

Lessons Tanzanian Elites and Policy Makers Can Learn From East Asian Tigers on the Idea of Developmental States

¹Salim M. Hamza, ²Salum Mohammed Ahmed,

¹College of Public Administration, Huazhong University of Science and Technology,
1037 Louyu Road, Hongshan District, Wuhan 430074, P.R. China
binhamza@gmail.com

²President's Office, Justice, Legal Affairs, Public Service and Good Governance,
Zanzibar, Tanzania
salum.ahmed79@yahoo.com

Abstract: *Over the past fifty years in developing world, the role of the state intervention in promoting economic growth and social progress has been a subject of disputing among political elites, international development experts and policy analysts. Recognition of the economic growth success of East Asia has led to new thinking on what developmental states idea should be accomplished. The observable optimism performance of East Asian Tigers on the contextual of developmental states is keen in the fact that economic growth can be achievable when states commitment is concerned with respect to capitalist based economy. Since Tanzania is in a unique position of possessing some resources in which other East Asian Tigers did not possess their commitment and high standard of responsibility were imperative to their success. It is in this line therefore this paper attempts to draw attentions of Tanzanian Elites and Policy makers on how they can learn from the story of developmental states in East Asia so as to invent it into the development agenda in building sustainable development for the people of Tanzania.*

Keywords: State; development state; features of developmental; East Asian tigers; economic transformation; Tanzania.

1. INTRODUCTION

Over the past fifty years, the role of the state in promoting economic growth and social progress in the developing world has been a subject of contestation among political elites, international development experts and policy analysts. Since end of World War II, the emergence of newly global independent states made Asian and African countries (include Tanzania) moving parallel with international community intention of bringing socioeconomic development using an embraced state-led development model which projected to bring together the industrialisation and entrepreneurship modes through the intensive and deliberate effort and state intervention that seems to be the catalyst for specific country's development.

During 1980s emergent mergers and intellectual reformers waken up academicians, policymakers and political elites to rethinking on the state-led model for development hence changed to capitalist based economy. The international assistance community, led by the IMF and the World Bank, to hugged a set of neo-liberal economic policies that congregated with results that might be known as the Washington Consensus [1]. In this epoch, major suggestions including the removal of government controls, encouragement of trade liberalisation and nurturing of private sector role in strengthen economy. The move also goes along with World Bank recommendation of requesting governments to reduce market prerequisites for those areas where market worked well as far as taking serious efforts to

improve market conditions on the areas where market seen to perform poor [2].

Since the mid-1990s, however, another shift in understanding the role of the state in development has become noticeable. This new perspective was largely identified to have quite different experience of state-led development in a number of Asian countries, specifically in eastern part [3] – [6]. The so-called Asian tigers' countries which include Hong Kong, Singapore, South Korea and Taiwan, for about 30 years time seen to economically and social progressing. Their radical socioeconomic move led them to experience fastest change from poor agrarian communities states in 1960s to high value added merchandises and technological producers. Since the end of the 1990s, accelerated development has spread further in Asia and is increasingly including China along with Indian and Vietnam.

The 1997 World Development Report was thus devoted to state taking initiatives of check and balance for her responsibilities towards the central economic and social growth [7]. Since then, there has been a growing awareness among development practitioners as well as academics of what this means – namely, that the orientation and effectiveness of the state is the significant patchy elucidating on why some countries do well while others descend in meeting development goals. In 2005, the Report of the Commission for Africa showed that, state based capacity and effective interventions are the main obstacles in Africa's aptitude to convene the Millennium Development Goals [7].

The promising performance of East Asian countries provides new images on states accomplishment [8]. Their best performance on market-based economy together with functioning and operative states, alarming Eastern European countries that state capability is crucial for economic and socioeconomic growth [8]. The 1997 World Development Report noted that for the betterment of economic and socioeconomic development, states intervention is crucial especial on public health and antipoverty programs [7]. The coming out of Poverty Reduction Strategy Papers (PRSPs) and the Millennium Development Goals since 2000 have implied in practice that states are expected to ensure universal basic health and education services, even if the state is not regarded as the sole provider or the sole stakeholder in drafting a national development strategy [7].

