

FINAL REPORT

TRAINING COURSE

•THE GROUP TRAINING COURSE

IN NATIONAL GOVERNMENT

ADMINISTRATION

NAME OF PARTICIPANT

•HASSAN GHASEMI SHAD

COUNTRY

•ISLAMIC REPUBLIC OF IRAN

THEME

•SOCIO ECONOMIC ASPECT OF

THE ISLAMIC REPUBLIC OF IRAN

JUNE 1995

Socio - Economic Aspects of the Islamic Republic of Iran in Figures

Religion

The official religion of the Islamic Republic of Iran is Islam of the Ja'fari 12 - Imam sect (Shiite). The other sects of Islam are regarded with full respect. Iranian Zoroastrians, Jews and Christians are the only recognized minority religious groups.

Language

Farsi (Persian) is the official language in Iran. However in regions in which the majority speak in ethnic languages, their teaching in schools is allowed. English is spoken by educated people as a second language. Farsi alphabets are similar to Arabic ones.

Population

According to the preliminary results of the population census in 1991, total population of Iran was 58.1 million, of which 33.1 million residing in the urban areas and 25.0 million in the rural regions. Considering the population of Iran in 1986 as being equal to 49.5 million, then

the growth rate of population in 1986-91 period is 3.28 percent, which although less than the 3.9% of the previous period but still one of the highest in the world. A widespread effort to reduce the births through explanatory and publicity programs is now under way.

With respect to a 3.28% population growth rate, Iran's population in 1993 will equal 62.0 million.

Population density in Iran is 37.6 persons per sq/km (97.4 per sq/mile). With the current population growth rate, Iran will see a doubling of population in 21 years. The following table demonstrates Iran's population in the last and future 20 years.

The population of Iran is very young and the average longevity among men and women are 64 and 65 years, respectively. Children and teenagers have the highest share in the population. Ratio of men to women in 1986 census was 105 to 100. This ratio applies for the whole country and the urban areas, while in the rural it is 104 men to 100 women.

Urbanization in Iran is spreading rapidly. There existed 21 towns with a population of 100,000 in Iran in 1976. But in 1986 the number grew to 41 towns.

A major characteristic of the Iranian population is the emigration to Iran from the

Iran's past population and its future estimation (million)

Year	1976	1986	1991	2001	2011
Total population	33.7	49.3	58.7	77.4	101.0
Urban population	15.9	26.7	32.5	42.9	56.0
Rural population	17.8	22.6	26.2	34.5	45.0

neighbouring countries. In the decade to 1986, 5,820,625 migrants entered Iran, with those from Afghanistan and Iraq accounting for the highest shares, respectively.

Manpower

According to the Population and Housing Census in 1986, population of the age 10 years and over in that year was 32,874,000 of which 12,820,000 were active, 11,002,000 employed and 1,819,000 were unemployed or seeking work. Of the 20,054,000 economically inactive population, 6,531,000 were receiving education and 11,170,000 were housewives, 563,000 were unemployed but with income, and the remaining 1,791,000 were of other categories.

Of the total economically active population of 12,820,000, 11,512,000 were male and 1,308,000 were female. Lastly, of the total population of 10 year olds and above, 14,438,000 were residing in rural areas and 18,281,000 in the urban regions. Employment of the population of 10 years of age and over in 1986, and according to various categories was as follows:

Total	11,002 thousands
Agriculture, Animal Husbandry, Hunting and Forestry	3,191 thousands
Mining	32 thousands
Industry	1,451 thousands
Electricity, Water and Gas	91 thousands
Construction	1,206 thousands
Wholesale and Retail Trade, and Restaurant	785 thousands
Transportation, Communication and warehouses	631 thousands
Public, Social and personal services	3,050 thousands
Unclassified	360 thousands

Overall, 64.5% of employed persons in 1986 were in the private sector, 31.3% in the public sector and 4.2% were unspecified. While, 25.3% of the employed persons worked in the industry (industry, mining, water, electricity and gas, and construction), 24.0% in agriculture, 42.3% in services and the remaining 3.3% were unknown.

The number of person working for the government in 1986 was 1,433,966, while in 1989 it was 1,492,822 of which 443,840 were female.

The Ministry of Education had highest share of employment in 1989 of 740,434, with Ministry of Health, Medical Care and Education coming second with an employment of 215,602 persons.

Education

According to the population census of 1986, the literacy rate in the country was 61.8% with that of males 71.0 percent and females 52.1 percent. Of the total population in urban areas, 73.1 percent were literate, while the rate in rural regions was 48.4 percent.

80.4 percent of male population

in urban areas were literate, while the figure for females was 65.4 percent - the figures for rural areas being 60.0 and 36.3%, respectively.

Tehran with 78.3% has the highest literacy rate in Iran, that of males being 83.2% and females 72.4 percent. Esfahan with 71% literacy rate came second, with Semnan with 70.5% and Yazd with 69.6% percent coming next.

In the 1990-91 school year, 15,018,903 people were receiving primary and secondary education, of which 8,378,626 were boys and 6,640,275 were girls. These were studying in 87,024 schools with 485,186 classrooms. Population at the higher education level was over 250 thousands.

Health and Medical Care

According to the latest census, there were 199,976 people employed at the ministry of Health, Medical Care and Education in 1990 of which 16,701 were physicians and 104,372 clinical staff, not taking into account the personnel in the private sector. Also, there existed 621 medical establishments with 82,694 hospital beds. Of these, 439 units with 60,972 beds belonged to the public sector and the rest to the private sector. Tehran with 141 units and 27,176 beds enjoyed the largest share of the medical facilities.

Of the 4474 clinics in 1990, 2538 were in urban centres and 1934 in rural areas.

30,062 villages with a population of 14,967,434 enjoyed health

centres.

Active Health Centres in the country were 8,736 units, with 5,644 of them providing the services of itinerant physicians and employing 14,922 nursing assistants.

In the same year there existed 2,765 pharmacies, 267 affiliated to the Ministry of Health, Medical Care and Education and the remaining 2427 belonging to the private sector. To fight malaria, 387,206 villages were visited and 10,433 of them were sprayed with insecticides.

There also existed 51 medicine-producing units.

All together 485 million units of medicine worth 13,391 million rials were imported in 1990.

Economic Structure

According to the constitution of the Islamic Republic of Iran, the economic system of the Islamic Republic of Iran is composed of public, private and cooperative sectors. Based on article 44 of the constitution:

- 1- The public sector includes all large - scale industries, foreign trade, large mines, banking sector, insurance industry, energy provision, dams and water - supply networks, radio and television, post, telegraph and telephons, air, sea and road transport, and the like.
- 2- The cooperative sector includes cooperative firms and institutions in production and distribution in urban and rural areas operating on Islamic criteria.
- 3- The private sector includes

those activities in agriculture, animal husbandry, industry, trade, and services which complement the working of public and cooperative sectors.

In the years following the victory of the Islamic Republic of Iran, especially in the imposed-war period, many of the economic activities came under the control of the government but recently grounds have gradually been paved for the expansion of the private sector activities and the privatization plan is being implemented.

In the five-year development plan, share of the private sector in the total Fixed Capital Formation has been 60 percent. The private sector still has not the highest share in the economic plan of the country, but in some fields, such as agricultural sector, it enjoys the highest share.

Iran's economy can be termed as a "guided economy" since on the one hand, the government through its affiliated organizations pursues its programs, and on the other hand, development plans allow the government to direct the economy in its desired path. Characteristics of the economy according to sectors is given below.

Agriculture

According to the agricultural census of 1988, there existed 104,269 population centres in rural areas, of which 38,058

were not inhabited.

In that year total agricultural land amounted to 16,872,000 hectares as follows: annual cultivation (10,296,000 hectares) fallowland (5,364,000 hectares) orchard and tree-raising (1,211,000 hectares). Of the cultivated land 4,620,000 hectares were irrigated and 5,676,000 under dry-farming.

Production of main agricultural goods in

Good	1988 Production (ton)
Wheat	5,775,427
irrigated	3,267,355
dry-farming	2,508,073
Barley	2,589,810
irrigated	1,611,868
dry-farming	977,944
Lentils	55,313
Paddy rice	1,227,325
Pulses	67,127
Potatoes	815,813
Lucern, sainfain, clover	2,770,384
Other animal-fodder Plants	618,532

Production of main industrial plants in

Crop	Iran in 1990 Production (1,000 tons)
Sugar beet	3,608
Sugar cane	1,659
Cotton	373
Tea	191
Tobacco (1989)	16

Regarding investment, a sum of 164,971 million rials was allocated for the development of agriculture and natural resources in 1990, out of the investment budget of the country.

Animal Husbandry

Traditional livelihood of ancient

Iranians was based on animals. Animal husbandry in Iran in recent years has been facing unpleasing events retarding its growth and development. Eight-year war, recurrent flooding, destructive earthquakes, and many other factors, including the high price of meat inducing unoptimal slaughtering have decreased growth of domestic animal population in the country. Shortage of animal fodder and destruction of many pastures served as additional problems.

According to agricultural census of 1988, there existed 40,665,000 sheep and lambs, 21,759,000 goats and kids, 6,386,000 cattles, 383,000 buffalo and 143,000 camels.

In 1988 there were 7613 mechanised cattle-rearing units with 713,266 cattles.

Data on slaughtering in 1989 were as follows: sheep and lambs, 8,175,000, goats and kids, 2,290,000, cattles, 1,277,000, buffalo, 68,000, camels, 9,000. Despite this, Iran depends on the import of meat and a considerable amount of meat is imported every year, as well as some live animals.

Fishery

Caspian Sea, the largest inland lake, enjoys mild temperature, especially in southern parts, and is the main centre of caviar producing fish, sturgeon. Persian Gulf and the Oman Sea also have various fish breeds. With these two main sources, catching in 1990 was 330,133 tons of various fishes, shrimps and lobsters as well as 45,123 tons from inland waters. It is to be added that sea-food resources of the country are not as yet appropriately utilized, but their prospects are very promising for Iran.

Industry

In recent years and following the crisis of eight-year war affecting many of the economic activities, including the industrial ones, the country's industry has again been boosted drastically. According to the report of the Central Bank of the Islamic Republic of Iran, value added in industrial sector in 1991 grew by 20.6 percent. In the previous year, 1990, growth of value added was 15.9 percent. Establishment permits issued by the ministries of light and heavy industries grew by 40 and 158

percents respectively.

Growth rates of industry in 1990 were as follows:

Tehran province with 40.2% of total industrial production is the most important industrial centre of the country. It is followed by Esfahan (9.6%), Khuzestan (7.3%), Markazi, Zanzan provinces (7.0%), and Fars province with 5.2 percent.

Industrial employment in 1990 increased by 3.1 percent. Industries producing machinery, metal goods and tools had a growth of employment of 4.2%, basic metal industry (5.8%) and 4.8% in chemical industry.

Mining

Iran is very rich in mineral deposits. Various kinds of metal and non-metal minerals are being produced in Iran. Currently, about 60 million tons of minerals are being produced annually. Mining sector with an employment of over 46,000 accounts for only about 1% of GDP. However, it has received high priority in the development plans of the country and it is expected that the mining would turn into a thriving sector in the near future. A large part of the

- Growth of value added in capital-good producing	25%
- Growth of value added in intermediate good producing	22.7%
- Growth of value added in industrial intermediate-good producing	26.0%
- Growth of value added in non- industrial intermediate-good producing	210.0%
- Growth of value added in non- industrial consumer-good producing	40.0%
Also in 1990 production in various sub-sectors grew considerably:	
Durable consumer-good industry	62.8%
Capital-good producing industry	56.5%
Intermediate building material industry	30.0%
Non-durable consumer-good industry	24.8%
Intermediate non-building material industry	12.0%

domestic production is being exported.

Structure of the National Economy

Gross National Product

GNP in 1990 grew by 12.3% in 1982 prices and amounted to 10997.5 billion rials. In 1991, the growth rate of GNP was also considerable and equalled 9.9 percent.

Agriculture is still the main source of GDP. Share of agriculture in GDP in 1990 was 27.8%, mines (0.6%), industry (15.4%), petroleum (21.2%), trade, restaurant and hotel (10.7%), transport, storage and communication (7.5%), services, real estate and specialised and professional services (12.1%), and public services (8.2%).

Indirect taxes

Total indirect taxes in 1990 amounted to 420.4 billion rials, of which 155.1 billion rials was paid by the government as transfer payments. So total net indirect taxes in that year was 265.3 billion rials in 1982 prices.

Private Sector Consumption

Final private sector consumption at fixed 1982 market prices in 1990 were as follows:

Household consumption expenditure	7,523.4 billion rials
Urban areas	5,128.9 billion rials
Rural areas	2,394.5 billion rials
Non-profit private institutions	40.1 billion rials
Total	7,563.5 billion rials

Break-down of household consumption

Food and tobacco	3,463.3 billion rials
Wearing apparel and footwear	666.4 billion rials
Housing, fuel and lighting	1,924.4 billion rials
Household furniture	334.0 billion rials
Health and medical care	460.4 billion rials
Transportation and communications	319.2 billion rials
Education, culture and recreation	74.1 billion rials
Others	278.7 billion rials

Fixed Capital Formation

Fixed capital formation consisted of investment in machinery and building. Fixed-price investment in 1990 in machinery was 460.7 billion rials and that of the building was 918.1 billion rials in public and private sectors.

Total gross fixed capital formation in 1990 amounted to 2,200.6 billion rials consisting of 613 billion rials in the public sector and 765.8 billion rials in the private sector. Fixed Capital Formation in real estate, transportation, and industry and mining were 492.9, 175.5 and 254.5 billion rials, respectively.

Budget and Financial Affairs

Structure of government's budget in 1990 was noticeably improved such that 93% of the forecast revenues were realized. Government's revenues increased by 23% over the previous year and was 6,933,3 billion rials. Tax revenues

increased by 63% to 2,765 billion rials, its share in total government revenue increased from 30.% to 39.9 percent. Tax revenues were 16.5% higher than the forecast level.

Government's development spending in 1991 grew by 44 percent. Current affair spending of the government, being affected by wage adjustment, increased by 34 percent. Total expenditure of the government was 8,122 billion rials, share of the developmental spending increasing by 31.3 percent.

Budget deficit of the government in 1991 was reduced to 1,189 billion rials, accounting for 14.6 percent of government's payments. It is being forecast that the deficit in 1993 would be nil.

The outstanding debt of the private sector to the banking system grew by 38.7% and increased to 18,247.3 billion rials, 5,090 billion rials higher than the previous year's.

Volume of liquidity in 1991 increased by 24.6% to 28,826.4 billion rials, notes and coins in circulation accounting for 16.0 percent. Private sector deposits in that year grew by 27.6%, that of long-term deposits by 31.5 percent, and Gharz-al-hasaneh

(interest-free loan) by 34.2 percent.

It is to be reminded that banks in the Islamic Republic of Iran are forbidden from paying or receiving interest. However, profit is accrued to time deposits in such a way that the profits made by the banks are distributed among the depositors in proportion to the amount and duration of deposits, this being compatible with Islamic principles. Charges on loans made by the banks are also based on Islamic transaction such as partnership, being approved by Islamic jurists.

High rates of profit were some of the main incentives for the rapid increase of deposits at banks.

Infrastructure

Some of the infrastructural facilities in Iran are very old, but in its modern sense, founding of infrastructures in Iran dates back to the beginning of its industrialization programs over a century ago. In the course of economic development plans of the country in the last 30 years, infrastructure was specially attended to, but they incurred losses in the eight-year imposed war.

Immediately after the cease-fire, great effort for reconstruction and development of infrastructural facilities were made. It has received special priority in the current development plan, some of the more important ones follows.

ENERGY

Petroleum

Petroleum is the "driving-force" in Iran's energy sector. It is the main source of foreign exchange earning for socio-economic programs of the country, too. Production, export and consumption of petroleum in Iran in 1986-90 period was (in million barrels) as follows:

Year	Production	Export	domestic consumption of petroleum products
1986	795	459	275
1987	900	566	389
1988	903	599	291
1989	1,070	684	310
1990	1,179	834	320

In 1986-90 period, domestic petroleum refining expanded and from 227,030,000 barrels per year in 1986 increased to 317,692,000 barrels in 1990.

