

There was an increase of 18.2 percent in the total value of domestically produced pharmaceuticals which amounted to Ris. 58.40 million. The imports of pharmaceuticals decreased by 63.8 percent from Ris. 93,234 million in 1989 to Ris. 14,185 million in the year under report.

Domestic Production and Imports of Pharmaceuticals
(Million Ris.)

| | 1981 | 1982 | 1983 | 1984 | Percent Change | |
|---------------------|--------|--------|--------|--------|----------------|-------|
| | | | | | 1983 | 1984 |
| Domestic production | 31,840 | 37,686 | 49,621 | 58,640 | 31.7 | 18.2 |
| Imports | 40,607 | 57,373 | 39,234 | 14,185 | -31.6 | -63.8 |

(Recommendation for Maldives)

As the population of the Maldives is very small, we have no population problems, but as our inhabited islands are very far from each other, separated by vast sea, we face great difficulties to facilitate health education and so on, so we have to improve the situation by means of good transportation, communication, as well as good infrastructure.

(Recommendation for Nepal)

Problems:

1. Rapid population growth.
2. Boys' enrollment in school is much higher than that of girls.
3. Lack of people's awareness about sanitation, drinking water and general health.
4. Employment and underemployment.

Solutions/Recommendations:

1. Family planning programme should be strengthened especially in rural backward area.
2. Women's education should be emphasized.
3. Employment opportunity should be increased especially in agricultural sector.
4. Preventive health care system should be developed.

(Recommendation for Sudan)

As we know, Sudan is the largest country in Africa, covering about one million square miles.

Sudan is an agriculture country and as a whole it has an enormous potentiality for the expansion of the agriculture sector. The entire country is situated within the tropical zone and the annual rain fall ranges about 18 cm at Khartoum and about 120 cm in the South.

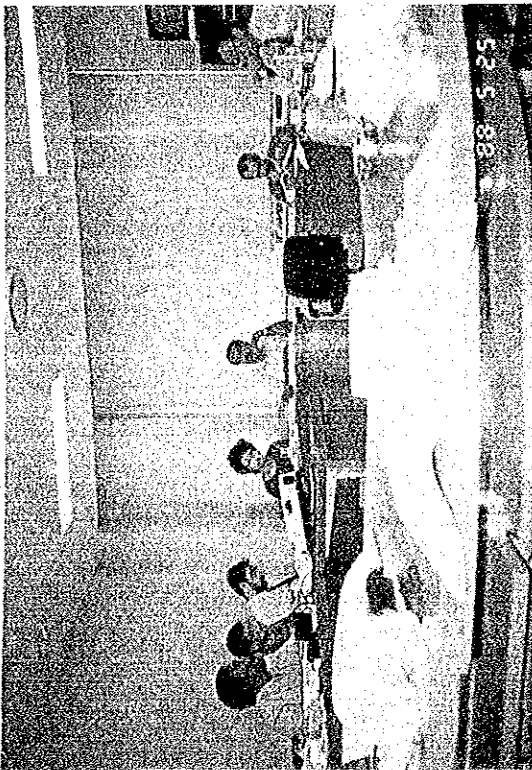
According to 'the World Development Report 1987' in the Table 1 Basic Indicator, we find that the population stands at about 21.9 million, and the percentage of population in the largest city is about 31% in the urban area and 79% in the rural area.

Sudan is wide and we need more labour to improve our economy and the government services. It means that at the same time we are in need of financial resources from the rich countries to help Sudan increase the agriculture production for the benefit of all round the world. For Sudan, analysis of economic performance is essentially on analysis of the agriculture sector, and the G.N.P. increase means the improvement of the labour market together with the improvement of the health and education sectors.

(Recommendation for Turkey)

- 1) More efforts on the family planning programs.
- 2) Decentralize economic and social investments in order to prevent immigration within the country.