Since then, the possibilities of “developmental states” in Africa have become a subject of concern for African scholars, development practitioners, leaders and policy makers. Tanzania like many other African countries, the conceptualisation and theorisation of developmental states has evolved over the last thirty years whereas certain policy decisions were acceptable and started to be implemented. In addition, the political and economic conditions that were practiced during the period of the first developmental states, is no longer practiced nowadays. With the amalgamation of the different political and economic problems faced by Tanzania today, the faith in creating a developmental state has been met with strong qualms. The purpose of this paper is to draw the attentions of Tanzanian elites and policy makers on how they can learn from the story of development states in East Asia and invent the concept to the Tanzanian development planning agenda.

1.1 Concept of Developmental State

The “developmental state” is one of the most influential concepts put forward to explain the unbelievable economic transformations of some East Asian states after the 2nd World War. Scholars started to discuss about the concept of a developmental state soon after recognizing of best performance of socioeconomic and economic growth in East Asia tigers [9] and [10]. However, scholars like [11] and [12] argues that the concept of the developmental state also exists as an abstract generalisation which is usually photosynthesised from specific East Asian cases on how they form a productive developmental state. The approach has been criticised by [13] – [15] due to its closed similarities to the dissimilar East Asian states experiences.

Given the miscellany experiences, it is perhaps not shocking that study of developmental states differ in the particular work of the character, that the developmental states and the situation which allow them to emerge. However, there is broad agreement that there are two aspects towards developmental state, in which [16] calls them as a

“developmental structures and developmental roles” and they has been termed by [17] as structure and ideology. They can also be highlighted more commonly as state capacity and commitment by [16] which is among elements that can exist separately, but they are still required as the core combination for a developmental state to be successful.

Reference [18] categorized the components of the developmental state as “ideological” and “structural”. The ideological component defines a developmental state as a state that is “develop mentalist” in its direction. It conceives state’s strategies as that of ensuring economic growth, usually interpreted to mean high rates of growth and industrialization. The structural components address a state’s capacity in administrative, political, institutional and technical arena in implementing policies that perceptively and effectively give proper out comes [18].

Economic nationalism is seen as the “ideational” foundation of the developmental state as it serves as the mobilizing force for the commitment to development. It works in mobilizing nationalist sentiment to secure the state’s economic autonomy. In this sense the developmental state agenda has associated with initiatives to defy the dominance of western region [18]. Also [18] believes that the definition of the “developmental state” nudges the threat of being reiterative due to the evidence that state is being developmental often drawn subjectively from the economic performance. That means, if a state is not developing, it cannot qualify as a developmental state regardless of its commitment to development. Likewise if it is developing then it qualifies automatically without any consideration of its commitment to development. This situation led [19] to come up with another definition of a developmental state as “*one whose ideological underpinnings are developmental and one that gravely attempts to organize its administrative and political properties to undertaking economic growth*”. Thus, it is the fact that a state is making efforts towards development that is decisive, even if such efforts have not yet yielded any developmental outcome, because the absence of outcome may be due to extraneous or unforeseeable factors beyond that state’s control or due to sheer ill-luck.

This paper agreed with definition provided by [18] of a developmental state although it needs further explanation. This is because, at the most basic level, we viewed a developmental state as one that takes more active role in its national economy rather than surrendering the developmental strategies to the private sector, international financial institutions (IFIs) or foreign aid agencies. A developmental commitment by the political leadership is fundamental thou not enough for socioeconomic and economic growth. The leadership’s vision of development is as important as its commitment. The political leadership must champion a vision of development that is citizen-participatory; it must be connected with the state’s citizens.

Therefore, the active role in development is not undertaken by the state, in the sense of the national government, alone. Thus, the existing opportunities for citizen participation in the development process are an essential component of a developmental state.

On the other hand, the paper also agreed with views of [20] when they discussed about developmental state. Based on them, the fundamental goal of development should be mean to improve the “capacity of people to order their world” and to give people “the powers to define themselves as opposed to being defined by others” [19]. In this perspective, a developmental state not only allows but also facilitates the active participation of its citizens in the development process in the design and implementation of state policies which touching their social life. While the state in particular puts in place policy agenda and manages them in realizing country’s development. It is the citizens themselves who are there to generate the development. Scholars like [21] in his study titled “Towards a Democratic Developmental State” have been called this as the “democratic developmental state.”

The discussion of [22] in their study titled “*Systematic Vulnerability and the Origin of Developmental states*” is another element that agreed by this paper in discussed the basic concept of developmental state. In their study, they identified developmental states as the ability to upgrade from lower to higher economic values and activities. They referred South Korea, Singapore and Taiwan as developmental states since they opposed to the four high growth countries of the Association of South Asian Nations namely Malaysia, Thailand, the Philippines and Indonesia.