Production of petroleum products in 1990, in million litres, was as here below:

Product	output	product	output
Petrol	7,302	Jet fuel	637
Heating oil	6,062	Bitumen (1,000 ton)	1,644
Gas oil	13,739	Engine oil	144
Fuel oil	15,773	Others	2,271

By exporting 2,200,000 barrels of crude oil in 1990, Iran was ranked second, after Saudi Arabia, among OPEC members. Value of Petroleum export of Iran in 1990 was 17,300,000,000 US dollars, while in the year before it was 14,500,000,000 dollars.

Gas

Natural gas reserves of Iran in 1990 were estimated to be 17,000 billion cubic meters. Production of natural gas in 1989 was 22,200 million cubic metres, while domestic consumption of natural gas in 1988 was 14,986 million cubic meters, indicating a per capita consumption of 280 cubic

meters. There existed 1,189,719 gas extensions in 1990. In that year 200,925 new extensions were provided, 200,841 for domestic use and 84 for industry.

Electricity

Nominal electricity generating capacity in 1991 was 14,848 mega watt, consisting of 1953 mega watt at hydraulic power generators, 86 mega watt at steam generators, 3940 mega watt at gas-fed generators and 869 mega watt at diesel

generators. Actual electricity production in 1991 was 13,835 mega Watt, per capita production being 1,104 kilo watt hours.

ROADS AND TRANSPORTATION

Road Transport

There are 141,000 km of roads in the country, of which 100,000 km are under permanent supervision. Road density (km per 100 sq/km) is 8.55 km. Of the total roads in the country, 65,000 km are asphalted, and the rest are earth roads - the data excludes roads built in rural areas.

There were 487,861 motor vehicles for goods - transport consisting of 344,726 vans, 63,871 lorries, 14,991 tankers, 19,918 trailer trucks, 34,894 dumper-lorries, 1,733 refrigerator-lorries.

In 1987, 4,285,971 tons of goods were road-transported.

Railways

Total railway track in 1991 was 4,847 kilometres, and 12,629 freight cars and 896 passenger cars were in use. In the said year 8,138,239 passengers were transported, as well as 16,979,211 million tons of goods, giving a total performance of 2,722,962,612 person/km and 7,701,159,153 ton/km.

Ports and shipping

Port and shipping affairs are supervised by the Port and Shipping Organization. There existed six major ports prior to 1980:

- 1- Khorramshahr port in Khuzestan province
- 2- Emam Khomeini port in Khuzestan province
- 3- Bushehr port in Bushehr province
- 4- Bandar Abbas port in Hormozgan province
- 5- Anzali port in Gilan province
- 6- Nowshahr port in Mazandaran province

Also in some small islands such as Gheshm, Khark and Lengeh, there existed offices operating under the supervision of nearest main port authorities. Nominal capacity of such ports was 10 million tons, with a total effective handling of cargo not exceeding 15 million tons before the Revolution. There also existed 60 jetties and wharves, including those of Khorramshahr port, of which 13 of Khorramshahr port's were destroyed in the imposed war. There did not exist any multi-purpose ports in the country before the Revolution, but then the number of big ports increased to 8, including shaheed Rajai and Chahbahar port complexes.

Nominal handling capacity of ports is now 28 million tons, increasing 280% over the pre-Revolution period. In 1990, 23 million tons of goods were handled.

Air Transportation

Of a total of 1,424,000 passengers traveling on international flights in 1990, 1,099,000 flew by Islamic Republic of Iran Airlines (Homa). Total number of

passengers taking domestic flights was 6,795,000, flying by Aseman, Homa and Saha airlines. 76,321 tons of goods were also carried. Goods carried on international flights amounted to 40,867 - 32,237 tons being carried by Homa. Total number of domestic flights in 1991 were 19,393 and that of international ones being 10,400 - also 71,108 transit flights using Iranian air space. In the same year there were 30 airports, including 11 special-purpose and 11 partly active ones. Twenty new airports are under construction.

COMMUNICATIONS

Total letters and parcels handled by the post in 1990 was 316,757.

There were 782 telegraph units in the country in 1990-370 of them directly connected to the centre.

There are 8,267 telex links in the country of which 5,252 were in the public and 3015 were in the private sector.

Urban and rural telephone centres in 1990 were as follows:

- Towns with microwave telephone system, 130
- Carrier-telephone centres 460
- Wireless telephone centres 25
- Rural centres with telephone links, 4,120

In the same year there existed 2,400 magnetic telephone lines, 2,191,938 automatic ones, 12,343 public telephones in the urban areas, and 2,238 long-distance public telephones.

RADIO AND TELEVISION

There existed 62 radio and 706 television stations in 1990 - also, 68 F-M stations with 110 broadcasting units.

FOREIGN TRADE

Iran's foreign trade has considerably increased in recent years. Non-oil exports of Iran which was 815.8 million dollars in 1979, increased to 1,246.4 million dollars in 1990. Imports, on the other hand, increased from 9,778.4 to 18,023.6 million dollars in the same period. As such trade deficit, excluding petroleum export (8,962.6 million dollars in 1979), increased to 16,777.3 million

dollars, i.e., non-oil foreign trade deficit doubled in the period which was made up for by petroleum export.

Non-oil trade balance of Iran, 1979-1990 (million dollars)

Year	Exports	Imports	Trade Balance
1979	815.8	9,778.4	-8,962.6
1980	656.4	11,097.7	-10,441.3
1981	386.1	15,456.4	-15,070.3
1982	341.2	14,319.0	-13,977.8
1983	443.1	22,610.3	-22,167.2
1984	472.0	19,038.2	-18,566.2
1985	583.4	15,119.2	-14,535.9
1986	1,001.7	10,295.6	-9,293.9
1987	1,158.7	9,412.2	-8,253.5
1988	1,021.1	9,398.9	-8,377.8
1989	1,067.7	13,246.5	-12,178.9
1990	1,246.4	18,023.6	-16,777.3

Composition of Iran's imports in 1990

Commodity	Value (million dollars)	Share in total
Cast iron, iron and steel	2950.6	16.4
Machinery, steam boilers and mechanical equipments	365.1	2.03
Electrical machinery and equipments	1314.1	7.3
Cereals	1193.1	6.6
Medicines	230.1	1.3
Wood and wood products	128.7	0.7
Fat and animal oil	325.4	1.8
Yarn, synthetic fibres and uncombed wool	258.5	1.4
Artificial resins	789.6	4.4
Paper, paper board and products thereof	389.3	2.2
Chemical products and materials	563.7	3.1
Chassis for transportation vehicles	153.5	0.9
Mineral and chemical fertiliser	243.1	1.4
Spare parts and components of transportation vehicles	501.9	2.8
Tyre of transportation vehicles	213.7	1.2
Meat	35.6	0.2
Cotton and synthetic textiles	129.8	0.7

Composition of Iran's imports in 1990

Commodity	Value (million dollars)	Share in total
Sugar	337.8	1.9
Watches	0.9	0.01
Live animals	258.8	0.1
Motor cycles and bicycles	4.9	0.03
Building materials	44.6	0.3
Bars, profiles and wires	47.0	0.3
China ware	7.0	0.04
Tractors	10.5	0.1
Medical equipments and tools	163.2	0.9
Others	4,309.1	23.9
Total import	18,023.6	100.0

As is shown in the table above, "machinery, steam boilers and mechanical equipments" are the main import items of country followed by "iron, cast-iron and

steel", "electrical machinery and equipments", "Cereals", "artificial resins", chemical products", "paper and paper board", "Components and spare parts of

transportation vehicles". Ten main sources of Iran's imports in 1990 were as given in the table below.

Top ten import sources of Iran in 1990

Country	Volume of import from (1,000 tons)	Value of import from (million dollars)	Share in total import value (%)
West Germany	1,023.3	3,302.1	18.3
Japan	777.0	1,860.7	10.3
Italy	583.0	1,443.2	8.0
Britain	292.8	976.9	5.4
Dubai	614.0	826.2	4.6
Belgium	815.0	767.9	4.3
Turkey	1,029.1	699.1	3.9
Australia	2,737.5	658.5	3.7
Brazil	1,429.0	621.4	3.7
South Korea	496.8	611.0	3.4

With respect to exports, carpets and rugs are the main non-oil export items, accounting for nearly 40% of the total,

followed by fresh and dried fruits, with a share of 25 percent. Copper and copper products with a share of 11%

ranks next. The main export items of Iran in 1990 are given as follows.

Main export items of Iran in 1990 (1,000 dollars)

Commodity	Value	Share in total (%)
Carpets and rugs	487,792.8	39.14
Hides, skins, leather, and products	55,233.0	4.43
Fresh and dried fruits	311,782.2	25.02
Casings	207,548.8	1.67
Vegetable materials and gums	2,873.1	0.23
Knitted fabrics and products	4,018.6	0.32
Minerals	47,959.0	3.85
Spices	32,794.9	2.63
Oil seeds and medicinal herbs	3,145.7	0.25
Shoes	231.5	0.02
Wool, fine and coarse animal hair	675.0	0.05
Copper, and products	145,018.2	11.64
Chemicals	21,424.8	1.72
Transportation vehicles	2,461.3	0.36
Vegetable and edible roots	4,531.3	0.36
Others	103,654.9	8.32
Total non-oil products	1,246,350.9	100.00
Petroleum products	7.3	0.0
Total exports, including petroleum products and hydro carbons derived from it	1,246,385.2	100.0

Main export outlets of Iran in 1990 are shown in the table below.

Top ten main importers of Iranian non-oil goods in 1990

Country	Volume (1,000 tons)	Value (million dollars)	Share in total value, %
West Germany	57.0	379.7	30.5
Italy	31.4	151.0	12.1
Dubai	334.8	138.9	11.2
Turkey	139.4	100.8	8.1
Switzerland	2.5	100.8	8.1
Japan	37.3	49.5	4.0
Britain	34.5	47.6	3.8
France	4.0	34.3	2.8
USSR	7.6	25.6	2.1
South Korea	73.6	24.4	2.0

TOURISM

Iran is an ancient country rich in historical remains and valuable as tourist attraction. These belong to pre-Islamic as well as Islamic period. Unfortunately, due to eight-year-long war, tourism in Iran has not been growing in recent years. But one of the basic policies of the government is to expand this industry.

Foreign tourists arriving in Iran in 1989 were 89,000, while Iranian tourists visiting foreign countries were 37,000. Main tourist attraction centres in Iran are the cities of Shiraz and Esfahan, as well as pilgrimage cities of Mashhad and Ghom.

FINAL COURSE REPORT

COURSE : NATIONAL GOVERNMENT ADMINISTRATION II

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FROM KENYA

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HUMAN RESOURCE MANAGEMENT: A COMPARATIVE ANALYSIS OF THE KENYA AND JAPANESE EXPERIENCES

CHAPTER 1

1.0 Background

1.1 The functional role of public administration in terms of socio-economic development may differ from country to country depending on the needs of each country. In Kenya, the public service is seen as an important instrument in the fostering of national development. The public service is also instrumental in creating the enabling environment for private sector participation. Since the attainment of independence in 1963, the Kenyan civil service has grown in size and complexity in response to rapidly changing socio-economic environment.

1.2 In addition to the above public administration has been extensively involved in the issues of nation-building. Nation-building has assumed three dimensions namely: integration; territorial integration, and socio-economic development. The public administration has also been involved in the socio-economic sphere functioning as a regulator, promoter and entrepreneur.

1.3 At the time of attaining independence, Kenya had a small civil service of 60,000 personnel. However the civil service grew rapidly in the succeeding years reaching an all time high of 275,283 strong in 1991. This huge size does not include teachers and other public servants employed in the government-controlled public enterprises. The Japanese civil service is relatively small as will be seen in the next chapter of this paper.

CHAPTER II

GENERAL DESCRIPTION THE CIVIL SERVICE PROCEDURES ANDMANAGEMENT

2.0 Recruitment

2.1 The Public Service Commission (PSC) is a body established under the Service Commissions Act (Cap 185), Laws of Kenya.

PSC is responsible for the recruitment of staff in the public service. However, the PSC has delegated some of its recruitment function to Authorised Officers i.e administrative heads of Ministries to carry out recruitment of the junior members of staff when and whenever vacancies do arise. The PSC in Kenya is the equivalent of the National Personnel Authority in Japan.

2.2 Recruitment into the service does not necessarily take the format competitive written examinations as the case obtaining in Japan. Recruitment of University graduates at the lower level^{of} managerial hierarchy is done basically through interviews. PSC does in this case set up specialised panels under its own direction to carry out the interviews. The composition of the interviewing panels depends to a great extent on the nature of vacancies to be filled. The candidates are judged on knowledge in their area of specialisation, general knowledge on a variety of issues, aptitude as among other attributes.

2.3 In respect of high school graduates, PSC conducts interviews to select candidates for pre-service training in the various technical institutions in the country. Such training normally takes 2-3 years. At the completion of the respective training courses the successful graduates are awarded with certificates of completion. It^{is} only those who successfully complete the course that are considered for employment in the government service depending on the availability of vacancies.

2.4 The Japanese experience in the recruitment processes differs a little with the Kenyan situation. Recruitment of personnel is governed principally by the merit principle. In this case, the selecti-

ons are based on the person,s examination results. The merit based criteria is adopted for reasons of ensuring that nepotism, family favouritism or political patronage is kept out the selection exercise.

2.5 The recruitment examinations in Japan are administered by the National Personnel Authourity (NPA).The examinations are divided into three levels, I,II, and III. The level I recruitment examination is designedfor hiring potential high-ranking officers and this comprises university graduates. The examination is geared to measure special technical knowledge required in specific fields plus an oral interview. The level II examinations are structured more or less on thesame lines as level I and they are also for recruiting graduates. The level III examinations is for the recruitment of senior high-school graduates.

3.0 Staff Annual Evaluations

3.1 The basic purpose of Annual Staff Appraisal system is to assess an officer as comprehensively and objectively as possible.The assessement takes into account the genneral understanding of the job content and the officer,s performance of the job assigned to him/her. In Kenya, the Civil Service Regulations require that all officers on job group " H" and above should^o evaluated annually in all the^othe Minisries and Departments. A copy of theevaluation report on each officer is deposited with the PSC. The information recorded for each officer is used as a guide to the for potential advancement in his career.

3.2 The requirement described above is observed more in breach than in compliance. According to the PSC annual report for1993, the Commission only received 14,305 from the expected 39090 reports or 37%. This indicated a marked decline in the number of reports submitted the previous year which averaged 72.23%.

3.3 The performance evaluation in Japan take more or less the same format. The assessment is done at three levels: 1st evaluator, 2nd evaluator and 3rd the Director of the Bureau or ^{if} the case might be. Elements of assessment include: job performance, attitude towards the job, personality, ability and upititude. These broad attributes however, have further finer components that are simulteneously judged such as endurance, research ability, negotiation capability sincerity etc. The Japanese are well known for working long hours and it is therefore, appreciable that such dedication and devotion comes up for annual or taken into account during the annual evaluation exercise.

4.0 Career Progression (Promotions)

4.1 The Directorate of Personnel Management (DPM) is the principal advisor to the Kenyan goverment on policies applicable to public service. DPM provides guidance and advice in the formulation and review of schemes of service . The schemes of service stipulate the upward mobility (promotion) for each cadre in the service ie Accountants, Personnel Officers, Engineers, Administrators etc. In most part, officers would be promoted following the results of an interview. Ministries/Departments do process cases for promotions in close consultation and coordination with the DPM and PSC. Candidates who meet the requirements specified in the schemes of services which is reflected in the advertisement indent are invited for the interview where fair competition is exercized to ensure that the best get promoted.

4.2 The Japanese experience on the other hand is based on consensus building and seniority. This demonstrates a departure from the practice obtaining in the Western countries. The reverance for age and senerioty would be frowned upon by a many countries as out-moded. But in Japan, the system appears to have created stability and harmony in the public and even private sectors.

4.3 An employee's reputation also counts heavily while assessing promotion especially in high positions. The potential for leadership has to be squarely identified. This has to be cultivated over a long period of time. Other than good reputation, promotion to the level of Deputy Director for instance, desired attributes would include: leadership capability, foresight, innovativeness, ability to negotiate and above all the ability to bring about harmony within the division through human relation skills.

