistant Director & Personal Assistant to the Secretary to the Government of Nigeria 大蔵省副課長	M. P. A., Queensland University Australia	Federal Government of Nigeria, the Presidency, Presidential Villa, Asokord, Abuja FCT
7		Poland ポーランド	Dr. <u>Jerzy Kowalczyk</u> イェジェ コバルチェック	Mar. 4, '49 (43)	Director General, Central Planning Office 中央計画局長	Ph. D., Institute of Philosophy and Sociology Doctoral Studies	03-507 Warszawa, Poland Plac Trzech Krzyzy 3/5
8		Sudan スーダン	Mr. <u>Hussein Haasan Mohamed Amar</u> フセイン ハッサン モハメド アマル	Jan. 1, '37 (55)	Director, Research Legislation and Training, Civil Service Department 公務員省調査、法制、研修局長	M. P. A., University of Birmingham U. K.	P. O. Box 319, Khartoum, Sudan
9		Thailand タイ	Ms. <u>Chotima Aroonratana</u> チャティマ アロラタナ	Jun. 16, '50 (42)	Sub-Division Chief, The Office of the Narcotics Control Board, Ministry of the Prime Minister 首相府麻薬対策委員会課長	B. A. (History), Thammasart University	The Narcotics Crop Control Division, The Office of the Narcotics Control Board, Dindaeng Road, Bangkok, 10400

* 個別研修

**B. DAILY SCHEDULE OF THE SEVENTH SEMINAR ON
NATIONAL GOVERNMENT ADMINISTRATION, 1992**

<i>Date</i>	<i>Hour</i>	<i>Schedule</i>
Mon. 21 Sep.		Arrival
Tue. 22 Sep.		JICA Briefing, Orientation
Wed. 23 Sep.		National Holiday (Autumnal Equinox Day)
Thur. 24 Sep.		JICA Centre Orientation
Fri. 25 Sep.		JICA Centre Orientation
Mon. 28 Sep.	10:00-10:30	Opening Ceremony
	10:30-12:00	Programme Orientation
	14:00-16:00	Lecture "Japanese Civil Service System and National Personnel Authority" by Mr. MATSUMOTO, NPA
	16:30-17:00	Courtesy Call on the Acting President of NPA
	17:00-18:00	Welcome Party hosted by the Secretary General of NPA

Part I Modernization of Government Administration

Tue. 29 Sep.	10:00-11:00	Briefing on case studies
	13:30-17:00	Case Study 1 "Industrial Policy" Visit to NKK Keihin Steel Works
Wed. 30 Sep.	10:00-12:30	Seminar "Modernization Process and Government" led by Professor YOSHIMURA, Saitama University
	14:00-16:30	Continued
Thur. 1 Oct.	10:00-12:00	Case Study 2 "Transportation Policy and Privatization": Lecture "Railway Policy in Japan and Privatization of Japan National Railroad" by Mr. HARA, Ministry of Transport
	14:00-16:30	Observation "Ikebukuro Station Area Development Project": Visit to Ikebukuro Terminal Building Company
Fri. 2 Oct.	10:00-12:30	Lecture "Cabinet System in Japan" by Mr. ETO, Prime Minister's Office
	14:00-16:00	Case Study 3 "Agricultural Development Policy": Observation "Kasumigaura Irrigation Project"

- Mon. 5 Oct. 10:00-12:30 Lecture "Agricultural Development Policy in Japan" by Mr. SAKAI, Ministry of Agriculture, Forestry and Fisheries
14:00-14:30 Courtesy Call on the Minister of State, Chief Cabinet Secretary
- Tue. 6 Oct. 10:00-16:00 Case Study 4 "Research and Development": Visit to Tsukuba Science City
Electrotechnical Laboratory, Tsukuba Academic City
Government Buildings Management Centre, Tropical Agricultural Research Centre
- Wed. 7 Oct. 10:00-12:30 Seminar "Research and Development" led by Dr. ISHIZAKA, NPA
14:00-16:30 Continued
- Thur. 8 Oct. 10:00-12:30 Seminar "Industrial Policy" led by Mr. KODAMA, Saitama University
14:00-16:30 Continued
- Fri. 9 Oct. 10:00-12:30 Seminar "Role of Administration for Development" led by Mr. SHIMIZU, Institute of Developing Economies
14:00-16:30 Continued
- Mon. 12 Oct. 11:00-11:30 Honourable Visit to His Imperial Highness, the Crown Prince NARUHITO
14:00-16:00 Special visit to the Imperial Palace
- Tue 13 Oct. Individual Study

Study Tour

- Wed. 14 Oct. Shinjuku (Tokyo) – Kami-suwa
13:30-16:30 Visit to the Miyada Village, Nagano Prefecture
Accommodation: Suwa City Hotel Naritaya (Suwa City)
- Thur. 15 Oct. 9:30-12:00 Visit to Olympus Optical Company, Tatsuno Plant (Tatsuno Town)
Shiojiri – Nagoya, Nagoya – Osaka by Shinkansen (bullet train)
Accommodation: Hotel Keihan Kyobashi (Osaka City)

- Fri. 16 Oct. Visit to Kansai International Airport Company
 10:00-11:30 Observation on the construction site (Izumi-sano City)
 14:00-16:00 Visit to the head office (Osaka City)
 Osaka – Kyoto by bus
 20:40-21:40 Visit to Gion Corner
 Accommodation: Hotel Gimmond Kyoto (Kyoto City)
- Sat. 17 Oct. 8:45-12:30 Kyoto City Bus Tour
 Kyoto – Tokyo by Shinkansen (bullet train)

Part 2 Economic and Social Development for Developing Countries

- Mon. 21 Oct. 10:00-12:30 Seminar "Economic Development for Developing Countries" led by Professor HIRONO, Seikei University
 14:00-16:30 Continued
- Tue. 22 Oct. 10:00-12:30 Group Discussion led by Professor ITO, Saitama University
 14:00-16:30 Continued
- Wed. 23 Oct. 10:00-12:30 Continued
 14:00-16:30 Concluding Discussion led by Professor ITO, Saitama University
- Thur. 24 Oct. Report Writing
- Fri. 25 Oct. 10:00-12:00 JICA Centre Orientation
 14:30-16:30 Evaluation Meeting
 16:30-17:00 Closing Ceremony
 17:00-18:00 Farewell Party
- Sat. 26 Oct. Preparation for departure
- Sun. 27 Oct. Departure

C. LECTURERS' AND OFFICERS' ADDRESS

Lecturers

- (1) Mr. Toshiaki MATSUMOTO
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- (2) Professor Toru YOSHIMURA
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- (3) Mr. Katsuhiko HARA
Senior Officer for International
Affairs
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Ministry of Transportation
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- (4) Mr. Hidesato ETO
Counsellor
Prime Minister's Secretariat
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- (5) Mr. Masaki SAKAI
Assistant Director
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- (8) Mr. Manabu SHIMIZU
Director
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Institute of Developing Economies
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Tokyo 162, Japan
- (9) Professor Ryokichi HIRONO
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(10) Professor Daiichi ITO

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