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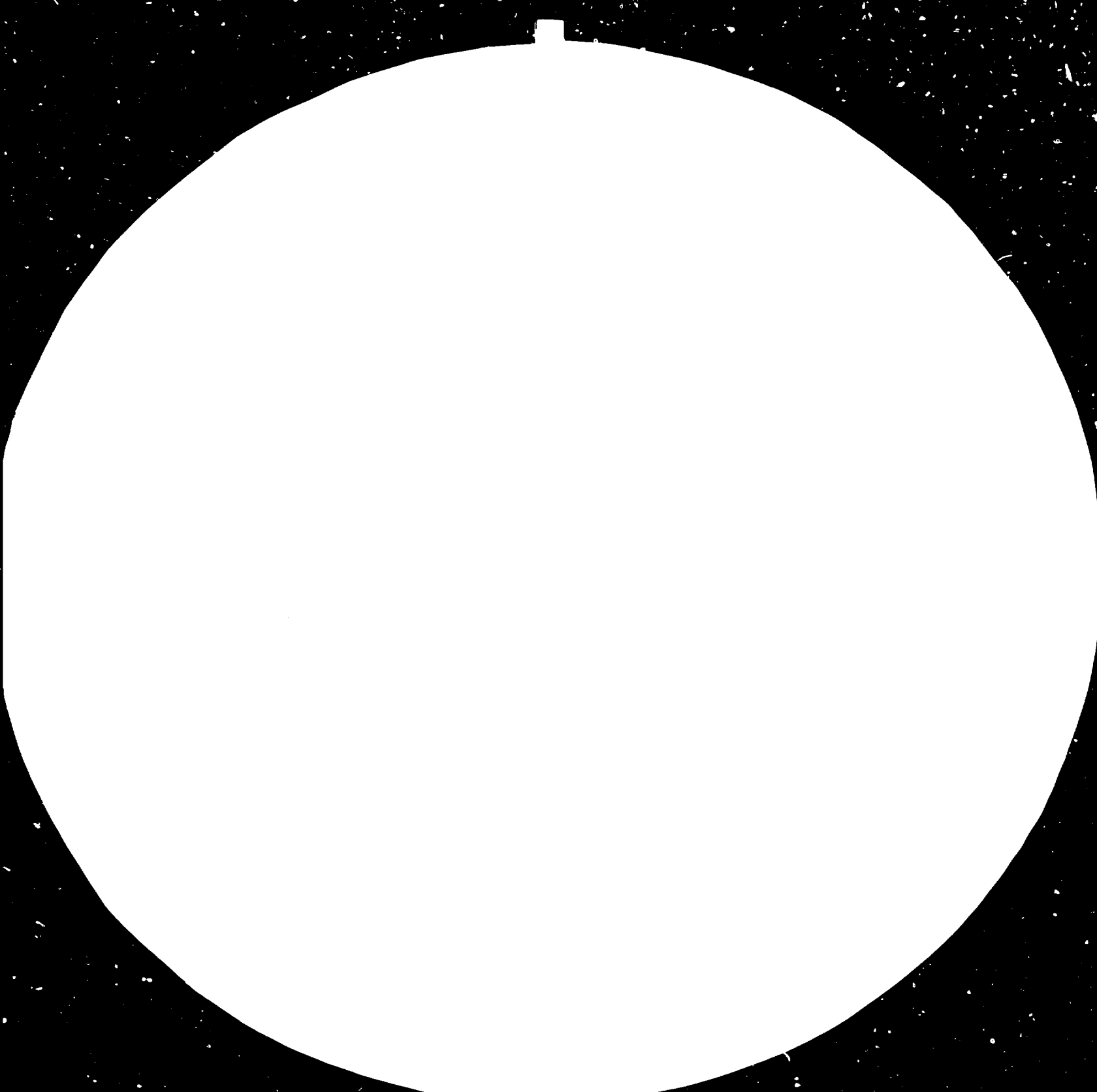
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PREFACE

The Residential Training Workshop on Industrial Planning in Malaysia was organized by the United Nations Industrial Development Organization (UNIDO) and implemented by the International Development Center of Japan (IDCJ) in collaboration with the Malaysian Industrial Development Authority (MIDA).