4.4 The Japanese also allows for job rotation particularly in the initial years of an officer's employment period. Depending on scope and complexity of work assignment, an officer learns and grows in efficiency during early years. Higher salaries are paid to more experienced and hence more productive officers than new recruits even though both may be doing the same job or be on the same job scale. Increments are therefore earned on the basis of job performance and conduct and not awarded automatically.

5.0 Salary Scales

5.1 There is great differences between the salaries paid to civil servants depending on the grades. The grades range from 'A' to 'T'. Grade A is the lowest on the grading structure. Whereas, the top most civil servant earns about Kshs. 70,000 (including allowance), the lowest paid civil servant total package does not exceed Kshs. 3,000. The low grade civil servants are normally unskilled and merely provide support service to facilitate the smooth operations and deliverance of services by Ministries/Departments.

5.2 There are great also great differences between the salaries paid to civil servants and the private sector. The private sector

salaries are much higher about 3 to 4 times paid to the public sector for the same basic academic qualifications and level of management. This apparently wide gap in salary structures between the two sectors has led to many experienced and highly qualified civil servants seeking for jobs in the private sector. The sum effect of such attrition has meant decline in productivity in the public service to some extent.

5.3 The salary levels in the public service are reviewed from time to time. The reviews are undertaken by specially constituted Committees or Commissions following a Cabinet decision so to do. The composition of the review Committees/Commissions draws membership from across-section in the public and private sectors. The views and recommendations arising thereof are submitted to the Government for study and implementation in line with the overall policy. The last such Committee was constituted in 1990.

5.4 The experience of Japan on the other hand, personnel salaries is determined by the Law as well as the general conditions prevailing in the country. The National Personnel Authority is charged with the task of examining public and private salary levels. After the survey of salaries paid by the private sector at any given time, NPA submits its recommendations to the Diet and the Cabinet simultaneously. In carrying out this task, NPA examines such factors as the type of occupation, rank, academic background, age, and duty stations of the officers interviewed.

5.5 The salary surveys are useful in determining any differences that may exist between the sectors. However, on the overall, there is no much differences in the salary in the two sectors. This contrasts greatly with the Kenyan situation

as explained in 5.2 above. Similarly, in the Japanese Public service, there is no great difference between the upper and lower levels of management. For instance, a Division Director may earn three times the salary of a clerical officer. The other notable feature is that the average base salary increases rapidly as the years of service accumulate. In other words, the importance of seniority is revered in the Japanese civil service. This same principle also does apply to the private sector as well.

6.0 Working Hours

6.1 The Kenyan system provide for a five-day working week. The total number each officer should put in a week is 40 i.e from Monday to Friday. The Japanese arrangement is very much similar to the Kenyan situation and the vice-versa. However, on average Japanese civil servants tend to work more hours beyond what is stipulated in the regulations. This may be explained partly due to the fact that they are adequately remunerated and hence highly motivated as among other factors.

7.0 The Size of the Civil Service and Effect on Budget

7.1 The size of the Kenya civil service strength may on the surface appear to be small compared to population and the need for services by the people especially in the rural areas.

The system of administration is highly centralized requiring the deployment of personnel to the lowest administrative unit. Therefore, whereas the Head offices of Ministries and Departments have small numbers of employees, the bulk of them are deployed in the Provinces (Prefectures) Districts and Divisions.

7.2 The Local Authorities is less developed in Kenya. The services rendered by these authorities is limited to major urban centres. Yet the majority of Kenyans live in rural areas

requiring alot services such as technical support,administrative guidance,infrast~~structural~~ facilities.

7.3 The effect of the present civil service size on the budget is devastating. There has been a sharp rise in the wage bills over the years. For instance, in1988/89 Financial Year, the wage bill amounted to K£ 793.1 million. By 1992/93 Financial Year,the bill had short up toK£ 1,285.5 million. The high increase has meant less provision going to meet the operation and maitenance expenses.

7.4 The Japanese size of the civil service is relatively small compared to other industrialized nations. The stastics for 1992 indicate that there are 38 civil servants per 1,000 population. This figure compares very well with France which had 111,UK 78, Germany 69 and USA 68 respectively. According to analysts led by Professor Uchida (Tokyo University),the smallsize of the civil service is attributed to three facorts: (i) private sector absorp-tion capacity, (ii) high productivity, and (iii) neglect of some functions or services bythe public sector. Again, the ratio of public service employees to total employment is low compared to other industrialized countries. The figures for 1990 indicate the following:

Japan	-	8.1
Germany	-	15.1
USA	-	15.5
United Kingdom	-	19.4
France	-	22.6

A number of factors have been present to restrain the expansion of the workforce. The first reason cited isthe dominance of the Liberal Democratic Party (LDP) which preventedpolitical changes that would otherwise trgger the arrival of big government.

The LDP had been in power for uninterupted period of 38 years. The other often cited reason is the national government's manpower control mechanism which has demonstrated unequalled performance the world over.

8.0 Personnel Reduction (Down Sizing)

8.1 This paper has alluded to the devastating effect the size of the civil service has had on the national budget of Kenya. Efforts are now being made to reduce the numbers of civil servants in particular those in the lower grades who by 1991 were 220,000 out of the total workforce of 275,000. The reduction intends to achieve the following objectives: (i) reduce budget deficit, (ii) increase efficiency and productivity through the provision of material and equipment. The target is to reduce ^{the size by} 16,000 every year for the next three years beginning 1994/95 FY.

8.2 Whereas for the case of Japan, the Staff Law has been a useful mechanism in controlling staff size. The Staff Law stipulates the upper limit of full-time permanent personnel. Japan has had a personnel reduction plan since 1968. The plan has been used to reduce numbers in areas that required rationalization, systematically examining necessity, productivity, and efficiency of programs of work.

8.3 The target for reduction is determined by assessing the trends in the staffing, the volume of work, and possibility of productivity improvements including the turn over rate. The Management Co-ordination Agency (MCA) is the implementing agency of this policy. MCA usually employs a formula in producing the initial proposal to each government Agency in ^{order} to see that the pain of complying is borne equally by all agencies.

ANALYSIS OF PERTINENT KEY ISSUES IN THE MANAGEMET STYLES

9.0 Seniority Principle

9.1 We did observe that in Kenyan case promotion does not occur on the basis of competitive examinations. And that in Japan unlike Kenya, vacancies are not publicly announced or advertized. Instead, it is considered the responsibility of management to oversee career development on along term basis including periodic reassinment and promotion. Promotion and reassignment is ~~the~~ therefore done at the initiative of the management at the same time paying due consideration to seniority. The seniority system to some reasonable extent permeates the Japanese bureacracy.

9.1 On the other hand, according to research conducted by the Japan Istitute of Labour (JIL), age and tenure have not been frequently cited as determining promotion to managerial positions. On the contrary, the most cited factors are 'ability' and 'performance'. In this respect therefore, whereas seniority principle may be readily apply in the intial stages of employment, other factors come into play in the promotion processes in the senior levels of management. If this assessment is true, then the situation obtaining in Japan compares very well with that in Kenya regarthe seniority principle in relation to promotion.

10.0 Group Working and Decision Making Process

10.1 One of the most salient features of the internal decision making process is the centrality of Divisions as decision-making units. There is a consultative decisionmaking process ringisho in which initiation comes from down the ladder and passed over upwards through the chain of command. The gist of this-of- this process is that, although the actual decision may be made at the top-most hierachy by the Minister, in sum this is a 'group decision'.

10.2 The ringisei is a good example of 'bottom up' decision making process. However, critics of the system point out that it could be disastrous in situations where quick decisions are required. On the positive side, despite this inherent weakness, the system allows for unparalleled implementation once decisions are taken. On this score, it worth being emulated.

CHAPTER IV

11.1 CONCLUSION

11.1 This paper has briefly attempted to analyse the similarities and differences that do exist in the management of human resources in the two countries. The Japanese public administration system has a long history and to some great extent has stabilized. Indeed the rapid industrialization process and progress realised is credited to the bureacracy which did provide the sound policy framework and necessary guidance. A nother important element to observe is that for any bureacracy to succeed in its activities it has to have the support of the people. In this regard, one can safely state that the Japanese Bureacracy is held in very high esteem by the population and as well as the private sector.

11.2 The Kenyan civil service is still relatively young. It still requires to undertake major reforms in to order to improve in the delivery of services in an efficient and effective manner. In this direction, important lessons could be learned from the Japanese system of recruitment, promotions where seniority is revered, group work and the bottom up decision making process. But in summing up, amore detailed anlytical study of the two systems is still necessary for any concrete conclusions can be made.

NATIONAL GOVERNMENT ADMINISTRATION II

FINAL REPORT

DEVELOPMENT MANAGEMENT

DANY GEDEON

LEBANON

JUNE 1995

Development Management

Introduction : development and growth

There is no doubt that the role of the public sector, definitely the public administration, is very important and vital in the nations' life process.

This role doesn't change, as importance level, even if its appearances and aspects change. Therefore, we realize that the relationship between peoples and their governments, and naturally their public administrations, become deeper and wider in all developed and developing countries. And that why today, in the end of the twentieth century, nobody talks about nations' growth, as a natural and spontaneous fact, but about nations' development which is a planned, continuous, oriented and objective governmental activity, accepted and demanded by the citizens in the same time.

Here comes the great importance of the capability, competence, and good background of the public personnel as main responsible about determination of the goals of development process, its planning, its orientation by informing the citizens and communicate positively with them to accept and participate in its realization, and especially only responsible about its executive management. In short, the public personnel is responsible about failure or success of nations' development.

This brief consequence forced the governments to set the necessary laws and regulations, and to found and establish independent specialized agencies and institutions to take care of the civil public personnel to be able to lead the national development processes.

The transition

"It is generally observed that public administration has increasingly intervened in socio-economic process. This is particularly so since 1870's when industrially advanced west European countries were hit by economic depression...".¹

Actually, this intervention began before 1870's; and under the influence of the political, social and economic theories emerged in 17th and 18th centuries, especially in Britain and France, urging the rulers and the states to rise the level of living of their citizens. And as a result of the scientific discoveries and the rebirth (renaissance), and surely the colonisation and its economic effects (increasing of international trade, necessity of industrialization to assure the national and colonial needs...), the period of self-orientation (laissez faire, laissez passer) ended, and another aspect of states appeared, which is the "providential state".

But the real transition happened during the period which followed the great recession in the 30's, and settled after the world war II in both capitalist and socialist countries.

Japan didn't differ from the others, except in speed and specific situation. And since the Meiji restoration, the government intervened in different ways in the development process. And worked as owner and partner before 1945; and then as direct controller (1945-1960's); and as administrative guide (1960's-1980's); and since the 80's as helper by the general orientation procedures.¹

"After the second world war, we have witnessed the emergence of many countries in Asia and Africa freed from the colonial rule. These countries are now in the process of nation-building... The role of the government (public administration) in nation-building in these emerged countries is tremendous... In the socio-economic sphere alone, the government may simultaneously function as regulator, promoter and entrepreneur".²

"In 1943, date of the independence of Lebanon, the Lebanese public sector had officially born. And since that time, it didn't stop growing due to the increasing interference of the government in the social affairs, despite that the Lebanese society essentially used and based on the individual initiative, or in other terms, on the private sector".³

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- 1- Ibidem. And also, Industrial Policy of Japan, I and II. Prof. Hashimoto.
 - 2- Role of public administration... Pages 1-2.
 - 3- Country report about Lebanon. Human resource management in the public sector. Page 1.

Lebanese overview

The Lebanese active population is about 900,000 person in 1995, from 3 million inhabitants approximately. Of these active persons, about 73,500 are civil servants and distributed as follows: ¹

- Administrative employees : 19,000 .
- Teachers(different stages): 32,500 .
- Wage earners : 22,000 .

Among the 19,000 administrative employees, about 6,500 working in the public administration (ministries, organizations), and the others are working in the public institutions (electricity, water...) .

The proportion of vacant positions in the public administration (the government couldn't recruit new personnel during the war -16 years) is about 40% of the total number of jobs determined by law .So, as civil servants (without military forces) the number is (in normal situation) about 77,500 or 8,6 % from the active force (5,4 % in Japan) .²

And because of the difference of situations between Lebanon and Japan (geographically, socially, politically...) the proportion of military forces in Lebanon is about 1,8 % from the total population (55,000 person against around 0,43 % in Japan (520,000 person) .³

-1- Country report about Lebanon. Human resource... .Page 1-2 .
-2- An overview of the Japanese national civil service. NPA .Pages 5-6-7
-3- Ibid . Pages 5-7 (300,000 self-defence, 220,000 police) .

Lebanese personnel management

"In order to have successful development administration there must be effective administrative development ... as the solution to most its problems..." ¹

As a result of the first real and deep administrative reform movement done in 1959 by the new elected president general Fouad Chehab (after dangerous military , social and political incidents happened in Lebanon in 1958), in order to overcome the political influences and interfering in the public administration and to calme down the Lebanese people , and to go forward in the development process , many laws and regulations was set . The civil service board was found by one of it , decree 114 date 12/6/1959; and organized by the decree 8337 date 30/12/1961 , to be the only responsible about the civil service management in Lebanon .

It's headed by three first category members (director general); one of them is designated as its president in rank to a minister (as in Japan) ² . They are appointed by governmental decree for unlimited period .

The civil service board is a central organization located in Beirut . "The administrative and judicial system of the state is largely modeled after the French system . Power is concentrated in the capital , with only superficial authority granted to local administrative bodies" ³ .

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- 1- International review of administrative sciences. Bureaucratization as development...in Arab world. Nazih Ayoubi . Page 204 .
 - 2- Overview of the Japanese civil service . Page 10 .
 - 3- The Economist Intelligence Unit. Country profile . Lebanon 1994-1995.

And its directly related with the government presidency and independent of the cabinet (chart 1) , as the other control organizations (general inspection , bureau of accounts).

Concerning its structure , it's formed of two directorates (chart 2).

I- The personnel directorate , which is divided to two departments :

1-The studies and control service , responsible of controlling the civil servants statutes files , and its compatibility to the law . As well as , it's responsible about the studies related to the organization projects and personnel needs of all the ministries and public administrations and institutions .

2-The recruitment examinations and personnel files service , responsible of preservation of personal files and about the execution of the recruitment examinations in the public sector .

II- The pre- and post- entry training directorate , responsible about the training which is obligatory for the third and the second administrative categories , and some of other public technical jobs .

The civil service board is responsible also about the public personnel salaries projects , which need approval from both government and parliament to be applicable .And responsible about jobs' classification, evaluation of personnel performance and their promotion , transfer , vacations , end of service

Plans and reform

After the independence (1943) , the Lebanese government tried to build itself , and to take gradually the national institutions from the French mandate till the total withdrawal of the French army in 1946. In 1948 the state of Israel was born . And Lebanon participated with the Arab countries to help the Palestinians . The Lebanese army was the only army which entered into the occupied territories . But after the international intervention , and the defeat of the other Arab armies , thousands of Palestinian refugees came to Lebanon . It was the beginning of one of our most national tragedies .

In the 50's , Lebanon knew a prosperous period , especially after the discovering of Arabic petrol , and after the several revolutions in the Arab countries . So , all the Arabic capitals settled in Beirut. In 1956 the "banking security law" was born , it allowed the banking system to grow and take its international position as one of the best international banking systems . But the regional facts affect very deeply on the Lebanese situation .

"Early in 1958 a five-year 800 million Lebanese pound (L.P.) development plan was prepared , but the political crises stopped progress . Subsequently , another five-year development plan , effective at the beginning of 1962 , was promulgated . But its application was delayed while attempts were made to reorganize the planning administration . A third five-year plan was proposed in 1972 , which envisaged a growth rate of 7 % a year and expenditure of 7,2 billion L.P.(about 3,5 billion \$ at that time) Again , little was accomplished .

For the most part development projects were small and individual , with many small grants made to municipalities and villages " .