The Author [23] also contends that the aims of developmental states are to occupy better niches at the higher up in the global division of labour hierarchy. The definition that can be seen as useful in highlighting the significant gains from upgrading since it narrows the definition of the developmental state. However [24] used this definition to disqualify countries like Botswana from developmental states despite their growth since they are still struggling to diversify and upgrade their economy.

It is therefore generalized that developmental state plays an active role in guiding economic development by using the resources of the particular country to meet the needs of the people. A developmental state is the one which tries to balance economic growth and social development. It uses state resources and state influence to attack poverty and expand economic opportunities. The degree of state intervention depends on whether a government chooses to leave economic development and redistribution to the whims of the free market, to be a more interventionist or to be a developmental state.

2. A REVIEW ON SIGNIFICANT FEATURES OF DEVELOPMENTAL STATE

Significant Features of Development State has been discussed in different literatures on how states have been appeared to become developmental ones with respects to identification of fundamentals that enabled some East Asian countries to be successful tigers. It is not only based on their success but also their understanding in terms of economic growth. As mentioned by [25] that there are many different routes towards achieving economic growth however our superior concern is basing on particular path rooted achieve growth/development which is literarily identified as the route for developmental state. However, literatures still remains in an incredible diverse on what are the key conditions for a successful developmental state to emerge. Of course, the diversity of these accounts is indicative due to the lack of consensus in the literature based on the key aspects of the routes that states have take into consideration in order to become developmental but it may equally reflect the variety of routes that East Asian tigers has been passing through.

Besides, there are some conditions that highlighted in the literature as significant for the emergence of developmental states. In most literatures, Authors does not advocate mono-causal explanations hence in many cases there is substantial consideration of the interaction between different elements and the necessity for two or more conditions to coincide. The below explorations should not therefore be interpreted as a list of detached alternative explanations or as a list of combined variables with predictable sequentially rather should be read as methods to produce discrete and foreseeable outcomes towards development state intervention. It is also a discussion on how Tanzanian Elites and policy makers can learn from East Asian tigers’ success via developmental states perspective.

2.1 Agricultural policies and land reform

The recent works of scholars like [26] on comparative efforts on sub-Saharan Africa and East Asia makes a convincing case for the significance of agricultural reform prior to states emerging as industrialising developmental states. In their study titled “*Tracking Development in Southeast Asia and Sub-Sahara Africa*” they argued that in South East Asia, Agricultural and rural policies raised rural incomes and levels of wellbeing also leading directly to mass poverty reduction and indirectly to the creation of favourable climate for industrial development to sustain [26]. These were no efforts instituted by sub-Saharan African where countries spend relatively little no pro-poor, on pro-rural policies and thus can be seen as both the root of South East Asia’s success and Sub-Saharan Africa’s failure.

One of the elements which recommended being momentous for South East Asia countries in applying pro-poor rural policies whilst sub-Saharan Africa failed to do so, is the perception of a more imminent in the threat of rural rebellion [26]. It is echoed by [22] as they have concerns

based on their threat of unrest pushes of elites and policy makers to follow a developmental course of action [22]. However it is mostly emphasised that these agricultural policies must be accompanied by macroeconomic stable policies. Most literatures coming out with the same idea of Tracking Development Project as urged by [27] that one of the reasons that these agricultural policies and an agricultural focus was so significant is due to the adopted the policies in East Asia reaching the large numbers of people.

The Author [28] highlighted the absence of dispossession as an element of the East Asian experience. Rather, land reform has been seen to be a significant precursor to the emergence of the developmental state. On his times [29] identified Korea, Japan and Taiwan as to undergo significant land reform. Whilst most scholars do not conjecture agricultural policies and land reform as among sufficient condition for a developmental state to emerge rather, they argued them to be necessary precursors to the emergence of a developmental state. For example [6] cited Taiwan's land reform as one of the largest non-communist land reforms. In his argument, Wade sees land reform and a ceiling on land ownership in Taiwan as significant as it limits wealth accumulation in land and improves agricultural productivity. He further concluded that not only that land reform is advantageous but also an ongoing cap on land ownership is required to prolong its benefits [6]. It is therefore concluded that land reform can be a significant part of an environment which provides economic freedoms to small scale entrepreneurs and peasant farmers as the fact that [24] seen as crucial to the economical succession of South Asia.