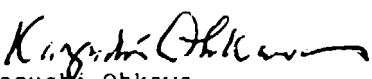
IDCJ has annually conducted three kinds of international training programs. One of them is the International Training Program in the Field of Industrial Planning and Development which has been implemented under the contract between UNIDO and IDCJ since 1981. The results of the past program was of great reputation from not only UNIDO but also the former participants. On the basis of such circumstances, UNIDO as well as MIDA requested us the implementation of the above-mentioned workshop in November 1982.

It was our great pleasure to conduct a seminar abroad. The negotiation has been continued among three parties (UNIDO, MIDA and IDCJ) on curriculum for almost one year. Finally, the concurrence was obtained in November 1983 and the workshop was conducted from January 9 to 17, 1984 at Kuala Lumpur, Malaysia. The selection of participants was entrusted to MIDA and 51 officials including around 30 senior staff members from MIDA and other governmental organizations participated in the workshop.

We are glad to hear that most participants benefited from the lectures given by Profs. Inukai, Nakauchi and myself. We hope such a kind of workshop will be planned in other developing countries in the future.

At the last, we highly appreciate the efficient cooperation extended by UNIDO and MIDA. We are confident the workshop might not have been successful without having their cooperation.

March 1984


Kazushi Ohkawa
Director of Research & Development,
and Training Divisions
International Development Center
of Japan

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I. OUTLINE OF THE WORKSHOP

1. Title Residential Training Workshop on Industrial Planning
(Preparation of Industrial Master Plan)
2. Objective The main objective of the Training Workshop is to acquaint the participants with the successfully applied concepts, techniques and practices of industrial planning and development and to exchange ideas and experiences with a view to evolve ways and means of adapting and applying improved concepts and techniques in the formulation and implementation of an industrial master plan in Malaysia.
3. Participants A maximum of twenty senior officials/executives entrusted with the tasks and responsibility for industrial planning and development in Malaysia. (However, as a matter of fact, the number of the participants was finally 51.)
4. Timing January 9 - 17, 1984
5. Duration Seven working days
6. Sponsor The United Nations Industrial Development Organization
7. Facility and Institution The International Development Center of Japan
The Malaysian Industrial Development Authority
8. Location Kuala Lumpur, Malaysia

II. INTRODUCTION

The International Development Center of Japan (IDCJ) has been conducting the International Training Program in the Field of Industrial Planning and Development under the contract between the United Nations Industrial Development Organization (UNIDO) and IDCJ. It attained high reputation in its implementation. Until 1983, the training course focusing on the industrial planning and development was conducted in Japan and in general 10 participants from 10 countries used to participate in. The group of participants always consisted of different background from different phases of industrial development. In this regard, it was not easy for IDCJ to define the target group for the training courses. Some lectures and discussions could be irrelevant to some participants while the contents might have been felt too elementary for some senior civil servants. For others, those seminars could be too sophisticated. Nevertheless, the past implementation of the international training courses could be attractive to a number of applicants from most of the developing countries.

It was in November 1982 that UNIDO approached the IDCJ for possible implementation of a new training program in which the target group could be well defined and the participants could share the common experiences and interests in their engagement in official works. The Malaysian Industrial Development Authority (MIDA) which is preparing an industrial master plan for the country considered it useful and beneficial to organize and implement a training course for its senior staff. The senior staff, however, cannot leave their jobs for a prolonged period. Therefore, MIDA was interested in conducting a sort of "residential workshop" in Kuala Lumpur for their staff members. This idea was welcomed by UNIDO, and UNIDO approached IDCJ as a potential organizer of the proposed training course in Malaysia. After over one year of negotiation among UNIDO, MIDA and IDCJ, the scope and operation method of the Training Workshop on Industrial Planning at MIDA were finalized. The target group is senior staff members of MIDA, with some participants from other public institutions such as Economic Planning Unit and

the Ministry of Industry, etc. The scope is to provide broad but practical knowledge and information concerning to the preparation of the Industrial Master Plan of Malaysia. The place of the workshop is at MIDA and the duration is for seven working days including 18 lectures and three panel discussion sessions.