"In response to the civil unrest in 1975 the government announced a programme to aid agriculture in the south , and to build schools and low-cost housing in both rural and urban areas . A national health plan was also considered . But , as the fighting escalated into a full-scale civil war , all such projects were abandoned . The concept of development was superseded by plans for reconstruction , requiring large amounts of outside aid " .¹

But inspite that , the individual initiative was very active and fruitful . And the level of living before 1975 was high . And Beirut became the city which doesn't sleep , city of business and trade . And Lebanon became the healthiest country in the middle east . "Before the eruption of the civil war in 1975 , Lebanon's economy was one of the healthiest and most developed in the region , with an important services sector (67 % G.D.P.) , a growing industrial sector (15 % G.D.P.) , and a small agriculture sector (18 % G.D.P.)... . The capital became a banking centre for the intire middle east as successive governments followed non-interventionist economic policies and free enterprise reigned supreme... In the pre-war period the public sector contributed only about 12% of G.D.P. , but the scale of the devastation prompted more government intervention¹ in economic affairs , and in 1991 public expenditure amounted to the equivalent of over half the country's G.D.P.".²

-1- The economist intelligent unit . Pages 14-15 .
-2- Ibid. , pages 13-14 .

"In 1994 the government unveiled a general ten years plan for reconstruction , to render fit all the social and economic sectors starting by the infrastructure . The estimated expenses are more than 13 billion dollars " .¹

On the other hand , and in the same time , "the successive governments gave forth several administrative reform attempts " .² Actually , after the first and the real one , in 1959 , other attempts happened in 1965 , 1972 , 1982 , and the last one in 1994 which aimed to reduce the number of the civil servants of about 20 % .

"But most of these movements failed because of its misapplication and abuse for political purposes " .³

" Attempts are then made in the area of job description and job classification . These efforts , however , remain painfully slow , as they seem to stumble over so many problems of implementation and to encounter such a considerable amount of social , and sometimes political resistance " .

" In the area of administrative reform , the changes introduced were never fully satisfactory , either to the clientele or to the political leadership , so that they had always to be repeated , each time with more vigorous rhetoric but with less effective performance ... the concepts were good , but the application was bad " .⁴ Same problem every were ! .

-1- Country report . Lebanon . (Industrial development),page 6 .

-2- Ibid. (Human resource) ,page 3 .

-3- Ibid .

-4- Bureaucratization as development . Page 207 .

The know-how

"Implementation , of development process and policy , cannot be separated from planning as a possible cause of failure .

Implementation requires political support from the leadership , dedication from the lower administrative echelons , cooperation from the clientele or the public , and coordination at all levels " ¹.

The planning needs well competent personnel . And needs also political commitment and will . And the acceptance of this planning demands many factors :

1- Good communication and well information of the grassroots .

"The policy is doomed to fail if the potential beneficiarries (especially grassroots) are not well informed of the objectives and the procedures of the policy/scheme " ².

2- The policy must assure the needs and the demands of the citizens.

3- Improvement of the educational level . "Abundent literature pertaining to strengthening public administration and popular participation have been published since about the middle of the 1970's " ³.

4- Homogeneousness of the grassroots ,which is one of the main problems of Lebanon , and one of the main success's factors in Japan .

5- Necessary existence of deep and close relationship between the citizens and their leadership . It's also one of our important problems in Lebanon . And as consequence the unity of the leadership unify the citizens and vise versa .

-1- Bureaucratization as development . Page 208 .

-2- Role of public administration . Page 6 .

-3- Ibid. Page 7 .

"Participation is nothing but a result/phenomenon on arising out of a solid socio-economic structure where people could manage to adjust themselves with regard to their resource endowments , social relationship and traditional code of behavior interfaced with exogenous impulses including development communication " ¹.

6- "Environmental factors surrounding the formulation and implementation of policy such as financial constraints and unfavorable domestic / international political situation... " ².

Lesson to the future

To be honest with myself , I confess that the Lebanese bureaucracy suffer from many important diseases ; the administrative reform movements are clear evidence . Some of these diseases are causes , and some are results , from developmental view . But eventhough , the survival of our country , and the fast recovering of its institutions within few years after the war , witness also that we have a good background , good capacity and firm will ,as citizens and bureaucracy . And I hope that all the developmental attempts in Lebanon and every where , especially the Japanese condition which I call it briefly "development by peace" or "peaceful development" , will be a good lesson toward a prosperous future . "Even the cases that have not been a glowing success , can be useful as a source of learning " ³ .

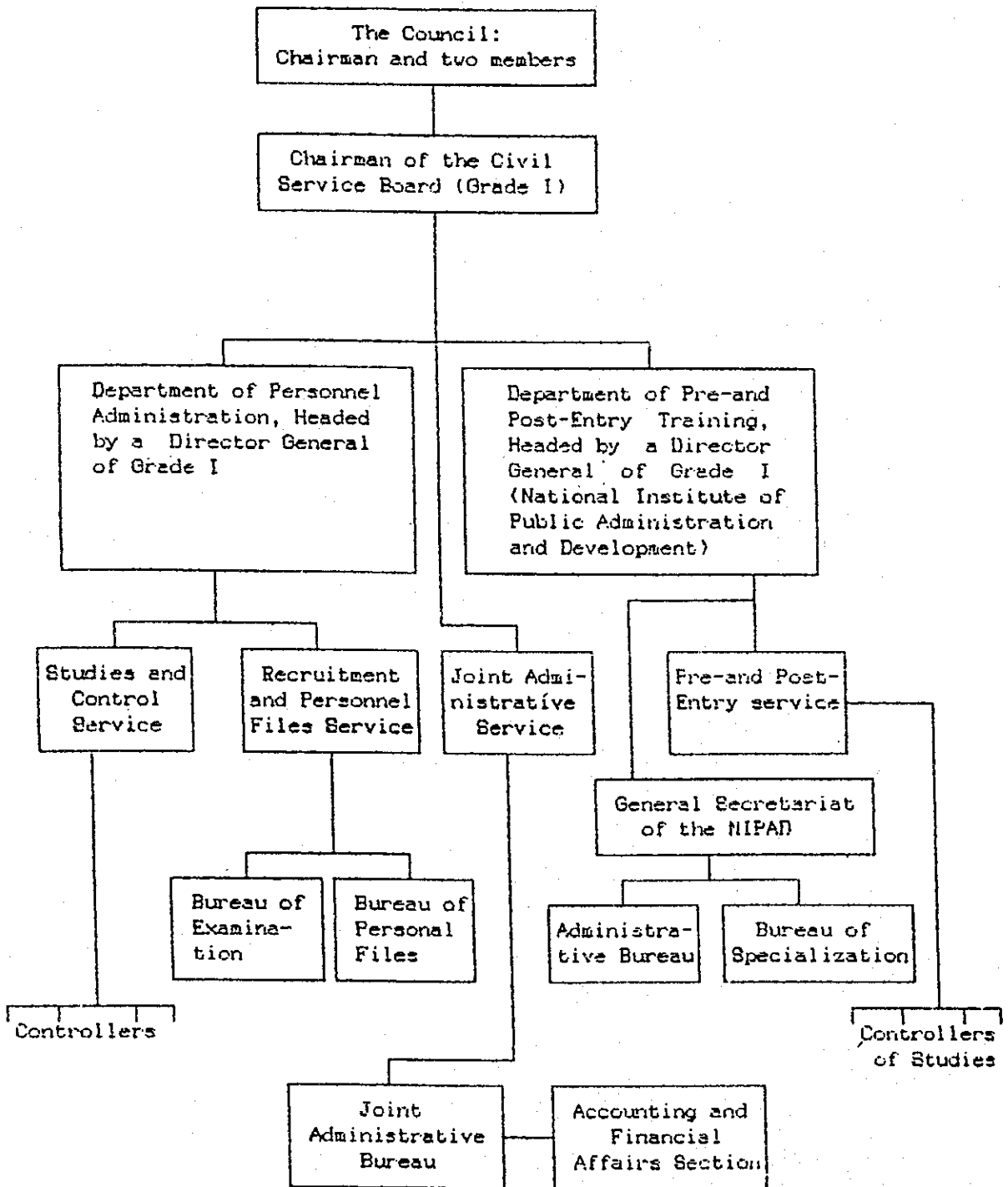
-1- Ibid. Page 8 .

-2- Ibid. Page 4 .

-3- Bureaucratization as development . Page 215 .

Chart 2

CHART 2 : ORGANIZATION OF THE CIVIL SERVICE BOARD



Source : Decree no 8337, December 30, 1961 and later amendments

Chart 3

ADMINISTRATIVE STRUCTURE

POLITICAL POSITION : MINISTER

ADMINISTRATIVE POSITIONS :

FIRST CATEGORY DIRECTOR GENERAL

8 YEARS
AT/LEAST

SECOND CATEGORY

DIRECTOR
10 YEARS
AT/LEAST

OBLIGATORY TRAINING

THIRD CATEGORY

CHIEF OF BUREAU

1- RECRUITEMENT EXAMINATION

2-

OBLIGATORY TRAINING

UNIVERSITY

GRADUATE

(TWO YEARS)

UNIVERSITY
LEVEL

OR

10 YEARS
CIVIL SERVICE

FOURTH CATEGORY

FIRST CLASS

EDITOR

EXAMINATION

HIGH SECONDARY

SECOND CLASS

WRITER

EXAMINATION

LOW SECONDARY

10 YEARS
CIVIL SERVICE

TYPEST

FIFTH CATEGORY

WORKER , DRIVER , ...

FINAL REPORT

THE ROLE OF PUBLIC SERVICE COMMISSION

For The Improvement In

PERSONNEL ADMINISTRATION IN NEPAL

Presented by

SURYA PRASAD SHARMA

Participant in

NATIONAL GOVERNMENT ADMINISTRATION II

(16 May, 1995 - 2 July, 1995)

The Role of Public Service Commission for the improvement in Personnel administration in Nepal

1. Introduction

Nepal has no long history of modern bureaucratic experience. Before 1951 there was not systematic principle and procedure regarding personnel administration. At that time Prime Minister and his family members or relatives had the privilege to be appointed in senior level civil & military posts. Lower level government employees had been appointed by these seniors. So the ordinary citizen did not get chance to be a senior level administrator. To maintain law and order and to collect tax was the only function of government in that time.

After the people's revolution in 1950 Nepal got democracy and it began to strengthen administration gradually for the national development. Civil service laws and regulations were formulated and various administrative reform commissions were set up and reform measures were implemented. In the course of administrative reform, Application Council was set up in 1952 and its functions were to collect applications and conduct examinations for the appointment in civil service. In 1958 Public Service Commission was formed as an independent and constitutional body responsible for the selection of suitable candidates for the appointment in various governmental posts and to look after civil service employees in various ways.

2. Functions of Public Service Commission (PSC)

According to the Article 102(1) of the Constitution of Nepal (1990) PSC is empowered to conduct examinations for appointment to the civil service. Besides, Article 102(3) of the Constitution indicates that the Commission be consulted on

following subjects:

- a, on the drafting of laws affecting the term and condition of the civil service,
- b, on the formulation of the general principle to be followed in the appointment, promotion and departmental action in the connection with the civil service,
- c, on the determination of the suitability of the candidate if the appointment is to be for a period exceeding six months,,
- d, on the determination of the suitability of a candidate from one kind of civil service to another ,or for transfer or promotion of a candidate to the civil service from another governmental agencies,
- e, on the permanent transfer or promotion of one employee from a post requiring no recommendation from the commission to a post which needs such a recommendation, and
- f, on the departmental action to be instituted against any civil servant.

In order to carry out these functions, the Public Service Commission (Procedure) Act and Regulation have been formulated and implemented.

To make the commission powerful and neutral and to prevent political interference the chairman and member of the commission shall be appointed by His Majesty the King according to the recommendation of Constitutional Council, except the impeachment passed by the 2/3 majority of the lower House of Parliament, the chairman and member can hold their office for 6 years and they can be reappointed.

When we make the comparison between the PSC of Nepal and the

National Personnel Authority (NPA) of Japan we can find many similarities and differences. First of all, the NPA is under the framework of cabinet and its functions are semi executive and semi advisory. Article 3 of the National Public Service Law empowered the NPA to act according to this law. Article 3 emphasis for the improvement of personnel administration and protecting the employee interest by various means. Subject to the provisions of law, recommendation in the field of remuneration and other condition of work, position classification, examination, appointment and dismissal, training, status, disciplinary punishment, grievance procedure and other matters concerning the maintenance of fairness in personnel administration are the major responsibility of NPA. NPA shall appoint a Director General and other personnel to conduct its business. Thus in Japan, NPA is the central personnel authority for the improvement of whole civil service administration. But in Nepal, there is a Ministry of General Administration to play key role in public administration. Secretary and other civil servants of all governmental agencies (including PSC Secretary) are being appointed or transferred by the Ministry or Cabinet. There will be no legal role of the commission to appoint its own personnel too.

Ministry of General Administration is responsible for the improvement of personnel administration in Nepal. It creates posts for efficient performance. It determines the manpower needs of various Ministries or agencies. It maintains all records of civil servants and performs training for the employee. Functions relating to promotion disciplinary action, transfer, retirement and grievances of civil servants are also being performed by this ministry. The PSC only advise to this ministry to perform these functions.

Entrance Examination:

To held examination in order to select suitable candidate for appointment is the major function of PSC. According to the PSC Act, PSC is empowered to determine the type of examination whether it will be written or practical or oral or some of them or one of them.

According to the Civil Service Act 1993 there are many entry gates and they are as follows:

<u>Entry position</u>	<u>Examination</u>	<u>%</u>	<u>Labour Market</u>
Non Gazetted Class III	Open competition	100%	Grade 8 Pass
N. G. Class III	"	60%	High School Pass
N.G. Class II	"	60%	SC Pass
N.G. Class I	"	60%	Senior High School or Intermediate Level Pass
Gazetted Class III	Open Comp.	75%	University Graduate
	Close Comp.	25%	Among N. G. Class I
Gazetted Class II	Open Comp.	10%	University Graduate
	Close Comp.	10%	" (Among III Cl
Gazetted Class I	Open Comp.	10%	"
	Close Comp.	10%	" (Among III & II Class)

Thus new candidate can enter in various level posts in Nepal. But in Japan There are only three level (Level I, II & III) available to get entry in civil service through open competition. The rest higher level posts shall be filled by promotion

Selection Examination

First of all PSC collects the vacant posts from various ministries or departments and then makes announcement for the examination and advertises in its newsletter, newspaper and by means of radio broadcasts. Generally the applicants get 37 days to register their applications in PSC's various offices.

In present time the curriculum for the entry level can be mentioned in following way:

a; Administrative Service:

For administrative service (non technical), general knowledge, social study and one subject relating to the job (such as accounting, revenue, acts, rules and regulations in financial administration etc for accounting post) are included. Each subject has 100 marks. In addition to the subjects which are tested by the written examinations, psychological personality test, such as intelligence test, group discussion and interview which covers 100 marks is conducted for the candidates who pass the written examination. Pass mark is at least 35 percent.

b; Technical Service:

For technical posts, written examination or practical test in the related technical subjects which has 100 marks may be used before the candidates proceed to the interview stage in which generally has 50 marks.

In the written test objective type (multiple choice) questions is asked upto gazetted III class level. For gazetted class II&I level, the model of question shall be related to the job and job relating problems. Essay is not included in selection examination in Nepal. Thus, the curriculum and model of questions, is somehow different from the model of Japanese civil service examinations, where essay is compulsory and foreign language test is included and other various subjects such as law, mathematics, economics, physics are included as optional subject. And general knowledge and job related special subjects are included as compulsory subjects.

Interview and Other test:

The interview board is composed in the chairmanship of the member

of the commission or a representative; an expert in the particular field and a representative from concerning ministry will be in the board . In the group discussion (another type of test) an issue concerning the job of the relevent post is put out for discussion. It is supposed that this test assess commonsense, style of expretion, intellectual penetration , dynamism, descisiveness and leadership.(Time 30 minutes - Mark 30).

In intelligence test 20-25 items of questions are asked to be complited in 10 minutes with a total of 25 marks.

Now group discussion and intelligence test is held for the post of class III administrative officer only. For other posts written and interview is being conducted.

Recommendation For Appointment:

After the complition of written and other examinations PSC prepares merit list of the successful candidate and recommend to the ministries according to the demended number of post to be filled by new recruitment .

In Japan the name and scores of these candidates who have passed the test shall be registered in the eligibility list and NPA send,s the list to each ministry. The ministry interviews the candidates included in the list and choose the most suitable ones for that agency. Each ministry have the power of appointment.

But in Nepal,we do not have eligibility list system and the ministries get no chance to choose suitable candidate among the recommended list . Ministry of General Administration give them the appointment letter and post them in various ministries or departments as recommended by PSC.