Reports of Seminars



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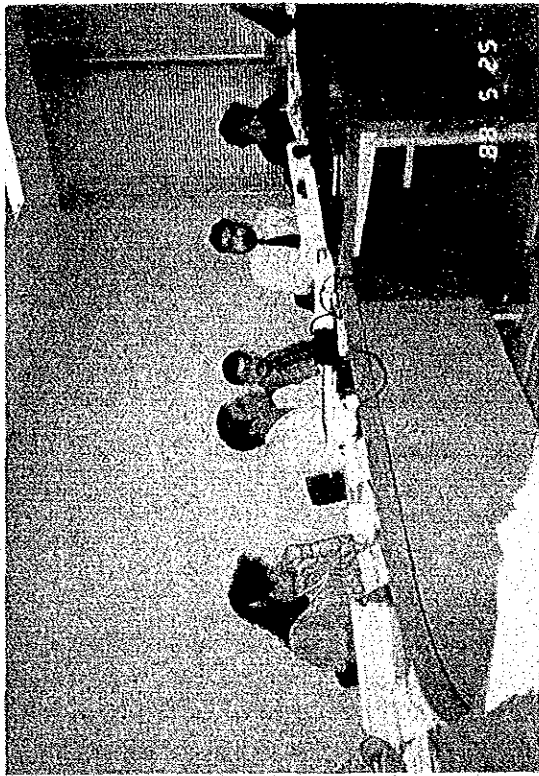


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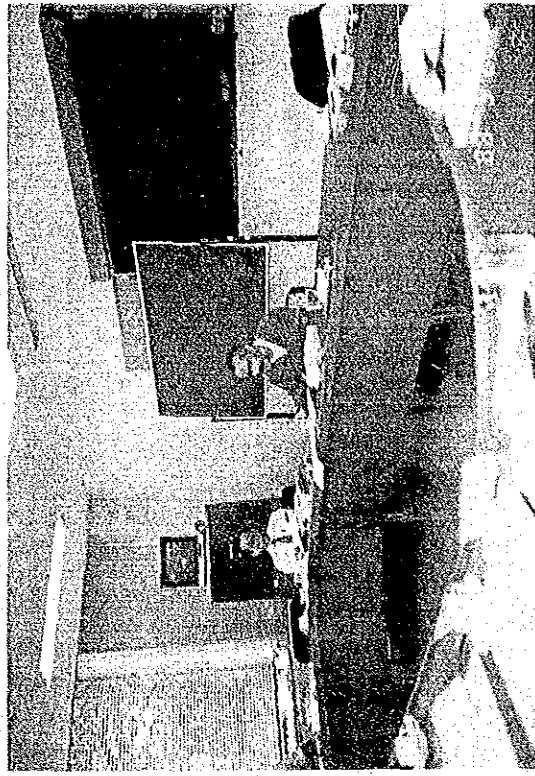


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1-4 Lectures and Seminars



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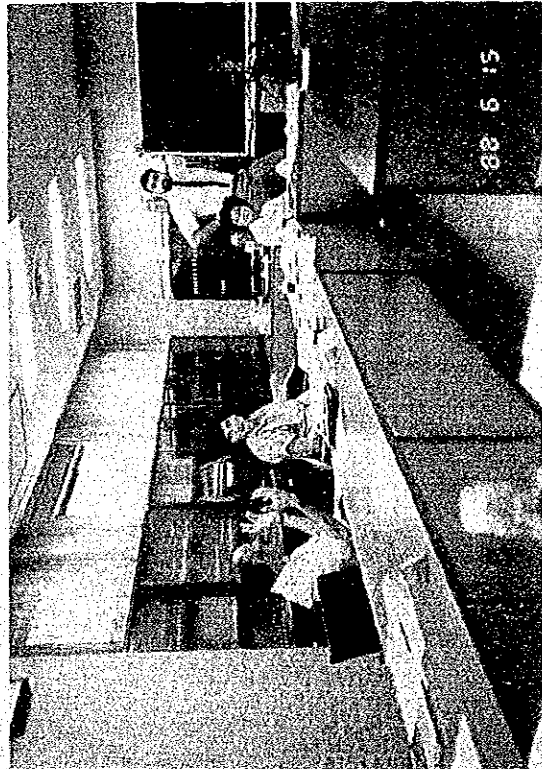
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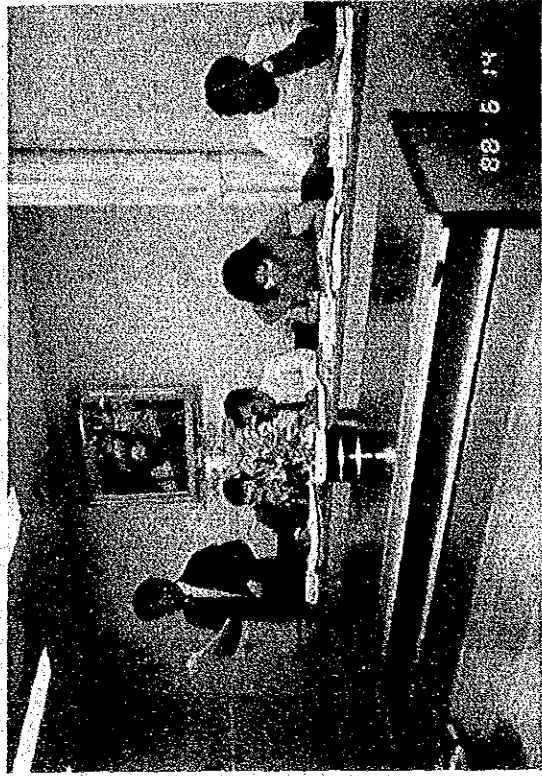
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9-12 Lectures and Seminars