III. IMPLEMENTATION

In order to execute the Training Workshop, IDCJ organized the project team by the following members.

Prof. Kazushi Ohkawa	Director Research & Development, and Training Divisions IDCJ
Prof. Ichirou Inukai	Former Course Director of IDCJ/UNIDO International Training Program Professor of Economics International University of Japan
Prof. Tsuneo Nakauchi	Professor of Economics International Christian University
Mr. Koji Sekikawa	Manager Training Division IDCJ
Miss Nami Yasumuro	Training Program Coordinator Training Division IDCJ

Prof. Inukai was appointed as the workshop director and Miss Yasumuro, workshop coordinator.

The course outline and assignment of subjects specified in the course outline to each instructor were discussed among the above-mentioned members. Then, curriculum was divided into three blocks.

Block A is concerned with industrial development strategy and policy, and Prof. Nakauchi was in charge of this block. Block B is focused on the elements of industrial development such as capital, technology, human capability and institution and organization set-ups for industrialization. Prof. Inukai was responsible for this block. Block C centered on the linkages between macro, sectoral and micro (project) approaches in making of industrial development plans, and Prof. Ohkawa took in charge of this block. The final schedule is attached to the Appendix 3.

On January 5, Prof. Inukai and Miss Yasumuro arrived at Kuala Lumpur, and they visited MIDA on January 6 for the final preparation of the workshop. The workshop room in the building of MIDA was already well arranged and the selection of the participants had been done. (See the list of the participants in the Appendix 2.)

The workshop started with the opening speech given by Mr. Sadasivan, Deputy-Directdor General of MIDA at 8:00 a.m. on January 9. During the seven working days from January 9 to 17, two sessions in the morning and one session in the afternoon every day were carried out. Each session lasted 90 minutes. Thirty five to thirty eight participants attended regularly and several senior staff members joined occasionally in the workshop. The workshop finished at 15:30 on January 17.

IV. EVALUATION

Two kinds of evaluation done by the participants were attached to the Appendix 4.

It is useful, however, to present the view of the course director. This program seems to provide a sort of model case for future international training programs. It was "zero inned" to a well defined target group. All the participants in the workshop had a common background together with the shared interest in their works. From the lecturer's point of view, it was easier to meet their demands. The discussions between the participants and the lecturers during the sessions invited further related debates among the participants themselves.

The conscious participation of the participants in the workshop was evident, and most of them showed a sense of urgency in absorbing new knowledge and in refining their thoughts on the plan formulation. It was a commonly observed view among the three lecturers that this type of training could enhance efficiency and productivity of training programs.

The MIDA's cooperation in providing necessary training facilities was excellent, and the staff concerned in charging of the workshop was grateful for its hospitality.

Since the Malaysian government puts forward "Look East Policy", the lecturers deliberately touched upon Japan's development experience and asked the participant to think of its relevance to their own development. Some concepts such as "social capability" and "compressed growth" inspired their interest and let them think carefully of the usefulness of such concepts in making development plans.

The panel discussion sessions were used to serve for specific objectives. These sessions offered somewhat a formal opportunity to the panelists selected from the participants to deliver their own views on the contents of the lectures, presenting critical and constructive comments on them. This is one of very productive ways to get the participants involved in the workshop, since to play a role of panelists

requires considerable efforts for digesting the subjects and issues. At the same time, the discussions between panelists and the lecturers, among the participants on the floor, often contribute better to the objectives of th workshop rather than conducting continuous lectures. Most panelists did their jobs well.