Promotion, Transfer and Desciplinary Action;

Promotion:

Civil service personnel can be promoted through two ways; one through examination among the possible candidates in that level and the next is based on performance and seniority. 40% of the vacant posts of non gazetted level

and 80% of the vacant posts of gazetted class II & I shall be filled by promotion mainly based on performance evaluation . In Japan all the vacant posts above level III should be filled by promotion based on work performance evaluation . Vacant posts in level II&III should be filled by new appointment based on open competition and promotion based on work performance evaluation. Vacant posts shall be filled up by promotion among the personnel within the organization. But in Nepal all the employees of ministries and agencies in that fixed service group can be promoted. For example; if there is a vacant post in the Ministry of Home , an employee from the Ministry of General Adm. or from Public Service Commission can be promoted. There is a general law (Civil Service Act & Regulation) regarding promotion and other terms and condition of civil service employee in Nepal. All the ministries or governmental agencies should follow the rules . IN Japan each ministry has its own rules regarding promotion and performance evaluation; but the general standard is set by NPA.

Transfer

Transfer of civil servants from one ministry to another is general in Nepal. Intra-ministerial transfer can be made by the ministry and inter-ministerial transfer shall be made by Ministry of General Administration. But to transfer from one kind of civil service post to another kind of civil service post, the consultation of PSC is necessary. PSC examines the candidate whether he/she will be suitable to the post or not.

In Japan inter-ministerial transfer does not happen frequently and the employee who get appointment in an organization , work long time in the same organization. Generally the transfer happens within organization and the objective of transfer will be as follows:

- a; to develop the ability of the employee
- b; to develop versatile ability of cross-function rotation
- c; to determine the aptitude of the employee or to put the right man in right place.

Disciplinary Action

According to the Article 102(3) it is necessary to consult PSC in the case of any kind of departmental action against civil service personnel. In this way the ministries or agencies can not dismiss or punish their civil service employee without the permission of PSC. Thus PSC has some power to prevent civil service personnel from dismissed or reduction of rank or salary without providing necessary opportunities to furnish evidence in his or her defence.

Training & Remuneration

In Nepal two kind of training, pre-service and in-service training is being conducted by the Administrative Staff College and Ministry of General Administration. Occasionally PSC also conduct in-service training for the employee incharge in office administration(general affair of the office) of different ministries or agencies. In present pre-service training is being provided for the non-technical (administrative) officer only .In this way various organizations are conducting the training in their own way. No clear responsibility is given to these Organization.

In Japan NPA is responsible for the training of all government employee ; where as on the job training is being conducted by all ministries or agencies.

In Nepal PSC has no role regarding remuneration of civil service employee. Remuneration is being determined by the government and it depends on the interest of political leader rather than any report of bureaucratic organization .

3. Countermeasures For Improvements

There are many difficulties in Nepalese Civil Service system . We are trying to overcome with these problems. Some of the problems regarding Public Service Commission,s function and their solutions which are ,in my view, more important ,are as follows:

- Responsibility of the organization regarding the improvement of personnel administration should be clearly determined. Confusion between Ministry of General Administration and PSC should be clarified. In Nepal bureaucracy is largely effected by in the situation of change in government. So in this circumstances as a constitutional and independent organization, PSC could be able to play a vital role to improve the personnel administration and to protect the interest of civil servants, that I found in Japan.
- To encourage highly talented individuals towards government organization, the working condition should be good and employment should be guarenteed. Interance examination for the government employee should be fair and qualittitative. For this purpose public Service Commission should conduct the examinations more effecttively and the technique of testing should be modified. Now PSC is getting more and more applications. Some times the number of application reach 15-18 thousants for 50-60- vacant posts. So the screening test is necessary to handle these applicants and to select more competent persons among them.
- It is very important to maintain high morale in civil service, through vavarious means.
- In Nepal we have no long experince of demacracy. When we got multiparty democracy in 1990 , the political instability is being a problem and the bureaucracy is effected by the political change. In this situation bureaucracy should be stable and strong for the national development. As I found , Japanese bureaucracy is highly meritocratic and furnished by most talented individuals and it is strong. Change in government do not effect in bureaucracy.

- There are many ways to protect the interest of civil service personnel. One of them which is performing by Public Service Commission is - to prevent the employee from disciplinary action(demotion of salary or dismissal from service) , without the consultation and consent of PSC. The other about remuneration, about working conditions, about training and maintenance of fairness in personnel administration is not the responsibility of PSC by law. So to protect the interest of government employees govt. should pay great attention in these subjects.
- To perform the responsibility of PSC, there should be sound and helping environment within organization. Appointment^{ment} and transfer of the PSC, s personnel by the government/Ministry of General Administration, in some cases , is found not in the favour of PSC. So there should be some change / improvement in this tradition.
- Uncertainty in civil service laws is one of the major problems in Nepalese civil service system. We can find some changes in civil service law almost each year , basically effecting in promotion system. Frequent change in civil service law is creating confusion among government employee. So it is necessary to make career plan predictable.

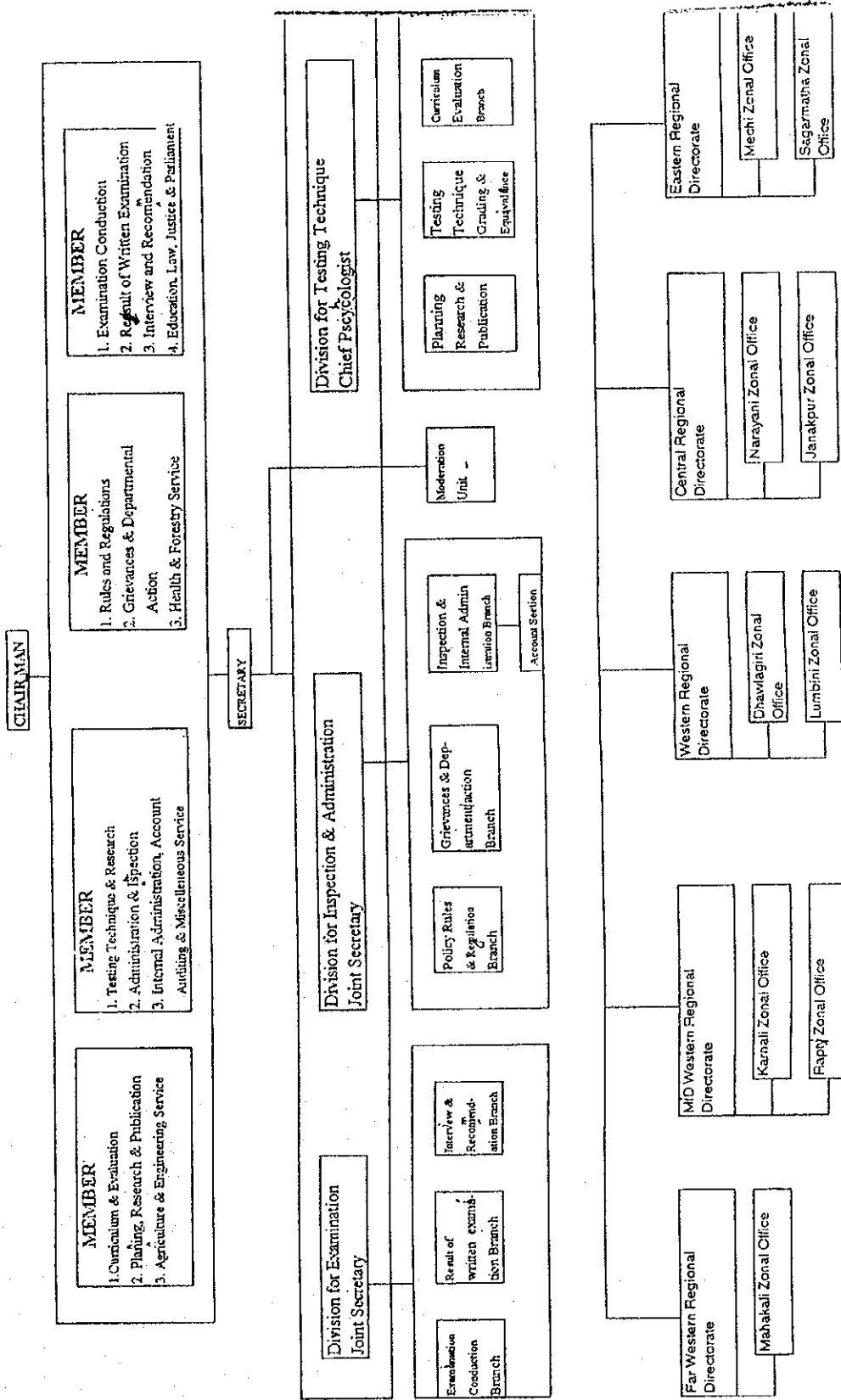
4 Conclusions

In present time the role of the public service is extending in to every sphere of citizen's life. So the responsibility of the government have been increased and diversified. Bureaucracy, as a government machinery , should be dynamic to keep pace with the changing society. For this purpose there should be regular refinement in civil service system in order to meet the needs of the people .

Being a developing country , Nepal is facing many problems. The most important mean to overcome these problems is to improve civil service system to make more efficient and effectiveness. Nepal has some problems in the field of civil service administration and We have to solve these problems. In this respect the role of public Service Commission is very important.

In this report , by sharing knowledge and ideas as well as experience of different participants of different countries and the experience of Japanese civil service system which I learn through this training, I have mentioned some solutions to be implemented in Nepalese context. I hope these measures will be helpful for the improvement of the Public Service Commission in particular and the civil service system in general.

Public Service Commission



FINAL REPORT

THE ROLE OF PUBLIC ADMINISTRATION FOR
THE ECONOMIC AND SOCIAL DEVELOPMENT

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FOREWORDS

WHEN A NEW DEMOCRATIC GOVERNMENT SET UP IN REPUBLIC OF PARAGUAY IN FEBRUARY OF 1.989, HAD BEEN DECIDED AS A PRIORITY TARGET, THE DEFINITION OF A DEVELOPMENT PROGRAM NAMED PLANNING OF ECONOMIC AND SOCIAL DEVELOPMENT FOR THE YEARS 1.989/1.990.

THAT PLANNING OF DEVELOPMENT WAS FOCUSED TO THE NEXT GENERAL OBJETIVES:

-THE REESTRUCTURATION OF THE TAX SYSTEM ABOVE MORE OPERATIVES AND EFICIENT BASES, PROMOVING THE CAPTATIONS AND THE PROFITS, AND IN THE SAME TIME, MAKE EASY THE PAYMENT OF THE TAX AND THE CENTRAL GOVERNMENT MANAGING OF THE INCOMING SYSTEM. SO, THE NEW TRIBUTARY REFORMN, MUST HAS AMONG ITS OBJETIVES, THE INCREASING OF THE STATE'S INCOME FROM TAXES THAT NOT AFFECT OR RISK THE GENERAL ECONOMY RESOURCES ASIGNATIONS, WITH TENDENCIES TO THE EQUALYTY IN THE IMPOSITIVE CHARGES AND THE STIMULATIONS THE GROWING OF BOTH SAVINGS AND INVESTMENTS.

-IMPROVE THE MECHANISM OF PROGRAMATION, EXECUTION, CONTROL AND EVALUATION OF THE PROYECTS OF PUBLIC INVESMENTS Y SUMMIT THEM TO SPECIFICS PROGRAMS OF ANALYSIS OF COST-BENEFITS -FINANCIAL, ECONOMIC AN SOCIAL.

-ACHIEVE INTERINSTITUTIONAL COORDINATIONS IN THE PUBLIC SECTOR, IN ORDER OF MAKE MORE EFFICIENT THE GOVERNMENTAL JOBS AND ITS POLICIES, SPECIALY IN MONETARY AND FISCAL ASPECTS, THROUGH THE SYSTEMATIZATION OF ACTIVITIES IN ASPECTS OF PLANIFICATIONS AND BUDGET PROGRAMATION.

-INCREASE THE TECNIC AND OPERATIVE CAPACITY OF PUBLIC SECTOR INSTITUTIONS. THE INSTITUTIONAL ADMINISTRATION MUS TO BE MODERNIZE WITH ADECUATED CAPACITY, BOTH TECNIC AND MANAGING ASPECTS.

-THE IMPROVEMENT OF THE LEVEL OF LIFE, SINCE THE ASURENCE OF THE PUBLIC FREEDOMS AND THE RESPECT TO THE HUMAN RIGHTS.

NOW, AFTER MORE THAN FIVE YEARS OF THE BEGINNING OF THE DEVELOPMENTAL PLANING, IT IS EVIDENT THE SUCESSFUL ACHIEVEMENT SPECIALLY IN MACROECONOMICS ASPECT.

CONCERNING THE TRANSFORMATIONS OF STATE MACHINARIES AND THE SEARCHING OF NEW STYLES OF PUBLIC ADMINISTRATION ACORDING WITH THE NEEDING OF THE SOCIETY, IS VERY IMPORTANT TO SIGN UP THE COOPERATION RECEIVED FROM THE PNUD AND OTHER DEVELOPED COUNTRIES.

DURING THE PAST TIMES, THE STATE ADMINISTRATIONS WAS NOT LINKED WITH THE IDEA OF PUBLIC MANAGING. SO, TOOK PLACE THE POLITIZACION OF THE SYSTEM THAT ALLOWED THE CONTRACTS OF EMPLOYERS OR WORKER FOR THE DIFFERENT LEVELS INSIDE THE STATE STRUCTURE, WITHOUT A PREVIOUS SELECTIONS OF THE PERSONAL ABILITIES OR CAPACITIES OF THE APLICANTS BUT JUST BY FRIENDSHIPS OR POLITICAL INTERESTS.

CERTAINLY, IT IS APRECIATED CERTAIN KIND OF IMPROVEMENT IN THE PROCES OF THE PUBLIC BUDGET ADMINISTRATION. HOWEVER, A REAL IMPROVEMENT OF THE PUBLIC MANAGING IS YET A REMARKABLE PROBLEMN THAT GOVERNMENT MUST TO TAKE CARE OF.

SITUATION OF THE PUBLIC SECTOR IN PARAGUAY

FROM 1.989, THE NEW CIVILIAN AND DEMOCRATIC GOVERNMENT FACED THE NECESSITY OF A GLOBAL CHANGE IN THE STATE STRUCTURES WIHT A GRADUALLY EXECUTED STRATEGY THAT IS IMPLEMENTING UNTILL TODAY.

SO, THE GRADUALITY USED IN THE IMPLEMENTATION OF NEW PROPOSALS, ALLOWS TO THE INTERESTED GROUPS TO PARTICIPATE EXPRESSING THEIRS POINT OF VIEW WIHT RESPECT TO EVERY GIVEN STEPS AND FINALY, AS A RESULT, THE PLAY OF THE DEMOCRACY TAKES PLACE.

IN THIS WAY, THE CHANGES DON'T BORN BECAUSE A GOVERNMENTAL PRESSURE OR BUROCRATIC IMPERATIVE BUT WITH THE CONSENSE OF THE SOCIETY.

THIS PERMANENT INTERACCTION BETWEEN GOVERMENT AND SOCIETY, MAKES IDENTIFICABLE THE NEXT POINTS:

-A TRANSFORMATION OF THE NORMS AND INFRAESTRUCTURES ORIENTED TO MAKE SURE THE EXISTENCE OF THE RIGHT AND THE JUSTICE AND FAVORS THE SOCIETY BEHAVIOR.

-A LARGER PARTICIPACION OF THE ECONOMIC AGENTS BY THE STIMULATIONS OF THE DYNAMISM AND THE INNOVATION IN THE PRODUCTION, THE THECNOLOGIC DEVELOPMENT, THE USING OF MODERN METHOD OF MANAGING AND THE ACCES TO THE NATIONAL AND INTERNATIONAL MARKETS.

-CREATION OF POLITICS TOOLS FOR THE PROMOTION OF THE NATIONAL SAVINGS AND THE NATIONAL INVESMENTS.

-EDUCATIONAL AND THECNOLOGICAL DEVELOPMENT IN ORDER TO PROMOVE NEW LEVELS OF INTEGRATION OF THE MANPOWER IN THE PRODUCTIVE MACHINE.