2.2 Capable bureaucracy and embedded autonomy

Scholars like [10] in embedded autonomy analysis and [5] in Japanese model has talk much on the concept of bureaucracy and embedded autonomy towards developmental states. Both of them recommended that success in developmental states needs a realistic fundamental bureaucracy which can autonomously performed from the pressures of society [9] and [10]. However, the professionalism of the bureaucracy and its protection from being too buffeted by arbitrary political breezes seems to be an element which draws the attention of the majority of developmental states actors including countries like Botswana which found from outside of the East Asian tigers [30].

Therefore, it is not just a professional autonomous bureaucracy required but also embedded ones. In order to achieve economic growth [31] and [9] agreed together that more emphasis should be posed bureaucracies in connection with societies and business communities. The Author in [31] further expressed embedded sovereignty by explaining the double move of the bureaucracy as not only being favourably influenced by interest groups but also remaining

connected enough to society so as to ensure growth and redistribution [10]. As results, it seen not only to be a significant condition which enables the emergence of developmental states but also a factor which necessarily be presented for a state to be considered as developmental [10].

Other scholars like [32] identified Bureaucratic autonomy as an effective element towards the developmental state arena. He approved the impact of bureaucracy at point where developmental states allows bureaucrats to manage the economy through the careful selection of key industrial sectors to support and the use of policy instruments to achieve development. However [33] questioned the trend of bureaucracy to effectively gratifying some businesses and discipline others in a way that works to achieve growth [33]. This meant that one side of coin, bureaucrats had to be insulated from external atmosphere while on the other side of coin and they might enjoy reward and disciplinary outcomes un-swayed political and sectional concerns.

2.3 National project and legitimacy

With respect to national project and authenticity, many scholars like [13] identified the trend for the capacity but not the motivations of developmental states to be analysed and considered. Scholars like [16] pose more attention on what produces developmental systems rather than what the states has inspired to systematically use to perform developmental roles. He further argued that the South Korean administration institutionalised developmental systems without using them for developmental ends but the existence of these systems allowed the South Korean government to undertake developmental roles [16]. It is therefore concluding that developmental systems can be institutionalised for developmental ends although raises another questions like what are the conditions for these developmental system to perform; under which circumstances does these systems come to be used for developmental ends and the likes.

It is from that perspective is where scholars like [34] commented that the significance of the vision or project of developmental states has not been effectively recognized. Thus, National government, elite and popular are still needs to be committed with a national project or a national vision which focused on growth and improvement of people's living standards [34]. In this case therefore living standards in regularly cited emerged as another key feature of developmental states. Although [12] argues that the developmental state rests on a kind of revolutionary legitimacy. The Author in [35] identified this situation as hegemonic project. As seconded by [12] since it is a situation which mobilising the population to make sacrifices to achieve developmental ends in which Johnson identified as the key advantage an authoritarian regime over a democratic one in terms of its developmental potential [12]. However, for scholars like [36] this commitment towards a

developmental vision is an integral part of their developmental state's definition although the other part of the definition is based on the capability to make progress towards the vision. Thus, whilst the commitment and drive is vital to the emergence of a developmental state, at some extent the sense the outcome for a developmental state is also matters.

2.4 Building Political Settlement

In his study titled "*Beyond Institutions: Rethinking the Role of Leaders, Elites and Coalitions in the Industrial Formation of Developmental States and Strategies*" in 2010, [11] comments that building political settlement or production of development agreements and/or coalitions is an essential part for elites and policy makers to consider during the formation of developmental states [11]. The study conducted by [13] which titled "*Institution and Growth in East Asia*" is also witnesses this fact. In this study, [13] had spectator that all governments in a particular region reaching an explicit or implicit political agreements or coalitions with segments of the private sector and then use these agreements or coalitions as the political foundation for rapid growth within an identified region.

Prior, a study titled "*Developmental states, effective states and poverty reduction: The primacy of politics*" and which conducted in 2008 concluded that political settlements must be well understood since it is a central core around which elites agreed upon and used to constitute what he calls "rules of game". The rules which are neither unchanging nor constitute the rapidly changing content of politics, rather they are seen to form the framework of the field through which these contestations must play out [37].

According to [37], the developmental state therefore could be seen to be built upon specific kinds of political settlements, which have a clear developmental vision at their core. This agreement and the political settlement form the underpinning for and the essential character of the developmental vision. Other related literatures on political settlements pose their concerns on how elites come to form coalitions and agree upon these political settlements and questions like on what context within the extent of developmental state does the elite coalitions should agreed upon, associated with political settlements, and be seen to exist between business and bureaucratic elites.