Originally, IDCJ proposed to have the days for this sort of workshop; two weeks of five working days per week, and in a total of 30 sessions. The revised schedule included 21 sessions which were short of time to explain and to deepen some subjects. For example, the issues of linkage between macro, sectoral and micro (project) approaches in formulation of industrial development plans require inevitably lectures on conceptual frameworks and theoretical analysis all of which are needed to get participants to understand this complicated issues. It would be necessary for the future to consider a workshop of 30 sessions.

Some participants commented that the workshop lecturers should use visual aids such as transparencies. Although this suggestion seems to be quite useful for further improving lecturing techniques of individual lecturers, actually there were no need to use such equipments in conducting lectures which were provided during the workshop. Simple blackboard and chawks of three colors can be sufficient. Another suggestion of giving hand-outs as supplementary notes for explaining theoretical analysis can be easily adopted in the future workshops.

Concerning to the participants' evaluatin on the performance and usefulness of the workshop, the organizers felt it happy to hear general satisfaction among them. Needless to say, the subjects undertaken by individual lecturers were different, and each participant also might have had varied specific interest related to their own works. Nevertheless, it appears that most of the participants were more interested in such subjects as included in Block B and C. From the organizer's point of view, this does not imply that the issues discussed in Block A were of little relevance.

Other subjects which were hoped to be covered were (1) project appraisal, (2) cost/benefit analysis using shadow price, and (3) pitfalls

that might be encountered during the implementation of industrial strategy. It seems for us that (1) and (2) are out of the terms of reference given to the workshop. (3) is one which any workshop of this nature should incorporate into the schedule.

V. RECOMMENDATION

The Residential Training Workshop on Industrial Planning provided its efficiency and productivity. General discussion on industrial planning which are done for a given purpose in a given country, can be relatively easily geared toward specific features and needs of that country. The participants commonly sharing the same interest and objectives can be more stimulated to think carefully of the applicability of every message given by lecturers to their own country.

This type of workshop has another advantage. A participant's comments on the messages may be instantly shared by his/her fellow participants or rightly invite further discussion among the participants themselves. From this point of view, more practical debates can be generated in this kind of workshop than in an international training program in which participants from NICs and LDCs are mixed together.

In view of these advantages, UNIDO may consider to plan and execute more frequently this sort of training program in other developing countries, if the required conditions are expected to be accommodated appropriately by the countries concerned.

APPENDIX

1. CONDUCTING ORGANIZATIONS AND STAFF
2. LIST OF THE PARTICIPANTS
3. CURRICULUM
4. TWO KINDS OF EVALUATION DONE BY THE PARTICIPANTS
5. LIST OF TEACHING MATERIALS AND REFERENCES

1. CONDUCTING ORGANIZATIONS AND STAFF

1. The United Nations Industrial Development Organization (UNIDO)

Address: Vienna International Centre
P.O. Box 300, A-1400 Vienna
Austria

Telephone: 26 310 Telex: 135612A UNO A

Cable Address: UNIDO VIENNA

Dr. A.R. Khane	Executive Director
Mr. Gerald Latortue	Head, Industrial Planning Section Division of Industrial Operations
Dr. Seongjae Yu	Chief Technical Advisor to MIDA

2. Lecturers

Prof. Kazushi Ohkawa	Director Research & Development, and Training Divisions IDCJ
Prof. Ichirou Inukai	Course Director of the Workshop/ Professor The International University of Japan
Prof. Tsuneo Nakauchi	Professor of Economics The International Christian University

3. The Malaysian Industrial Development Authority (MIDA)

Address: Wisma Damansara
Damansara Heights
P.O. Box 618
Kuala Lumpur
Malaysia

Telephone: 943633 Telex: MIDA MA30752

Cable Address: FIDAMAL

Tan Sri Dato' Ishak bin Pateh Akhir	Chairman
Mr. N. Sadasivan	Deputy Director General (Development)
Mr. Geh Sim Hong	Deputy Director General (Operation)
Mrs. Zainun Aishah bt. Ahmad	Planning, Research & International Cooperation Division
Mr. George Leong	Planning, Research & International Cooperation Division