-KEEP THE INTEGRATION OF ALL THE SOCIETY LIKE A WHOLE INSIDE THE NATIONAL TERRITORY LOOKING FOR A SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT.

-CREATE GOOD CONDITIONS OF STABYLITY, TRANSPARENCE AND SAFETY FOR ENCOURAGE INVESTORS BOTH NATIONAL AND FOREIGN.

-OPERATE WIHT COORDINATION, COHERENCE AND LOGIC IN THE FIELDS OF THE SEVERAL KINDS OF POLICIES BOTH SOCIAL AND PRODUCTIVE.

FROM THE EXPOSED POINTS, IT BEEN REALIZED SOME STRATEGIC MEASURES OF THE IMPROVING OF THE PUBLIC SECTOR ROLE.

-MODERNIZATION OF THE NORMS, SYSTEMS AND PROCEDURES BY MEANS OF, THE STATE GIVES SERVICES TO COMUNITY.

-PROMOTION OF THE FUNTIONS CAPACITIES IN SENSE OF GENERATE CONDITIONS FOR THE CHANGES REGISTERED IN THE BEHAVIOR OF DIFERENT SECTORS TO PARTICIPATIVE WAYS, PRODUCING TRUHT AND SAFETY IN THE DEMOCRATIC PROCESS TRANSFORMATION IN THE PARAGUAYAN SOCIETY.

-THE TROUBLES WHO MUST BE STRIKED, SHOULD HAVE SOLUTIONS WITH ACHIEVEMENTS THAT BENEFIT TO ALL THE WHOLE COUNTRY, TRYING IN EVERY MOMENT AND IN EVERY STEPS TO AVOID THE DUPLICATIONS IN THE USING OF THE GENERAL EFFORTS.

-THE TIMES OR MOMENTS AND THE METHODS TO FACE THE TROUBLES MUST TO BE ADOPTED ACORDING THE PRIORITIES OF THE CENTRAL GOVERNMNENT, CONSIDERING THE REQUIRED GRADUALITY IN ALL TRANSFORMATION PROCESS AND ALSO, CONSIDERING THE NATURAL OPOSITION TO THE NEW AIRS OF LIBERTY ORIGINATED ERTAINS RESISTENCE GROUPS.

PARAGUAYAN REGULATIONS CONCERNING THE PUBLIC SERVICE

THE NATIONAL CONSTITUTION

IN JUNE OF 1992, A NEW NATIONAL CONSTITUTION HAD BEEN UNACTED, INTRODUCING NEW AND IMPORTANT REFORMS AND FIGURES FOR THE ORGANIZATION AND THE ADMINISTRATION OF THE PARAGUAYAN STATE, PROMOVING IN SUCH A WAY, THE MODERNIZATION AND THE TRANSFORMATION OF THE PUBLIC SECTOR AND IN THE RELATION SYSTEM BETWEEN THAT SECTOR AND THE COMUNITY.

THE PRINCIPAL INNOVATIONS PROVIDED FOR THE NEW CONSTITUCION ARE:

- THE CREATION OF THE VICE-PRESIDENCY
- THE CREATION OF THE GENERAL CONTROL ORGANIZATION OF THE REPUBLIC
- THE CREATION OF THE CHARGE OF DEFENDER OF THE COMUNITY -ODBUSMAN
- THE REORGANIZATION OF THE NATIONAL POLICE
- THE CREATION OF DEPARTAMENTAL GOVERNMENT
- THE POLITIC JUDGMENT
- IMPLEMENTATION OF THE SYSTEM HABEAS DATA IN THE JUSTICE FIELD
- THE RIGTH FOR STRIKING OF THE PUBLIC WORKER, ETC

IN THIS CONTEXT, BY DECRET OF THE EXECUTIVE POWER DURING OCTOBER 1989, HAVE BEEN DESIGNED FOR FIRST TIME THE CHAIRPERSON OF A PUBLIC OFFICE NAMED GENERAL DIRECTION OF PUBLIC WORKER, ENTITY CREATED IN THE YEAR OF 1970, BY LAW 200/70 WHICH DURING ALL THAT TIME DID NEVER ASUMED THE ROLE THAT ITS WAS CREATED FOR.

LAW 200/70 PRIVIDES THE IMPLEMENTATION OF A CAPACITATION UNITY NAMED TRAINING IN SERVICE CENTER, AS A OPERATIONAL SUPPORTING DEPARMENT ORIENTED TO THE EXECUTION OF THE POLITIC, PLANNS AND PROGRAMS TO DEVELOP (FOR) THE GENERAL DIRECTION OF PUBLIC WORKER.

IN THIS WAY, THAT GENERAL DIRECTION -DEPARTMENT-, ALSO THE SPECIFIC FUNCTIONS PROVIDED FOR THE LAW 200/70, MUST TO BE OCUPIED SPECIALY IN THE NEXT POINTS.

- ELABORATION OF A NEW AND MODERN STATUTE FOR THE PUBLIC WORKER TO BE PRESENTED AT THE NATIONAL PARLIAMENT
- DEFINITION OF PROCEDURES NORMS FOR THE PUBLIC DEPARTEMTS TO BE UTILIZED IN THE RECRUITMENT, SELECTION, INCORPORATION, PROMOTION, EVALUATION, CLASIFICATION, PAYMENT, WELFARE, FORMATION, TRAINNING, ETC. OF THE PUBLIC WORKER.

WHAT IS THE ...TRAINING IN SERVICE CENTER?

THE TRAINING IN SERVICE CENTER WAS CREATED IN MARCH 23, 1962 BY EXECUTIVE POWER DECRET N 2165, UNDER THE COORDINATION AND THE FISCALIZATION OF THE MINISTRY OF FINANCE AND THE HELPING BOTH FINANCIAL AND TECNICAL OF THE USA ECONOMICAL MISION IN PARAGUAY. THE ITS MEAN OBJETIVES IS TO PROVIDE CAPACITATION AND TRAINING TO PUBLICS WOIRKERS BY A PERIOD OR 3 YEARS SINCE 1.965. WHEN THE USA MISION CONCLUDED, THE ENTITY PASSED UNDER THE DEPENDENCY OF FACULTY OF ECONOMIC AND ACCOUNTANT SCIENCES -NATIONAL UNIVERSITY OF ASUNCION.

IN ORDER TO CUMPLIMENT ITS OBJECTIVES, THE ENTITY HAD ADOPTED A KIND OF ORGANIZATION THAT MAKE ALLOWABLE THE EXECUTION OF ITS PLANNINGS IN MANNERS SISTEMATIC, OUTLINED, CONTINUED, MODERNICED AND EFFICIENT.

THE PROGRAMS OF THE TRAINING IN SERVICE CENTER

THE ACTIVITIES OF CAPACITATION OF THE TISC HAD DEVELOPED A GROUPS OF PRODUCTS WELL KNOWN IN THE COUNTRY, ORIENTED TO 3 DIFFERENT LEVELS: SUPERIOR, MEDIUM AND BASIC. SOME PROGRAMS ARE OFFERED YEARLY, FOR EXEMPLE:

- PROGRAM OF HUMAN RESOURCES MANAGER TRAINNING
- PROGRAM OF EXECUTIVE SECRETARY
- OTHER COURSES REGARDED TO SPECIAL ASKING OF ENTERPRISES OR ORGANIZATION ACORDING TO THEIR NECESITIES UNDER A CAPACITATION MODEL NAMED ...IN COMPANY.

#PROGRAMS OF SEMINARS IN HIGH MANAGMENT AND MEDIUM STAFF REGARDED TO THE CENTRAL ADMINISTRATION.

GENERAL DIRECTION OF PUBLIC WORKER HAD PLANNED A SERIES OF ACTIONS IN THE CAPACITATION FIELD, ORIENTED TO PROVIDE TECNOLOGY OF STEP, BE ABLE TO APLICATED INMEDIADLY IN THE HIGH AND MEDIUM LEVELS OF THE MINISTRIES, WITH THE TARGET FOR ACHIEVE MORE LEVELS OF EFICACITY AND EFICIENCY.

THE DESIGNED SEMINARS FOR SUB SECRETARIES AND DIRECTORS WAS AS FOLLOW:

- MANAGEMENT DEVELOPING
- MANAGEMENT BY OBJECTIVES
- ESTRATEGIC PLANNING

THE SEMINARS DESIGNED FOR CHIEFS OF DEPARMENTS WAS AS FOLLOWS:

- MANAGEMENT BY OBJETIVES
- TEAM WORKS DEVELOPING

#PROGRAMS ORIENTED TO THE FORMATION OF HUMAN RESOURCES DIRECTORS

THESE KIND OF PROGRAMS WAS PREPARED FOR THE DIRECTORS AND THE STAFF CHIEFS BOTH FOR THE PUBLIC AND PRIVATE SECTORS. THEY WAS YEARLY IMPLEMENTED SINCE 1.987, FROM MARCH TO NOVEMBER.

THE MEAN PROPOSAL OF THIS PROGRAM IS TO PROVIDE THE REQUIRED FRAMEWORK IN ORDER TO DEVELOP THOSE TEORIC CONCEPTS REGARDING THE ROLE OF THE HUMAN RESOURCES RESPONSIBLES AND IN THE SAME TIME, MAKE ALLOWABLE THE COMPRENHENSION AND ORIENTATION OF THE PROCEDURES, THE TECNICS, THE PROGRAMS AND THE OPERATIVE MODELS THAT IDENTIFIED THE MODERN ADMINISTRATION.

THE PROGRAM IS INTEGRATED BY 10 SEMINARS OF 25 ACADEMIC HOURS LASTING AND CONTAINS THE NEXT ITEMS.

- ORGANIZATIONAL BEHAVIOR
- STUDY AND ANALYSIS OF JOBS
- JOBS CLASIFICACION AND VALUE
- EVALUATION OF FULFILMENT
- SALARIES ADMINISTRATION POLICIES
- SELECTIONS SYSTEMS AND TECNICS
- NEGOCIATIONS STRATEGY
- STRUGGLE MANAGEMENT
- LEGAL FRAMEWORK OF WORKS CONTRACT
- CAPACITATION AND TRAINNING INSIDE THE ORGANIZATION
- MANAGEMENT ABILITIES DEVELOPING
- INFORMATIC -COMPUTERS, ETC
- MARKETING

#COURSES AND SEMINARIES FOR THE OPERATIVE LEVELS.

BECAUSE THE IMPORTANCE IN THE DEVELOPMENT OF CAPACITIES AND ABILITIES OF THE HUMAN RESOURCES IN THE OPERATIVE LEVEL AND CONSIDERING THAT THESE ITEMS CONSTITUTE AN EFFECTIVE SUPPORT IN ALL KIND OF ORGANIZATION, HAD BEEN IMPLEMENTED THE NEXT COURSES:

- EXECUTIVE SECRETARY
- MANAGEMENT ABILITIES DEVELOPING
 - OFFICES ORGANIZATION - LAY OUT
 - REDACTION - WRITING
 - FILES OR RECORDS
- INFORMATIC
 - INTRODUCTION IN DATA PROCESING
 - OPERATIVE SYSTEM DOS
 - TEXTS PROCESING
 - ELECTRONIC SCHEDULE QPRO
 - FOX PRO - DATA DRIVER
 - MICROSOFT WINDOWS

RESPONSIBLE ORGANISMS WHEN THE COURSES TAKE PLACE IN

THE TRAINING IN SERVICE CENTER -TSC- MADE ITS ACTIVITIES CONCERNING THE CAPACITATIONS AND STUDIES IN DIFFERENT KIND OF THE PUBLIC SECTOR OFFICES AS FOLLOWS:

- CENTRAL ADMINISTRATION
 - MINISTRIES AND ITS DEPENDENCIES
- DECENTRALIZED ENTITIES AND PUBLIC ENTERPRISES
- DEPARTMENTAL GOVERNMENTS
- MUNICIPALITY GOVERNMENT

#TROUBLES AND COUNTERMEASURES REFERRED TO THE STUDIED AND LEARNED TOPICS FACED IN THE TRAINING COURSE NATIONAL GOVERNMENT ADMINISTRATION II

AFTER READING THE DIFFERENT COUNTRY REPORTS PRESENTED BY MY COLLEAGUES, HAD BEEN POINTED SOME FALLACIES AND TROUBLES WHICH AFFECT THE HUMAN RESOURCES MANAGING OF THE PUBLIC SECTOR.

THE MORE COMMON PROBLEMS ARE:

- EXCESSIVE BUREAUCRACY OF THE PUBLIC SECTOR ADDED THE POLITICAL INFLUENCE UTILIZATION.

- THE CORRUPTION AND PUBLIC FRAUD
- LOWER LEVEL OF SALARY IN COMPARISON WITH PRIVATE SECTOR
- QUALIFICATION FAULT OF HUMAN RESOURCES. PROMOTION OF WORKER BECAUSE FRIENDSHIP OR FAMILIAR LINKS, WITHOUT THE CONSIDERATION OF QUALITY AND CAPACITY.
- DESIGNATION OF NEW STAFF WITHOUT PREVIOUS EXAMINATIONS
- FAULT OF RESPECT CONCERNING THE STAFF SENIORITY WHICH MAKE NO SAFETY THE PUBLIC CAREER.
- OFFICE APPLIANCES OBSOLECENSY IN THE PUBLIC SECTOR
- INSUFICIENT NUMBER OF WORKER FOR COVERING DEMAND IN SAME CASES, AND IN THE OPPOSITE, HIGH QUANTITY OF THEM WITHOUT SPECIFICS FUNTIONS.
- RESPONSABILITY FAULTS OF PUBLIC WORKERS BECAUSE THE SCARCED STIMULATIONS RECEIVED FROM THE STATE.
- FINANCIAL RESOURCES AND ASISTANCES FOR CAPACITATION THAT MAKE DIFICULT THE STATE VOLUNTY ORIENTATION TO TRAINNING FIELD.

AS COUNTERMEASURES, HAD BEEN IDENTIFIED THE ITEMS BELOW DESCRIBED CONCERNING THE PROMOTION OF THE PUBLIC MANAGEMENT MODERNIZATION:

- TO DIGNIFY THE PUBLIC WORKER SALARIES ACORDING THE CHARGE, THE JOB, THE ACKNOLEDGE AND THE RESPONSABILITIES.
- TO ENABLE AND TO QUALIFY THE WORKER'S FULFILLMENT WITH TRAINNING PROGRAMS.
- OFFICE AND INFRAESTRUCTURE MODERNIZATION AND PROMOTION OF UNPROFITABLE PUBLIC ENTERPRISES PRIVATIZATION.
- TO STIMULATE WORKERS WITH PROMOTIONS OR AWARDS
- TO PUNISH RESPONSIBLES OF PUBLIC FRAUD
- TO AVOID AS POSIBLE AS CAN THE BUROCRACY LIMITING FUNTIONS, DUTIES AND RESPONSABILITIES.
- TO IMPLEMENT SOCIAL SECURITY AND RETIREMENT
- TO PROMOTE THE ASOCIATION FREEDOM AS IN THE PRIVATE SECTOR
- TO REORGANIZE THE STAFF TAKING CARE FOR THESPECIFIC JOBS.

BUT IT IS IMPORTANT TO CONSIDER THAT IMPLEMENTATION OF CERTAINS COUNTERMEASURES IMPLIES A REMARKABLE INVESMENT IN TERMS OF FINANCIAL RESOURCES, THAT CREATE NEW PROBLES IN OTHER ASPECTS SUCH AS THE INCREASING OF TAXES, CRETIONS OF NEW TAXES, WHICH MEAN THE SACRIFICE OF SOME ITEMS OF THE NATIONAL BUDGET AND FINALY , THE SEARCHING OF EXTERNAL ASSITANCE.

CONCLUSION

AFTER LEARNING JAPANESE EXPERIENCE IN THE FIELD OF THE PUBLIC ADMINISTRATION AND ALSO, CONSIDERING THE CONTENTS OF THE COUNTRY REPORTS DISCUSSED DURING THE DEVELOPING OF THE TRAINNING COURSE NAMED NATIONAL GOVERNMENT ADMINISTRATION II, IT IS EASY TO REALIZE THAT THE JAPANESE MODEL DESERVES TO BE SOURCE OF INSPIRATION FOR THE DEVELOPING COUNTRIES IN ITS SEARCHING OF THE MODERNIZATION OF THE PUBLIC SECTOR ROLE TO FACE THE TODAY'S VERY COMPETITIVE WORLD.