IV. REPORTS OF ON-THE-SPOT STUDIES

INTRODUCTION TO ON-THE-SPOT STUDY

At the last stage of the training course, each participant is given a chance to conduct an on-the-spot-study of the administrative organs he/she wants to investigate for two days.

Following are reports of the on-the-spot study.

List of the Ministry and Agency for On-the-Spot Study

| Assigned Ministry ----- Theme | Participants | Country | Date |
|---|---|--------------------|-----------------------------------|
| Economic Planning Agency ----- (1) Preparation of Long-Term and Short-Term Economic Planning (2) Economic Cooperation | Mr. Vladimir Kocerha Mr. Mehmet Ali Balta | Peru Turkey | June 9 - 10 (Thurs.)-(Fri.) |
| Environment Agency ----- Environment Management | Mr. Ibrahim Rasheed | Maldives | 9 |
| Ministry of Finance ----- (1) The System of Banking Inspection and Supervision (2) Tax System | Mrs. Julia Sakay Okawa | Peru | 9 - 10 |
| Ministry of International Trade and Industry ----- System of Credits | Mrs. Julia Sakay Okawa | Peru | 9 |
| Ministry of Transport ----- Harbours and Ports | Mr. Horteza Ebrahimian Mr. Mohamed Ali Fadol | Iran Sudan | 10 |

| | | | |
|--|--|-----------|----|
| Ministry of Home Affairs | Miss Sara Maria Donoso Richard | Chile | 10 |
| (1) Relationships between Central and Local Governments | Mr. Ibrahim Rasheed | Maldives | |
| (2) Working Conditions (Pension and Accident Compensation) | Mr. Binod Prasad Acharya | Nepal | |
| Defense Agency | Ms. Sharifah Zarah Bte Syed Ahmed | Malaysia' | 10 |
| Term and Conditions, Including Pay Allowances, Benefits, Compensation to the Armed Forces | | | |
| National Personnel Authority | Miss Sara Maria Donoso Richard | Chile | 9 |
| (1) Civil Service System, Personnel Management | Mr. Morteza Ebrahimian | Iran | |
| (2) Recruitment System and Salaries System | Mrs. Sharifah Zarah Bte Syed Ahmed | Malaysia | |
| | Mr. Binod Prasad Acharya | Nepal | |
| | Mr. Mohamed Ali Fadol | Sudan | |

ON-THE-SPOT STUDY OF ECONOMIC PLANNING AGENCY

Vladimir Kocerha (Peru)

Mehmet Ali Balta (Turkey)

One of the main questions that I had when coming to Japan was if economic planning had in any way influenced Japan's economic recovery after the Second World War and its later development into one of the leading industrial nations of our age. When studying Economics as an undergraduate, the idea of "planning" an economy for future better results usually was to be identified with some sort of restrictive, anti-liberal sentiment that led to economic stagnation, lack of competitiveness and a complete absence of incentives for individual growth within a society." I found later however, that this was not the case because all developed industrial nations had some sort of governmental involvement in the nations' economy, following the Keynesian model. Furthermore, one of the main reasons for the rapid growth of some of the major countries during the last few decades was the fact that they had a coherent long-term goal to achieve which was the objective of their government's planning of the economic steps that the nation had to take as a whole.