4. The International Development Center of Japan (IDCJ)

Address: Shuwa Daini Toranomom Bldg.
21-19, Toranomom 1-chome
Minato-ku, Tokyo 105
Japan

Telephone: (03) 503-3541 Telex: J25338 DEVCENT

Cable Address: INTLDEVCENTER TOKYO

Mr. Toshiwo Doko	Chairman
Mr. Saburo Kawai	President
Dr. Kazushi Ohkawa	Director Research & Development, and Training Divisions
Mr. Koji Sekikawa	Manager Training Division
Miss Nami Yasumuro	Training Program Coordinator Training Division

2. LIST OF THE PARTICIPANTS

<u>Name</u>	<u>Division/Organization</u>
1. Puan Kalsom Idris	Planning, Research & International Cooperation Division/MIDA
2. Puan Komala Devi	"
3. Puan Pushpal Krishnan	"
4. Puan Siti Aishah Ghazali	"
5. Puan Zainab Awang Mamat	"
6. Encik Ahmad Nor bin Said	"
7. Encik K. Heridass	"
8. Encik Phang Ah Tong	"
9. Encik Tan Bok Huat	"
10. Encik Foo Sin Fong	Resource-based Industries Division/ MIDA
11. Encik Kon Fook Thiam	"
12. Encik M. Ramachandran	"
13. Encik Ooi Seng Hock	"
14. Encik Chan Yew Min	Engineering Industries Division/MIDA
15. Encik Ong Wah Teng	"
16. Encik Tham Wah Meng	"
17. Encik Wee Tong Wang	Electrical & Electronic Industries Division/MIDA
18. Encik Hoo Ah Teng	Food, Beverages & Chemical Industries Division/MIDA
19. Encik Jagdish Singh	"
20. Encik Moo Shiew Ming	Building Materials, Textiles & Miscellaneous Industries Division/ MIDA

<u>Name</u>	<u>Division/Organization</u>
Encik Chan Chun Keong	Building Materials, Textiles & Miscellaneous Industries Division/MIDA
22. Encik Yau Chin Chong	"
23. Puan Fuziah Wahab	"
24. Encik Dicky Lee & Cik Badariah	Manpower and Manpower Planning Unit (MAMPU)
25. Encik Muaz Kamarudin	Industries Division/Ministry of Trade & Industry
26. Cik Nuriyah Moon	Small-scale Industries Division (MIT)
27. Encik Mat Aron bin Deraman	Macro Division/Economic Planning Unit (EPU)
28. Encik Hasim bin Hassan	Industries Division/EPU
29. Cik Latifah Khalid/ Encik Tham Ah Fun	Manpower Planning Division/EPU
30. Encik Abd. Rahim b. Kassim	State Planning Unit (SPU) (Pahang)
31. Encik Wan Mohammad bin Wan Konok	State Planning Unit (SPU) (Kelantan)
32. Puan Esah bt. Abdullah	Administration, Finance & Secretariat Division/MIDA
33. Encik George Leong/ Mohd. Iqbal	Planning, Research & International Cooperation Division/MIDA
34. Puan Rohana Baharuddin	Tariff Division/MIDA
35. Encik Yaakub Arshad	Industries Promotion Division/MIDA
36. Puan Khaziah bte. Abdul Kadir	Resource-Based Industries Division/MIDA
37. Encik Sapuan Amir	Engineering Industries Division/MIDA
38. Encik Chan Boon Liang	Electrical & Electronic Industries Division/MIDA
39. Puan Khadijah Ramli	Food, Beverages & chemical Engineering Division/MIDA

<u>Name</u>	<u>Division/Organization</u>
40. Puan Siti Maimon bte. Hj. Kamsu	Building Materials, Textiles & Miscellaneous Industries/MIDA
41. Dr. Seongjae Yu	Chief Technical Adviser/UNDP/UNIDO
42. Dr. Suh Jang Won	Industrial Economist/UNIDO