2.5 Relationship between Business-State and Industrial Policy

The relationship of State and business becomes a major of concern and significant with respect to developmental state story and East Asia Tiger's successful story. A study conducted by [38] which titled "*The developmental state in the era of globalization: beyond the Northeast Asian model of political economy*", presented the closely ties of

business and government which is exclusionary discriminating from one another. It is relationship which builds closes networks some groups and exclude or even forcibly marginalise others. Labour and civil society has often been the groups who are weak, excluded or suppressed.

For scholars like [12], state business relationship is among the key defining elements of the developmental states and sources of a broader set of interaction between the state and society. The Author discusses the state business relationship by differentiating America form Japan with respect on how the relationship marks them to the developmental. He urged America as a regulatory state which seeks to regulate the actions of business in contrast to Japans developmental state which has a much more engaged mode of operation [12]. However, the relationship becomes an internal organisation when industrial leaders have been given a chance to draw a close relation too [39]. As [10] argues that the developmental states that form an embedded sovereignty was replete with dense links with industrial capital as results other social groups might view it as an exclusionary arrangement.

Also [39] viewed the close relationship between state and business as well as people and bureaucrats as vital aspects of the state's ability to control and co-ordinate the private sector with an aim to achieving growth. However, [10] and [38] together viewed it as among key elements of the relationship between the state and industrialists in which the financial resource could strategically be used to invest in scarcely environmental and needful sectors. Centrally the relationship between state and business were about the chase for economic growth which was considered by both parties beneficial for business and the state as well, as what has been discussed in the study conducted by [40] which titled "*Business association and growth condition in sub-Sahara Africa*".

3. LESSON LEARNED FROM ASIAN TIGERS UNDER THE CONCEPT OF DEVELOPMENT STATE

The magnificent achievement of East Asian tigers shaped the researchers and scholars' views and perceptions based on developmental state. Although there are some disagreements in the literature regarding the core set of policies which enabled the original Asian tigers to achieve highest levels of development and economic growth, there is general

consensus about the essential features that characterised by these successful developmental states.

Mostly, a strong concern is posed on core of state institutions with the capacity to promote economic growth without being 'captured' by one of the first theorists to have utilised the term 'developmental state'. [5] in his research titled "*Political Institutions and Economic Performance: the Government-Business Relationship in Japan, South Korea, and Taiwan*" where he studied their economic development and industrial policy between 1925 and 1975 as well as [12] who identified the four factors that are integral to defining a developmental state and was highly used by studied East Asian Tigers as their blue print. These four factors as follows:-

- i) Existence of a small, inexpensive but elite state bureaucracy staffed by the best managerial talent available in the system;
- ii) Political system in which the bureaucracy is given sufficient scope to take initiative and operate efficiently;
- iii) Perfection of market-conforming methods of state intervention in the economy; and
- iv) Availability of main implementers or pilot organisations.

Importance was placed on the selection of institutions specifically geared in ensuring the process of development. It was a centrally based process whereas the concerned institutions were main actors towards the implementation of workings policies and placed mechanisms. In the case of Japan for example, the Ministry of International Trade and Industry (MITI) was formed to provide directives based on industrial policy and the use of finance for the purposes of development. Johnson found MITI as a fundamental part of the Japanese successful story with the features of a small size in its indirect control of government funds (thereby freeing it of subservience to the Finance Ministry's Bureau of the Budget), its "expertise" functions, and vertical bureaus for the implementation of industrial policy at the micro level and internal democracy [12].

Besides, the commitment of the state to economic growth was considered as an imperative feature of a developmental state. According to [41] commitment is encapsulated through the notion of the embedded autonomy of which depends on the existence of a project shared by a highly developed bureaucratic tools with interceptive aptitude built on historical experience and a comparatively organised set of private actors who can provide useful intelligence and a possibility of decentralised implementation [41]. It is through this commitment is where an

inspired state garner to all their means towards developing the country.

Additionally, long traditions bureaucratic and direct economic intervention has been identified as the two main characteristics of the East Asian developmental state. As mentioned in [12] study that, states must have a deliberate plan for developed and highly skilled personnel are integral pieces of the puzzle. In pilot institutions like MITI of Japan, these kinds of people are expected to be employed. Highly skilled students from tertiary institutions were also termed as headhunted to work for the government however only best skilled students in economics and politics were selected. As results, there was a great emphasis on excellence since then national the goal for Japanese by then was economic development [12].