MUST TO BE KEPT DURING THE IMPLEMENTATION OF MODERNIZATION STEPS THE NEXTS ITEMS"

- PROGRAMED PROMOTION SYSTEM
- COHERENT AND JUST SALARIES
- PERMANENT CAPACITATION AND TRAINNING
- MODERN AND ADECUATED CONTROL SYSTEM

ACTUALY, REPUBLIC OF PARAGUAY GOVERNMENT, WITH A NEW DEMOCRATIC SYSTEM, HAS THE POSIBILITIES TO ORIENT OR FOCUS ITS ADMINISTRATION POLICY FIGHTING AND FACING THE PROBLEMS IN THE SAME ROOTS AND WITH THE REAL DECISION OF AVOIDING CORRUPCION AND DIGNIFY THE PUBLIC WORKERS WITH GOOD SALARIES, TRAINNING AND FAIR PROMOTION AND ALSO TREATING THEM WITH THE BEST OF ITS INTENTION TO INVEST IN THAT SINGULAR FIELD, WITH THE HELP OF FRIENDLY COUNTRIES LIKE JAPAN IN TERMS OF TECNIC AND ECONOMIC AIDS..

FINALY IS IMPRESCINDIBLE TO DEEP THE STRUCTURAL ORGANIZATION IN THE DESIGN OF WORKING METHODS AND ADVANCE, STEP BY STEP IN THE ENACTTED OF NEW MODERN REGULATIONS LOKING THE FUTURE OF NATIONAL DEVELOPMENT.

FINAL REPORT

for

GROUP TRAINING COURSE :

NATIONAL GOVERNMENT ADMINISTRATION II

17/05/95 - 02/07/95

on

THEME:

INDUSTRY AS KEY FACTOR TO SUSTAINABLE
ECONOMIC DEVELOPMENT

*Maurice Songor
Republic of Seychelles*

INDUSTRY AS KEY FACTOR FOR
SUSTAINABLE ECONOMIC DEVELOPMENT

To meet our country's needs the government of Seychelles should further consolidate its policies and establish a strategy to work towards its accomplishment. First and foremost we must define and prioritize the development of primary industry. In this case we will be able to be less dependent on imported goods that could be produced in the country.

The aims will be upgrading and improving the use of good manpower, consolidating of existing industrial assets, ensuring the most efficient production possible, implementing measures to reduce the gaps between domestic and international market prices, securing stable food supplies through the effective use of national land resources, providing good quality, ensuring harmony between industrial development and environmental protection.

To achieve these aims the Ministry of Agriculture and the Ministry of Industry must unite their efforts in the exploration and exploitation of both land and marine resources. For example the promotion and maintenance of an appropriate level of domestic agriculture which will contribute to the preservation of farmland, the conservation of the natural environment, the upkeep of amenities and the revitalization of rural communities, the establishment of a relevant data base for planning of industrial development and to provide information of a technical nature to investors, to continue monitoring of industrial performance including identification of problems in order to provide early and timely remedies

to problems.

Policy for agriculture.

Establish and implement a policy that will enable farmers to earn a higher income by using their abilities to the full to become more interested in farm management.

Assist the farmers in obtaining necessary information on production and distribution.

Reexamined the existing regulations and protection measures for production and distribution.

Pursue the supply of fresh, good quality, safe food that meet consumer's need and is priced at a reasonable level aiming at reducing price gaps between international and local markets.

Special attention must be paid to land extensive agriculture wherever is possible.

Support measures, such as low interest loans and tax deductions will be preferentially given to the management bodies, eager to expand the scale of their productions on farming operation, to increase their capital, secure their work force, improve working conditions and take self-reliant initiatives in other management areas.

Encourage the initiatives of collective entrepreneurs in developing cooperative management.

Agriculture and the environment.

The important fact is that agriculture cannot maintain production level over the long term unless it's exist in harmony with the environment. Careful study and assistance must be given to farmers in the applications of chemical fertilizers and other agricultural chemical use. Encourage the use of less chemical element in the process of production. Sensibilize the farmers on the dangers and irrational use of chemical agent.

Policy on industry.

The important element measures and principle will aim at upgrading the performance is as follows;

The mobilisation of financial resources for industrial investment.

The encouragement of increasing investment in existing industries and where needed to assist industries to sustain employment and make better use of spare plant capacity wherever techno-economically feasible.

The provision of land and building for industrial development purposes.

The development of technological infrastructure and service required to facilitate product improvement, quality control and with appropriate standardization.

The development of professionals and technical services required to improve project preparation design, evaluation and

implementation capabilities and to build effective inter-industry linkages.

Pursue the industrial production to meet the demand and needs of the Seychelles.

Promotion and modernization of equipment and structural improvement of industrial facilities.

Promote the quality of products and increase production output.

Improve employee's welfare, increase consumer's benefit and pursue environmental preservation.

Upgrade loan for joint businesses operations and investment for the modernization of production and management scale.

Structural re-adjustment to improve the performance of industrial production and to contribute to the sound development of the national economy and to stabilize and improve the people's life.

Consensus and depreciation on machines and equipment of industrial buildings.

Subsidizing when necessary for technology development in viable small new businesses.

Openness to foreign technology.

Organizational of Industry.

To ensure the efficient running of both agricultural production and industry it is essential to establish various system and promote the establishment of cooperatives by providing numerable source of assistance including financial support and preferential tax treatment. The provision of guidance on the establishment and operation will also duly considered. Listed below are some measures for implementation purposes.

Mutual fire insurance cooperatives to carry out relief programs to make up the loss that member companies incurred as a result of accidents; such as fire, flooding etc.. and to stabilize their operations.

Credit especially provided by the development bank of Seychelles directed to foster improvement of production to farmers and industrial entrepreneurs.

Joint business cooperatives are organized in order to improve productivity through the expansion of their business scale by intergrating business operations of member companies such as small factories, sales altogether with the objectives of increasing mutual benefits.

Common facility cooperatives conduct joint operations which include joint production, joint processing and joint marketing with the objective of improving the management of member companies and the terms of trade while at the same time maintaining the independence of member companies.

Conduct surveys and studies and offer guidance and training

in order to improve and develop the joint economic activities within and on behalf the small enterprises.

Human Resource Education and Training.

To achieve rapid and efficient accumulation of human and physical resources the government will provide adequate infrastructural, educational facility and secure financial institutions. Actually compulsory, education in the Seychelles is ten years; thus six years primary education and four years secondary. This policy will be maintained and further developed with qualify teachers. Vocational training to enhance technical skills will be promoted. The education policies also to contribute to more equitable income distributions. Initial conditions will be set for it's further enhancement; initial low inequality in income and education led to educational expansion, which reinforced low inequality. In addition focus in spending on compulsory education participants will be encourage to participate in paying for their tertiary education. Externalities related to learning have traditionally been identified as important sources of market failures in general. When firms gain knowledge of production from other firms without incurring costs real externalities are present. Because of incomplete appropriability of knowledge than is socially optimal. Externalities due to learning may also be conferred on other firms by the first entrant, these includes the demonstration that the sector is physically and economically feasible and the linkage of information on technology and marketing. Therefore, on the job training is a useful method to overcome the aforementioned difficulty. Promoting the feat to acquire knowledge internationally will be highly encourage because it is believe that such source of knowledge will

become very fruitful and an important factor to shift to more capital and technology intensive sectors in which high level skills are needed to unlock knowledge that may be embodied in patents, license, or the use of specialized non-traded equipment.

Technological Upgrading.

Foreign technology will be sought through a variety of mechanism. Technology transfers is welcome in form of licenses, capital goods, import, and foreign training. It is thought that foreign investment will offer means of technology acquisition. The government policy has to encourage foreign investors together with local participation in corporate ownership. This new policies will increase tax incentives and relax domestic equity participation requirements for potential investors, hence bringing technology and export and employment opportunities. However, technology transfer should be carefully chosen and adopted in order that it won't harm the natural process of production by raising unemployment and initiating other economic ills. The present facilities and equipment will be maintained and improved. Technology development will secure a solid base for the long term economic development of the nation. Support measures will be formulated to help cooperatives in their developmental effort to create original technologies which would form the core of future industries. Basic research on method of standardization will contribute to a more leisurely affluent lifestyle and meet the growing demand of medical and welfare needs. It will also encourage the development and spread of new technologies and to overcome environmental problems. Basic research on standardization is indispensable

to meet challenges such as accumulating and systematizing basic data and establishing test evaluation techniques. To conduct the basic research, cooperation with foreign countries will be needed to promote and acquire modern techniques.

Production Prospects

Several new industrial ventures have been established some of which are export-oriented; the tuna canning factory and the purse-seiner net repair facility. In addition to laying down government policy on various issues related to industrial development, a whole range of fiscal incentives are identified to encourage both import substitution and export oriented industries. Several industrial activities have been investigated namely;

- a. Flour milling
- b. Cheese making
- c. Sugar confectionery
- d. Prepared spices
- e. Margarine production
- f. Vegetable oil production
- g. Salt extraction
- h. Dilution of concentrated perfume
- i. Blending and local production of perfume
- j. Recycling of use petroleum products
- h. Production of matches
- l. Gypsum production for white cement
- m. Production of artificial slate and marble from granite and fibre-glass resins

The above list not being exhaustive other possibilities have also been studied; snack production from casava, sweet potatoes and breadfruit, biscuit production, roof tiles, crown corks, curry powder, nails, production of national drinks, floor wax,

boat building, pickles and chutneys, soap production and candle manufacture. On the above, the following have been shelved after being found not feasible enough, within the national economy framework;

- Flour milling
- Cheese making
- Margarine production
- Salt extraction
- Dilution of concentrated perfume
- Production of matches
- Gypsum production
- Biscuit production
- Crown corks

The remaining projects on the above list are at different stages of implementation and production.

Main Problems and Solutions.

Financial resources;

The above remains to be the most serious difficulty in our country although the introduction of a number of measures has led to some degree of progress being achieved. These initiatives include the provision of medium and long term loans from the development bank of Seychelles at interest rates below that of commercial banks. The Central Bank of Seychelles refinancing scheme helps local manufacturers, industries and other cooperatives, offset the cost of short term borrowing from commercial banks. Government budgetary constraints prevent government from acting more positively in providing certain facilities such as industrial buildings or to undertake studies at a faster rate in order to implement projects.

Human resources;

This is caused mainly from lack of necessary skill, which effectively originated from the economic, political, socio-cultural and historical background of our society. The emigration of qualified seychellois has also exacerbated the problems. The long term solution to this problem is better manpower planning, training of local personnel in professional institutions and on the job training that may encourage nationals not to emigrate.

Lack of Information;

Investors have not been able to obtain necessary information before implementation of projects. The department of industry has to strengthened it's capacity to appraise projects and has also to improve it's capability to provide information and advice of a technological nature to investors. The Seychelles Bureau of Standard and metrology and quality control services have to be enhanced.

High Production Costs.

Production costs in Seychelles are relatively high for a number of reasons; including small domestic market size, our geographical isolation from the world markets, sources of technology and the need to import a large share of raw materials combined with the high cost of infrastructure development.

Conclusion.

Taking into careful consideration of the above pro's and cons regarding the policies, organization, technology labour resources, market and other possibilities related to industrial production in the Seychelles, it is very difficult to predict the future of the country, but however, there are some measures if taken will surely help in the betterment and harmonious progress and to overcome the existed problems are as follow ; unite our effort as one people and be more productive in our duties, prevent ourselves from being drag by cheap politic, prioritize national interest and increase the values of patriotism, erradicate and eliminate all form of wastage, be more creative to be able to identify the what and how to produce novelties to foreign market, work toward the promotion of intergration and regionalization and be freindly and sincere to our foreign partners.

FINAL REPORT

- 1.- NAME OF THE TRAINING COURSE:
THE GROUP TRAINING COURSE IN NATIONAL
GOVERNMENT ADMINISTRATION II

- 2.- NAME OF THE PARTICIPANT:
MRS. T.M.L.C. SENARATHNA

- 3.- NAME OF THE COUNTRY:
SRI LANKA

- 4.- THEME:
THE ROLE OF THE PUBLIC ADMINISTRATION IN TERMS
OF SOCIO ECONOMIC DEVELOPMENT

Role of the Public Administration in terms of Socio
Economic Development.

After 450 years of colonial rule the Republic of Sri Lanka gained independence on Feb 4th 1948. It has recently carried out the 13th amendment to the constitution under which it is envisaged to provide greater autonomy to its nine provinces. Now country has elected 11th parliament on August 16.1994.

Under the colonial rule our country's economy was based on plantation industry. Tea rubber and coconut were the main earnings of foreign exchange. Soon after gaining independence in the 1950s and 1960s self sufficiency in food mainly in rice and import substitution industrialization were the principal means of promoting economic growth in the country. To achieve the target of self sufficiency many plans were adopted, such as five year plans, seven year plans. However it had taken 20 years to achieve the target of self sufficiency in rice.

Policy of import substitution industrialization was failure in Sri Lanka. This led to adoption of outdated and primitive industrial technology and poor quality output. In the early 1970s there was a significant shift emphasis away from import substitution industries to export led industries. Export promoting industries were seen as stimulation greater productivity, because of increased

foreign competition, access to new technology, methods of new production and benefits economies of scale.

In the decade of economic liberalization after 1977 the country has become the freest trade regime in South Asia. Since we have gradually overcome our problems and restoring stability, it is opportune now to give a strong boost to economic development through industrialization.

Education and health have been given high priority by every government since independence. The present constitution of Sri Lanka enshrines the right of every citizen to education. Our education has also offered equality of opportunity of education to both sexes.

Sri Lanka's main resource is her people. We have invested with our people during the last half century by way of universal education and health care. One third of population live on the government subsidies. Every elected government had to submit their programme of welfare including mainly food subsidies in their election manifesto. NO government could overcome this burden.

AS a developing country role of the public administration has expanded to embrace every phase of life. The responsibilities which fall on management in public sector which has to implement the government programme of socio economic development, therefore became more varied and onerous and expanded in range and complexity

those devolving on their counterparts in the advanced countries where the private sector had played a major role in national development.

The extent, nature and rate of national development hinge not only on the sight and wisdom of legislative goals and prescription, it also demands ingenuity, innovation and resourcefulness on the part of all those who have to play a part in translating legislative programmes into action. It requires them, among other things, a breadth of administrative vision, deep understanding of purposeful involvement in the problems of the day, keen sensitivity to the needs of ascription of the people, skill and expertise to accomplish the task set by the new challenges that face the public service. Whatever plans and programmes that the government may draw up for national development, their success will depend on the response, attitude and capacity of public service. The task of public administration after attainment of independence is to respond constructively to achieve these objectives. The attainment of these objectives requires not only creative capacity and ability to operate effectively under crisis conditions without loss of efficiency. The ability of administrative machinery to meet the demand made on it by the government programme of development is a vital factor in determining the rate of growth.

The commitment of the government to accelerated development placed a special premium on the ability of the public service to plan efficiently to ensure the best utilization of scarce resource and to cooperate with the achievement of concrete result in the shortest possible period of time.

The government latest policy is to industrialize the country

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

The country has no natural resources such as petroleum and minerals. Its main resource is her people. Hence the only way by which we can utilize our main resource is by rapid industrialization.

For resource deficient countries with small internal market industrialization depends on its ability to trade the product freely and integrate with the rest of the world. Free trade system creates larger markets through exports, whereby specialization

economies of scale could be achieved and competition from abroad compels domestic firms to cut cost, improve quality of product and seek new ways of producing and selling their product. Furthermore it attracts capital and technology inflows which combined with the local skills, will help to produce goods and services which are no second to those that are produced elsewhere in the world. There by Sri Lanka will achieve production according to her comparative advantage.

Some of the main features of this strategy to promote Sri Lankan industry are

- a. active promotion of products where Sri Lanka has competitive advantage.
- b. creating a competitive environment and de-regulation of remaining controls.
- c. encouraging domestic savings and promoting local and foreign investment.
- d. granting up front assistance, provision of infrastructure, improving management, raising productivity, and other measures to reduce cost of production.
- e. establishing linkage between large and small business.

The role of the government will be to facilitate rather than regulate industrial development.