Japan not only plans its future steps but it also has an established agency that is responsible for guiding the nation through economic forecasting and suggesting that is not only listened to but also applied as a policy-leading orientation. Communication and coordination are the keys for Japan's Economic Planning Agency's (EPA) work. In order to achieve the results that are planned for, the Japanese government structure has incorporated a sustained systematic process that allows for not only the application of the recommended policies by EPA but also to execute the corrective measures that might be necessary for an on-the-way adjustment.

The two-day visit that Mr. Ali Balta from Turkey and myself did to the EPA provided us with a thorough presentation by four of EPA's young medium-level and promising staffers with a comprehensive view of the Agency's role in Japan's economic development. During the first day we received an introductory overview by Mr. Kenji Umetani from EPA's Economic Research

Institute on the overall process that EPA and its dependent institutions are responsible for doing. This led us to the afternoon session when Mr. Takashi Sakuma, Deputy Director of the Coordination Division gave us an insight into the short time measures for inter-institutional coordination in order to comply with the Prime Minister's request for producing a medium-term plan that will lead the nation for better times.

The following day (Friday), we also had a morning and afternoon session given by two other professionals of EPA. In the morning lecture, Mr. Nobuki Sugita, Deputy Director of EPA's Planning Division presented us with a systematic and comprehensive overview of the long and medium-term economic planning done by EPA, both in a historical perspective and an in-context explanation of why is it that the Japanese system requires a methodical orientation to face the many challenges of development. Later on in the afternoon, Mr. Yoshimi Unotoro, Deputy Director of the Second Economic Co-operation Division of EPA's Coordination Bureau, gave us a wrap-up session during which an in-depth presentation of EPA's and the Overseas Economic Co-operation Fund (OECF) major tasks related to the Japanese external aid program were discussed.

All four presentations were sufficiently elaborated and allowed for an in-depth briefing of the major points we were interested in, through a question-and-answer session following the lectures that were delivered. Probably Mr. Sugita's Friday morning perspective presentation of EPA's historical work was the high-point of this on-the-spot study. Not only were we allowed to learn about the different stages through which EPA had efficiently led the Japanese nation in its planning and selection of better policy alternatives but we also had some time to discuss about the actual process of economic planning and its effects on the political and social structure of the country.

To conclude, I must express my gratitude to all four officials who delivered the lectures and also to Mrs. Takahashi who kindly sat through all the sessions serving as counsellor, translator and coordinator, making sure that all went well, as it did in effect. Most of my questions were absolved and my doubts were cleared allowing me to come up with further

arguments and better conclusions in understanding that an efficient and coherent governmental planning of the economical and social issues of the country is necessary as it was proven by EPA's effective management of Japan's medium and long-term planning.

Vladimir Kočerha (PERU)

The two day on-the-spot study that Mr. Vladimir Kočerha from Peru and myself did in the Economic Planning Agency (EPA), I personally enjoyed very much because it enlightened me about the planning experience of Japan. It is a somewhat different type of planning than what we use to do in Turkey; but the aim is the same, that is to eliminate market distortions. I am also sharing the same opinions of Mr. Kočerha.

This on-the-spot study in the Economic Planning Agency will help me in my work. I want to express my good feelings and thanks to those gentlemen who briefed us in the Economic Planning Agency.

M. Ali Balta (TURKEY)

ON-THE-SPOT STUDY OF ENVIRONMENTAL AGENCY

Ibrahim Rasheed

(Maldives)

As arranged I got opportunity to have on-the-spot study on the following subjects.

1. Environmental Management.
2. Relationship between Central and Local Governments.
3. Welfare of local public service personnel.