More than that, [41] in his study titled "*Predatory, Developmental and other Apparatuses*" discovered that the relationship between state's bureaucracy and its apparatus is instrumental in bridging the gap between the market and the social goods hence is necessary for state's development with respect to people's voice intervention. It is through healthy relation where the bridge between the private and public sector could be built to close the gap towards development state.

4. POSSIBILITIES OF TANZANIA TO ATTAIN HIGHER DEVELOPMENT VIA INTERVENTION OF THE CONCEPT OF DEVELOPMENT STATE

The conceptualisation of the developmental state puts emphasis on how East Asian states attained their development from 1960s to 1990s. Although their system cannot be duplicated but there are certain core features that provides overall picture of a developing state and hence can help to attain sustainable development in Tanzania if they are carefully learned and effectively implemented by Tanzanian elites and policy makers. These core features are as discussed here under:-

Firstly is the existence of a *specialised agency* within the government that would lead the development process. A system which could provides an imperative function regardless its problems. This is due to fact that, her importance should be posing on the selection of specific institutions that geared to ensure the process of development. It has to be a centrally base systematic process where as concerned institution(s) could be the key actors based on development of workings policies and mechanisms in which the state is willing to implement.

In reference to Japan, Ministry of International Trade and Industry (MITI) seen to be formed specifically to provide

directives based on industrial policy including through the use of finance for the purposes of development. However a core component of this system is the availability of highly skilled and motivated civil servants who are ready to commit themselves in working for the betterment of their nation.

Secondly is *strategic capacity*: Strategic capacity means the ability of the state to take the direct in defining a common national agenda, to mobilise all of society and think tanks to take part in the implementation of a common national agenda as well as directing the available resources towards the agenda shared program's implementation. It is for the government of Tanzania to have the ability of uniting the public sector, business, labour and civil society in a partnership geared towards the implementation of the shared programs.

Also, the government of Tanzania should play a major role in establishing clear, measurable and time-bound targets for common programs as well as monitoring their implementation. It is quite clear that, Tanzania has formulated so many development policies, but contrarily most of them seemed to fails to deliver the required outcomes. To be developmental state, gaps between policy formulation and policy implementation should effectively be alleviated. The government on the other hand, should be autonomous legitimate that possesses the space to direct the development process. However, the government partnership with non-state actors is encouraging thou with a balance between needs to be struck as modern democracy and necessitates of the present partnership circumstances.

Thirdly is an *organisational and technical capacity*: By organizational capacity means Tanzania has to ensure that her development is realised using the availability of most effective and efficient systems and structures. In this case therefore improved systems and structures within each governmental sphere have to provide the necessary cohesion to deliver the targeted results.

On the side of technical capacity; it is the capacity of translating broad objectives into specific programs and projects under the assurance of proper implementation. Economic development needs high quality and reliable social services ranging from water and sewage to electricity generation (which is currently termed as the most critical problem) to transport and spatial planning. Technical capacity also involves the state's capability to plan and monitor the implementation programs. It is the role of the government therefore to make an effective use of intergovernmental and integrated planning across sphere of governmental institutions, agencies and departments.

Fourthly is to build a *strong bureaucracy* that can survive from societal pressures and focus on its goals only (single minded). When taking into consideration developmental

states, political leadership is crucial because of the way it affects the quality and autonomy of the bureaucracy. In turn, the kind of leadership that emerges Tanzania is shaped by the nature of the elite and wider social structures and can also be influenced by external factors. Bureaucratic autonomy is vital and because of its impact is seen as an important key element under East Asian Tigers [32].

In Tanzania the effectiveness of the bureaucracy is inevitable towards a developmental state intervention as it allows bureaucrats to manage the economy, through the careful selection of key industrial sectors (with respect to environmental and resource availability) to support and allows the use of policy instruments to achieve an ideal developmental state atmosphere. As mentioned by [33] that under bureaucracy to some extent is all about sacrifice since it needs to reward some businesses and at the same time punish others so that to achieve the targeted goal effectively. Therefore those bureaucrats should prepare themselves to some extent bearing an insulated cost from public and political pressures since their rewarding and disciplining could remain un-swayed by political and sectional concerns.

5. MATERIALS AND METHODOLOGY

The methodology adopted by this study was 'Internet Search' and document review. The study consulted different sources on the Internet to generate evidence, facts and lessons that the author hoped to be learned based on the study. Where possible the websites of the specific resource were visited, for example website of some journals which only put materials in html format rather than pdf or documents. The reviewed literatures are mostly available on the Internet.