The present system of investement incentives is full of anomalies, discriminatory and arbitrary surcharges, exemptions and waivers. The government will have to make changes and move towards a simpler, transparent system of incentives which will eliminate the room for corruption and inefficiency as part of its on-going programme of trade liberalization. The simplification already made of eliminating tax holidays and replacing them with a 15% tax on export profits for a twenty year period will be continued.

The stagnation of Sri Lankan economy vis a vis other countries in the Asian region can be attributed to the attitude of Sri Lankan society which inhabites the development of individual initiative. With the vast changes that are taking place in the world caused by the transition from the machine age to the information age it necessary for Sri Lankan society to change of its interpersonal relationship to an openmatured relationship to reap the benifits of globalization and technological developments that are taking place in an unprecdanttial scale.

An objective assessment of the role played by the public sector and the private sector in meeting the need of the market under an open market enviornment will indicate the missing link of improved performance.

We are used to allowing the politicians to fool us with their manifesto : during the period of elections and

and thereafter ignored during the period between elections.

This circle of events has helped a small colrie of supporters in business, in bureaucracy and in the profession to take the entire community of voters on an elephantine ride. The consequences of this political activity has been an ever widening gap in social development and the inequitable distribution of the fruits of economic development.

The politicians and their psychophants in beareaucracy have helped themselves to unjustifiable perks of office out of propotion to the contributions that they are supposed to provide for the community. The politicians are allowed themselves an expensive way of lifestiles on public account and thereby and prevent the use of those money for utililiz- ing for public perposes. The bereaucrats have used the laver of encouraing the politicians to do so to get for themselves various perks of office which could not be justifi under normal circumstances appropriate for such possision

The failure of the politicians ot the deliver the promises made on the manisto and the failure of the burea ueracy to maintain its independance from both the politicians and the public has created and developed a system that works only through corrupt practices. There are various examples where the bureauecrey has failed to take timely action to facilities the growth of business emerging in the market.

Internal communal disturbances prevailing in the country for the past 10 years discourage the investors to select Sri Lanka as a suitable location for investment. These circumstances have prevented identifying Sri Lanka as a location for foreign direct investment despite its unique geographical location by the Brussels based international consulting firm.

As one third of the population are being provided with the government food subsidies, free education and health^{active} participation of the people in regional developmental activities are low.

Genuine dedication and commitment of the politicians as well as the administrators are inadequate in case of socio economic development of the country.

I observed following factors as the achievement of Japanese socio economic development which we are lacking.

- a. Political stability of the country. From the beginning Japan has one ruling party. It has reduced the variation of policies time to time by elected governments.
- b. Commitment of the politicians for the development of the country. It is highlighted from the Meiji era.
- c. Capability of the administrators to carry out the government policies without break.









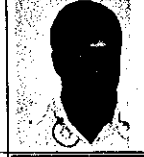

- d. Active participation of the public in developmental activities are very high. Their hard work and discipline are appreciated.
- e. Market oriented and consumer oriented high quality production keeps the market stable.

APPENDIX

LIST OF PARTICIPANTS IN "NATIONAL GOVERNMENT ADMINISTRATION II 1995"

(平成7年度 国家行政コース II 研修員リスト)

As of May 17, 1995

No.	Photo	Country	Name	Date of Birth (Age)	Present Post	Final Education	Address for Correspondence
1		CHINA 中国	Mr. <u>Sun</u> Chenbei (スン) D-95-04053	Nov. 17, '52 (42)	Deputy Director, International Cooperation Dept. State Science & Technology Commission 国家科学技術委員会 国際協力局総務課長補佐	B. A. Beijing Foreign Languages Institute Beijing	15 B, Fuxing Road Beijing 100862 China
2		EGYPT エジプト	Ms. <u>Mona</u> Mohamed Moustaa El-Garhy (モナ) D-95-00931	Nov. 14, '64 (30)	Third Researcher, International Cultural Relations Dept. Ministry of Foreign Affairs 外務省国際協力局 三等調査官	B. A. Helwan University Cairo	74 Taher St. Shoubra, Cairo Egypt
3		INDIA インド	Ms. <u>M. Sathiyavathy</u> (サティヤヴァティ) D-95-04479	May 13, '58 (36)	Secretary to Government of Pondicherry (Health, Civil Supplies, Port and Welfare) ボンディチェリー州政府 保健福祉局課長	M. Sc. in Mathematics Indian Institute of Technology Madras	Secretary (Health and Welfare) Government of Pondicherry Chief Secretariat Pondicherry 605001 India
4		IRAN イラン	Mr. <u>Hassan</u> Ghasemi Shad (ハッサン) D-95-04052	Apr. 13, '59 (36)	Specialist & Director of Short Training Course & University Teacher, State Organization for Administrative & Employment Affairs 行政管理・雇用省短期研修課長	M. A. School of Public and Business Administration University of Tehran	No. 6 Darvish Alley Rajabi pour Alley Kouhan st. Damavand Ave. Tehran, Iran
5		KENYA ケニヤ	Mr. <u>Albert</u> Abwavo <u>Musasia</u> (ムサスイア) D-95-04057	Jun. 29, '55 (39)	Under Secretary/Administration, Office of the President 大統領府課長	M. A. Institute of Social Studies Hague, Netherlands	c/o Office of the President P. O. Box 30510 Nairobi, Kenya
6		LEBANON レバノン	Mr. <u>Dany</u> Gedeon (ダニー) D-95-01019	Aug. 18, '60 (34)	Controller, Personnel Department Civil Service Board 人事委員会人事局調査官	Diploma in Political and Administrative Sciences Lebanese University Beirut, Lebanon	Georges Sawaya Bldg. 1st floor Sabtych, Bouchryeh Beirut, Lebanon
7		NEPAL ネパール	Mr. <u>Surya</u> Prasad <u>Sharma</u> (サルマ) D-95-00932	Aug. 29, '59 (35)	Section Officer, Public Service Commission Central Office 人事委員会中西部事務所長	M. A. Tribhuvan University Kathmandu, Nepal	Public Service Commission, Rapti Zonal Office, Dang Nepal
8		PARAGUAY パラグアイ	Mr. <u>Sergio</u> Eloy <u>Amarilla</u> Paez (セルヒオ) D-95-04054	Sep. 9, '61 (33)	Advisor Viceministry of Transport Ministry of Public Works & Communications 建設・通信省運輸庁顧問	B. A. in Accounting and Administration Universidad Catolica de Asuncion Asuncion, Paraguay	Oliva & Alberdi Building of Ministry of Public Works & Communications Asuncion, Paraguay
9		SEYCHELLES セイシェル	Mr. <u>Maurice</u> Antoine Songor (モーリス) D-95-04056	May 10, '58 (37)	Administrative Officer, Ministry of Education & Culture 教育文化省課長補佐	M. A. in Social Science Havana University Havana, Cuba	Anse Aux Pins Mahe, Seychelles
10		SRI LANKA スリ・ランカ	Ms. <u>Tikithanthri</u> <u>Mahasamilage</u> Latha <u>Chandrani</u> Senarathna (チャンドラーニ) D-95-00935	Apr. 19, '58 (37)	Assistant Secretary, Public Service Commission 人事委員会事務局課長	B. A. Sri Jayawardanapura University Sri Lanka	Public Service Commission Old Secretariat Building Colombo 1 Sri Lanka

Appendix B

**Schedule for Training Course
in National Government Administration II
1995**

5.16(Tues.) Arrival
5.17(Wed.) JICA Briefing, Orientation
5.18(Thur.) JICA General Orientation
5.19(Fri.) JICA General Orientation
5.20(Sat.) JICA General Orientation
5.21(Sun.)

5.22(Mon.)
10:00-10:30 Opening Ceremony
10:30-12:00 Program Orientation

Part 1: Modernization in Japan

5.23(Tues.) "Modernization Process in Japan"
10:00-12:30 & 14:00-16:30
Lecture by Prof. Yoshimura
Graduate School for Policy Sciences, Saitama University

5.24(Wed.) "Public Administration and the Civil Service System in Japan"
10:00-12:30 & 14:00-15:00
Lecture by Mr. Sakuma, Director, International Affairs Division
Bureau of Administrative Services, National Personnel Authority
16:30-17:00 Courtesy Call on the President of the NPA
18:00-19:00 Reception hosted by Secretary General of the NPA

Part 2: Fundamental Policy Areas of Modernization - Case Study

5.25(Thur.) Case Study 1 "Educational System"
10:00-12:30 & 14:00-16:30
Lecture by Mr. Ishizaka, Head of Curriculum Research Division
National Institute for Educational Research
Ministry of Education

5.26(Fri.) Case Study 1 "Educational System"
10:00-12:00 Visit to Fudo Primary School
13:00-15:30 Visit to Tokyo Institute of Technology

5.27(Sat.)
5.28(Sun.)

- 5.29(Mon.) Case Study 2 "Developmental Policy for Industries"
 10:00-11:30 Visit to Techno Sagami Cooperative
 13:30-16:00 Visit to NKK Keihin Works
- 5.30(Tues.) Case Study 2 "Developmental Policy for Industries"
 10:00-12:30 Lecture by Prof. Hashimoto
 Graduate School for Policy Science, Saitama University
 14:00-16:30 Lecture by Mr. Tamura, Director,
 International Collaboration Division, International Affairs & Research Department
 Japan Small Business Corporation
- 5.31(Wed.) Case Study 3 "Infrastructure Building - Road Construction"
 10:00-12:30 Lecture by Mr. Kinoshita and Mr. Fukuda
 Road Bureau, Ministry of Construction
 14:00-16:30 Lecture by Mr. Fukuda and Mr. Kurishima
 Road Bureau, Ministry of Construction
- 6.1(Thur.) Case Study 3 "Infrastructure Building - Road Construction"
 9:00-12:00 (Tokyo → Ueda)
 14:00-16:50 Visit to the Constructional site of Joh-Shin-Etsu Highway
- 6.2(Fri.) Case Study 4 "Developmental Policy for Agriculture"
 10:00-14:00 Visit to Tsumagoi Village
 14:00- Leave for Tokyo (via Oni-oshidashi Park)

6.3(Sat.)

6.4(Sun.)

- 6.5(Mon.) Case Study 4 "Developmental Policy for Agriculture"
 10:00-12:30 & 14:00-16:30
 Lecture by Mr. Mizuma, Supervisor, Secretary Division
 Minister's Secretariat, Ministry of Agriculture, Forestry & Fisheries
- 6.6(Tues.) Case Study 5 "System of Local Autonomy"
 10:00-12:30 & 14:00-16:30
 Lecture by Mr. Nagata, Director
 National Institute for Research Advancement

Part 3: Fundamental Policy Areas for Modernization - Framework Analyses

- 6.7(Wed.) Framework Analysis 1 "Human Resource Management"
 10:00-12:30 & 14:00-16:30
 Lecture by Mr. Yashiro, Research Officer
 Personnel Management Division, Japan Institute of Labour
- 6.8(Thur.) Framework Analysis 2 "Analysis of the Policy Process in Japan"
 10:00-12:30 & 14:00-16:30
 Lecture by Prof. Sone
 Faculty of Policy Management, Keio University

6. 9(Fri.) Framework Analysis 3 "Financial Management"
 10:00-12:30 Lecture by Mr. Nakabayashi, Deputy Director
 Office of International Research and Cooperation
 Institute of Fiscal and Monetary Policy, Ministry of Finance
 14:00-16:30 Lecture by Mr. Kato, Senior Economist, Office of Historical Studies
 Institute of Fiscal and Monetary Policy, Ministry of Finance

6.10(Sat.)

6.11(Sun.)

Part 2: Fundamental Policy Areas for Modernization - Case Study (contd.)

- 6.12(Mon.) (Tokyo → Kita-Kyushu)
- 6.13(Tues.) Case Study 6 "Public Policy in Kita-Kyushu City"
 10:00-12:30 Lecture by Prof. Imura, Institute of Environmental Systems
 Faculty of Engineering, University of Kyushu
 14:45-17:00 Visit to Kita-Kyushu Municipal Government
- 6.14(Wed.) Case Study 6 "Public Policy in Kita-Kyushu City"
 10:00-15:30 Visit to Moji Harbor & "Space World"
 16:20-17:30 (Kokura → Hiroshima)
- 6.15(Thur.) Case Study 6 "Public Policy for Reconstruction after World War II"
 9:00-12:00 Visit to Hiroshima Municipal Government
 13:30-17:00 Visit to Hiroshima Peace Memorial Museum & Park
- 6.16(Fri.) Case Study 7 "Large-scale Development Project"
 9:00-10:20 (Hiroshima → Okayama)
 10:30-15:30 Visit to Honshu-Shikoku Bridge
 16:20-17:30 (Okayama → Kyoto)

6.17(Sat.) Case Study 8 "Cultural Sites"

8:30 -12:00 Visit to Cultural Sites in Kyoto

15:00 -18:00 (Kyoto → Tokyo)

6.18(Sun.)

Part 3: Fundamental Policy Areas or Modernization - Framework Analyses (contd.)

- 6.19(Mon.) Individual Study
- 6.20(Tues.) Framework Analysis 4 "Role of Administration in Development"
 10:00-12:30 & 14:00-16:30
 Lecture by Prof. O'uchi
 Yachiyo International University

Part 4: Modernization of Public Administration in Participating Countries

6.21(Wed.) Discussion 1 "Developmental Policy for Industries"

10:00-12:30 & 14:00-16:30

Group Discussion led by Prof. Ito & Prof. Hashimoto
Graduate School for Policy Sciences, Saitama University

6.22(Thur.) Discussion 1 "Developmental Policy for Industries"

10:00-12:30 & 14:00-16:30

Discussion by all Participants led by Prof. Ito & Prof. Hashimoto
Graduate School for Policy Sciences, Saitama University

6.23(Fri.) Discussion 2 "Modernization of the Educational System"

10:00-12:30 Group Discussion led by Prof. Ito & Prof. Edagawa

Graduate School for Policy Sciences, Saitama University

14:00-16:30 Discussion by all Participants led by Prof. Ito & Prof. Edagawa

6.24(Sat.)

6.25(Sun.)

6.26(Mon.) Discussion 3 "Improvement of HRM in the Public Sector"

10:00-12:30 & 14:00-16:30

Group Discussion led by Prof. Ito
Graduate School for Policy Sciences, Saitama University
& Mr. Ukai, Assistant Director, Bureau of Equity, NPA

6.27(Tues.) Discussion 3 "Improvement of HRM in the Public Sector"

10:00-12:30 & 14:00-16:30

Discussion by All Participants led by Prof. Ito
Graduate School for Policy Sciences, Saitama University
& Mr. Ukai, Assistant Director, Bureau of Equity, NPA

6.28(Wed.) Report Writing

6.29(Thur.) Report Writing

6.30(Fri.)

11:00-12:30 Evaluation Meeting

13:00-13:30 Closing Ceremony

13:30- Farewell Party

7.1(Sat.)

7.2(Sun.) Departure

Appendix C

LECTURERS' AND OFFICERS' ADDRESSES

1. Lecturers

- | | |
|--|---|
| (1) Professor Toru Yoshimura | Saitama University
255, Shimo-okubo, Urawa
Saitama Prefecture 338, Japan |
| (2) Professor Hisayoshi Hashimoto | Same as above |
| (3) Professor Yasunori Sone | Keio University
5322, Endo, Fujisawa 252, Japan |
| (4) Professor Hidefumi Imura
Faculty of Engineering | Kyushu University
6-10-1, Hakozaki, Higashi-ku
Fukuoka, 812, Japan |
| (5) Professor Minoru O'uchi | Yachiyo International University
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Chiba Prefecture 276, Japan |
| (6) Professor Daiichi Ito | Saitama University
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Saitama Prefecture 338, Japan |
| (7) Professor Akinori Edagawa | Same as above |
| (8) Mr. Kazuo Ishizaka
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| (9) Mr. Tomohiko Tamura
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| (10) Mr. Shinya Kinoshita
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| (11) Mr. Yukihiro Fukuda
Unit Chief, Planning Division
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| (12) Mr. Akiyasu Kurishima | Same as above |

Deputy Director, Planning Division
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- (13)Mr. Fumito Mizuma
Supervisor, Secretary Division
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- (15)Mr. Atsuhumi Yashiro
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- (19)Mr. Yukio Ukai
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