Optional Attendance

<u>Name</u>	<u>Division/Organization</u>
1. Puan Shadidah bt. Hj. Abdul Majid	Administration, Finance & Secretariat Division/MIDA
2. Puan Zainun Aishah Ahmad	Planning, Research & International Cooperation Division/MIDA
3. Encik Low Peng Lum	Tariff Division/MIDA
4. Encik J. Jegathesan	Industries Promotion Division/MIDA
5. Puan Fadillah Mohd. Yakin	Resource-Based Industries Division/ MIDA
6. Encik Chua Eng Seng	Engineering Industries Division/MIDA
7. Puan Mardziah Aziz	Electrical & Electronic Industries Division/MIDA
8. Encik Lee Sum Tung	Food, Beverages & Chemical Industries Division/MIDA
9. Encik S. Subramaniam	Building Materials, Textiles & Miscellaneous Industries/MIDA

3. CURRICULUM
Residential Training Workshop on Industrial Planning
in Malaysia DP/MAL/79/001

February 1, 1984

	Monday January 9	Tuesday January 10	Wednesday January 11	Thursday January 12	Friday January 13	Monday January 16	Tuesday January 17
I	<u>Course Opening</u> 8:00-8:30 (Coffee Break 8:30-9:00)	4. A-2 <u>Development Phases & Industrialization Policy Priorities</u> [Nakauchi]	7. A-3 <u>International Aspects of Industrialization; Import Substitution & Export Promotion Policies</u> [Nakauchi]	10. A-3 <u>International Aspects of Industrialization; Import Substitution & Export Promotion Policies</u> [Nakauchi]	13. B-4 <u>Institution & Organization Setup for Industrializa- tion</u> [Inukai]	16. C-1 <u>Changes in the Industrial Structure: Productivity & Employment</u> [Ohkawa]	19. C-2 <u>Bridging Macro- Sectoral & Micro Development Planning</u> [Ohkawa]
8:30 } 10:00	1. A-1 <u>Patterns & Strate- gies of Industriali- zation</u> [Nakauchi] 9:00-10:30						
II	2. A-1 <u>Patterns & Strate- gies of Industriali- zation</u> [Nakauchi] 10:45-12:15	5. A-2 <u>Development Phases & Industrialization Policy Priorities</u> [Nakauchi]	8. B-2 <u>Manpower Development Policy</u> [Inukai]	11. A-4 <u>Panel Discussion</u> [Nakauchi] [Inukai] Chairman: Geh Sim Hong MIDA	14. B-4 <u>Institution & Organization Setup for Industrializa- tion</u> [Inukai]	17. C-1 <u>Changes in the Industrial Structure: Productivity & Employment</u> [Ohkawa]	20. C-3 <u>Winding-up the Sessions & Panel Discussion</u> [Ohkawa] [Inukai] Chairman: Mohd. Yusof Ismail EPU
10:30 } 12:00							
III	3. B-1 <u>Technology Development Policy</u> [Inukai] 14:00-15:30	6. B-1 <u>Technology Development Policy</u> [Inukai]	9. B-2 <u>Manpower Development Policy</u> [Inukai]	12. B-3 <u>Financing Investment for Industrializa- tion</u> [Inukai] Chairman: N. SaCasivan MIDA 14:45-16:15	15. B-5 <u>Panel Discussion</u> [Ohkawa] [Inukai]	18. C-2 <u>Bridging Macro- Sectoral & Micro Development Planning</u> [Ohkawa]	21. D <u>Evaluation Meeting & Course Closing</u> [Ohkawa] [Inukai]
14:00 } 15:30							

4. TWO KINDS OF EVALUATIONS DONE BY THE PARTICIPANTS

(1) Prepared by UNIDO

1. Was the training session helpful for increasing your understanding of issues in industrial development planning?

Most participants found the course informative and encountered several thought-provoking issues related to industrial development planning such as social capability, compressed growth, manpower planning, trade-off of objectives and adoption, adaptation and indigenization of technology.