6. CONCLUSION

Tanzania elites and policymakers has already experienced on how East Asian countries and China managed to a hostile international environment on economic development. It a critical question on how and why shouldn't they be able to turn things around within Tanzania? Sometimes being like East Asian Tigers does not necessarily require following the developmental-state model 'per se' as it has been addressed in this paper. As quite clear presented that the question of a developmental state in Tanzania is still vital for a country which experience more than fifty years of independence. Her elites and policy makers still have much to learn from East Asian Tigers and developmental state theory at large.

It is through this paper that enough lessons have been taught so as to help the country in managing her projects with the aim and commitment of developing the state by authoring the process that will be applicable and maintained. As pointed out by [10] that, state must be bound to society in negotiating the goal of development whilst

maintaining its independence and autonomy. It is for Tanzanian Elites and policy makers to ensure that the voice of society is being expressed with note of concern and vigilant optimism that “Developmental states cannot emerge overnight where they have never existed or where earlier hopeful beginnings ended in failure and lost in decades for development”. Responsibility is placed on the state for the project of developing its country. At the core of this lesson is that, without a unified state, it would be difficult to achieve sustained economic development. However, development is not one actor’s responsibility; it is a collaborative process where all tiers of society need to be involved and committed.

REFERENCES

- [1] J. Williamson (1990) “Latin American Adjustment: How Much Has Happened?”, *Institute for International Economics*, Washington, DC
- [2] World Bank (1991) “World Development Report: The Challenge of Development”, *Oxford University Press*, Oxford.
- [3] F. Deyo, (1987) “Beneath the Miracle: Labor Subordination in the New Asian Industrialism”. *Berkeley, University of California Press*, USA
- [4] S. Haggard (1990) “Pathways from the Periphery: The Politics of Growth in the Newly Industrialising Countries”, *Ithaca, Cornell University Press*, NY
- [5] C. Johnson (1982), “MITI and the Japanese Miracle”, *Stanford: Stanford University Press*.
- [6] R. Wade (1990), “Governing the Market: Economic theory and the role of government in East Asian industrialisation”. *Princeton, NJ: Princeton University Press*.
- [7] World Bank (1997) “World Development Report: The State in a Changing World”, *World Bank*, Washington, DC
- [8] A. Amsden (2011), “Comments - Growth Identification and Facilitation: The Role of the State in the Dynamics of Structural Change”, *Development Policy Review* 29(3), 292-94.
- [9] C. Johnson (1987), “Political Institutions and Economic Performance: the Government - Business Relationship in Japan, South Korea, and Taiwan. In: Deyo, F. C”. (ed.) *The Political Economy of the New Asian Industrialisation*. Ithaca, NY: Cornell University Press.
- [10] P. Evans (1995), “Embedded Autonomy: States and Industrial Transformation”. *Princeton, NJ: Princeton University Press*.
- [11] A. Leftwich (2010), “Beyond Institutions: Rethinking the Role of Leaders, Elites and Coalitions in the Industrial Formation of Developmental States and Strategies”, *Forum for Development Studies*, 37(1), 93-111.
- [12] C. Johnson (1999), “The Developmental State: Odyssey of a Concept. In: Woo-Cumings”, M. (ed.) *The Developmental State*. Ithaca, NY
- [13] S. Haggard (2004) “Institutions and Growth in East Asia” *Studies in Comparative International Development*, 138(4), 53-81.
- [14] J. Putzel (2002) “Developmental States and Crony Capitalists Rethinking Development in East Asia”, *In: Masina, P. P. (ed.), Richmond, Surrey: Curzon Press*.
- [15] I. Ohno & K. Ohno (2012) ‘Dynamic Capacity Development: What Africa can learn from industrial policy formulation in East Asia’ *Oxford University Press*, Oxford
- [16] T. Vu (2007), “State Formation and the Origins of Developmental States in South Korea and Indonesia”, *Studies in Comparative International Development* 41(4): 27-56.
- [17] Z. Meles (2012), ‘States and Markets: Neoliberal limitations and the case for a developmental state, A. Norman, K. Botchway, H. Skin and J. E. Stiglitz (eds)’, *Good Growth and Governance in Africa: Rethinking development strategies*. Oxford: Oxford University Press.
- [18] T. Mkandawire (2001), “Thinking about Developmental States in Africa”, *Cambridge Journal of Economics*, 25, 289-313.
- [19] T. Mkandawire (2010), “From Maladjusted States to Democratic Developmental States in Africa”, *in Edigheji*.
- [20] A. Bhattacharya, J. Oppenheim & N. Stern (2015), “Driving Sustainable Development through better Infrastructure: Key elements of a Transformation Program”, *Global Economy & Development*. A Working Paper 91
- [21] G. White (1998), “Building a Democratic Developmental State: Social democracy in the developing world”, *Democratization* 5(3): 1-32.
- [22] F. Doner, K. Ritchie and D. Slater (2005), “Systemic Vulnerability and the Origins of Developmental States: Northeast and Southeast Asia in Comparative Perspective”. *International Organization*, Cambridge University Press Vol. 59, No. 2 (2005), pp. 327-361
- [23] P. Evans (2004), “Development as Institutional Change: The Pitfalls of Monocropping and Potentials of Deliberation”. *Studies in Comparative International Development*, 38(4), 30-52