2. Which topics were most informative for you?

While participants regarded all topics as informative the following were considered more relevant.

(i) Elements of Industrial Development: Capital, Technology, Human Capability and Institution-Organization

- Manpower Development Policy
- Financing Investment for Industrialization
- Institution and Organization Setup for Industrialization

(ii) Planning: Macro, Sectoral and Micro (Project) Approaches

3. What other topics would you have wished to have covered?

(i) Project Appraisal

(ii) Social Cost Benefit Analysis using shadow prices

(iii) Pitfalls that might be encountered during the implementation of industrial strategy

4. Were the lectures effective in communicating the issues?

Yes, lectures were generally found well-structured and systematic. Furthermore the lectures themselves were found proficient and stimulating in their delivery.

5. Do you think that training sessions like this should be conducted more often in future? If yes, how often?

While participants agreed that such training sessions should continue to be held, the frequency ranged from once annually to once quarterly.

6. If there are any comments or suggestions as to lecture contents, level, style and format, please describe specifically.

The following were suggested:

- (i) Greater use of visual aids, such as transparencies
- (ii) Provision of supplementary notes which explain concepts or theories referred to in the lectures.

(2) Prepared by IDCJ

1. Patterns & Strategies of Industrialization

- Give introduction on topics to be discussed.
- The lecture will be more interesting if the lectures using other visual aids such as transparency slide.
- Too general

2. Technology Development Policy

- The lecture will be more interesting if the lectures using other visual aids such as transparency slide.

3. Development Phases & Industrialization Policy Priorities

- The lecture will be more interesting if the lectures using other visual aids such as transparency slide.

4. International Aspects of Industrialization: Import Substitution & Export Promotion Policies

- Can stress more, i.e. be more specific on promotion policies undertaken. Problems & difficulties could have been discussed also.
- The lecture will be more interesting if the lectures using other visual aids such as transparency slide.

5. Manpower Development Policy

- Perhaps, the schools', universities', etc. syllabus could be given to see the type of education subjects being taught.
- The lecture will be more interesting if the lectures using other visual aids such as transparency slide.

6. Panel Discussion of Block A

- Took too much time to explain a point and irrelevant points. Repetitions also.
- The discussion should be on specific topic/area based on the lecture not general subject.

7. Financing Investment for Industrialization

- ° The lecture will be more interesting if the lectures using other visual aids such as transparency slide.

8. Institution & Organization Setup for Industrialization

- ° The lecture will be more interesting if the lectures using other visual aids such as transparency slide.

9. Panel Discussion of Block B

- ° The discussion should be on specific topic/area based on the lecture, not general subject.

10. Bridging Macro-Sectoral & Micro Development Planning

- ° More illustrations needed.

5. LIST OF TEACHING MATERIALS AND REFERENCES

I. Teaching Materials

1. Ichirou Inukai, "Experience in Transfer of Technology from the West: Lessons from False Starts", Nation-Building and Regional Development: The Japanese Experience, Maruzen Asia, Nagoya, pp. 77-98.
2. Kazushi Ohkawa, Planning: Macro, Sectoral and Micro (Project) Approaches, IDCJ, Tokyo, December 1983, p. 31.
3. Tsuneo Nakauchi, A New Scope for economic Cooperation--with Reference to Technology and Man, the Dynamos of Progress.
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5. _____, "The Role of Subcontracting in Industrial Development", Subcontracting for Modernizing Economies, UN, New York, 1974, pp. 21-44.

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13. _____, World Industry Since 1960: Progress and Prospects, ID/CONF.4/2, UN, New York, 1979, p. 422.
14. W. Arthur Lewis, Development Planning: The Essentials of Economic Policy, George Allen & Unwin, London, June 1965, p. 278.
15. World Bank, World Development Report, 1983, Oxford University Press, New York, 1982, p. 172.