- [24] I. Taylor (2005) "The Developmental State in Africa: The case of Botswana: P. Mbabazi and Taylor (eds)", *The Potentiality of 'Developmental States' in Africa*. Dakar: CODESRIA.
- [25] G. Williams, A. Duncan, P. Landell-Mills & S. Unsworth (2011), "Politics and Growth", *Development Policy Review*, 29(s1), s29-s55.
- [26] D.V. Kees, D. Henly & P. Lewis (2009) "Tracking Development in South East Asia and Sub-Saharan Africa: The Primacy of Policy" Available: <http://www.trackingdevelopment.net>
- [27] D. Henley, (2009) "Three Principles of Successful Development Strategy: Outreach, Urgency, and Expediency". Leiden: Tracking Development.
- [28] P. Evans (2011), "Constructing the 21st Century Developmental State. In: Edigheji", O. (ed.) *Constructing a democratic developmental state in South Africa: Potentials and challenges*. Cape Town: Human Sciences Research Council.
- [29] P. W. Kuznets (1988), "An East Asian Model of Economic Development: Japan, Taiwan, and South Korea", *Economic Development and Cultural Change*, 36(3), S11-S43.
- [30] P. Meyns & C. Musamba (2010) "The Developmental State in Africa: Problems and Prospects" Institute for Development and Peace, University of Duisburg-Essen
- [31] P. Evans (1998), "Transferable lessons: Re-examining the institutional prerequisites of East Asian economic policies". *Journal of Development Studies*, 34(6), 66-86.
- [32] C. Musamba (2010), "The Developmental State Concept and its Relevance for Africa: Problems and Prospects". *Institute for Development and Peace (INEP)*, University of Duisburg-Essen.
- [33] H. J. Chang (2006), "The East Asian development experience: the miracle, the crisis and the future". London: Zed Books.
- [34] C. Monga & J.y. Lin (2011) "Growth Identification and Facilitation: The Role of the State in the Dynamics of Structural Change" *World Bank Policy Research working Paper no 5313*.
- [35] T. J. Pempel (1999) "The Developmental Regime in a Changing World Economy in: Woo-Cumings, M. (ed.) *the Developmental State*" Ithaca, Cornell University Press. NY
- [36] V. Fritz, & A. R. Menocal, (2007), "Developmental States in the New Millennium: Concepts and Challenges for a New Aid Agenda", *Development Policy Review*, 25(5), 531-552.
- [37] A. Leftwich (2008). "Developmental states, effective states and poverty reduction: The primacy of politics", *UNRISD Project on Poverty Reduction and Policy Regimes*, Geneva
- [38] S. Hayashi (2010), "The developmental state in the era of globalization: Beyond the Northeast Asian model of political economy". *The Pacific Review*, 23(1), 45-69.
- [39] C. I. Moon & R. Prasad (1994), "Beyond the Developmental State: Networks, Politics and Institutions", *An International Journal of Policy and Administration*, 7(4), 360-386.
- [40] D. Bräutigam, L. Rakner & S. Taylor (2002) "Business associations and growth coalitions in Sub-Saharan Africa". *Journal of Modern African Studies*, 40(4), 519-547.
- [41] P. Evans (1989). "Predatory, Developmental and other Apparatuses: A Comparative Political Economy Perspective on the Third World State". *Sociological Forum*, 561-587.
- [42] R. Wade (2003) "What strategies are viable for developing countries today? The World Trade Organization and the shrieking of 'development space'" *Review of International Political Economy*, 10(4), 621-644.
-