For the on-the-spot-study of The Environmental Management I went to the Environmental Agency on 9th June 1988, and I met there two high officials and was given details on the environment of Japan; air pollution, water pollution, coral, waves and tide, forests, and land, and also was given details on the work carried out to protect the environment.

ON-THE-SPOT STUDY OF MINISTRY OF FINANCE
AND MINISTRY OF INTERNATIONAL TRADE AND INDUSTRY

Julia Sakay Okawa (Peru)

1. Ministry of Finance

1.1 Banking Bureau

1.2 Tax bureau

1.1 Banking Bureau

I had an interview with Mr. Y. Murakami, Director of the Research & Planning Banking Inspection, Department of the Banking Bureau. He talked about the organization of banking inspections, the principal financial institutions in Japan, the market share by financial institution, inspections of financial institutions. Besides, he gave me some materials prepared by himself about the lecture. I could learn many of the theme about banking inspections in Japan. As this lecture was the most important, it would have been better to have more time to fulfill the matters I wanted to inquire about.

1.2 Tax Bureau

The interview was with Mr. Shigeki Kimura from the Research Division of the Tax Bureau. We talked about tax reform, tax planning and tax correction. The book "Outline of Tax 1987" showed me interesting things about the tax system in Japan.

2. Ministry of International Trade and Industry (MITI)

The interview was with Mr. Maruki and Mr. Onishimura from the Consumer Protection Division which controls the installment agencies such as credit companies in order to protect the consumer.

This interview gave me a global view of the financial system in Japan,

in addition to the lecture by Mr. Murakami.

The lectures on the Banking, Credit and Tax system gave me a global view of the matters I wanted to know about. It is very useful for me in order to increase my knowledge and also in order to apply it at my work.

I want to give my thanks to those gentlemen who briefed me during those one day and a half.

IN THE NAME OF GOD
ON-THE-SPOT STUDY OF MINISTRY OF TRANSPORT
(BUREAU OF PORTS & HARBORS)

Morteza Ebrahimian (Iran)

Mohamed Ali Fadol (Sudan)

We decided from the beginning that we were going to have an observation in ports and harbors of Japan.

According to that Mrs. Saito our coordinator joined us to this visit on June 10, 1988. Before that we had some information about Japan's experience in port development which we had received from the Ministry of Transportation.

When we reached the Ministry of Transport, they guided us to Mr. Kuroda, the senior coordinator officer for development plans of Ports and harbors. At that office we discussed some problems of our countries, Iran and Sudan, and we talked much about our countries' needs in this sector and the importance of the Harbor for economic development of our countries and the benefits for Iran and Japan.

Mr. Kuroda of the Bureau of Ports and Harbors spoke also on the following subjects, which was very useful for us,

1. General introduction about Japanese Harbors
2. Kinds of Ports
3. Administration of Ports and Harbors
4. Ports and Harbors facilities
5. Use of Ports and Harbors.

After that we took a taxi to Port of Tokyo, when we reached there, Mr. Miyauchi of Bureau of Ports, Tokyo Metropolitan Government, joined us. We viewed two films about Tokyo Port and the facilities, then we went to Ohi-International Container Terminal. They provided us with much informa-

tion about the work of this terminal and we knew that Japanese first container berth was completed at the Port of Tokyo in 1967. Today, the container berths are in use.

The modern ships serving the world's most important regular containers routes, North America-Europe-the Meditenanean, and South Asia use that facilities.

All these information was very useful to us, as we are from the third world countries. We would like to express many thanks to them for providing us with this useful information.

After that we went to The Museum of Maritime Science. From an observation room 70 meters above sea level, the facilities of the Port of Tokyo which support the industry of the metropolitan area as well as the ships cruising, the Haneda Airport, the Tokyo Tower, and the near Shinjuku City Center, can be seen very clearly.

We saw in the first floor some of the ancient Japanese ships and some weapons which were used in the World War II.

After that we had a short voyage by launch (boat) through the Tokyo Bay about 45 minutes, and returned back to Hamamatsu-cho Station at 5 p.m.

**ON-THE-SPOT STUDY OF
MINISTRY OF HOME AFFAIRS (MOHA)**

Sara Maria Donoso Richard
(Chile)
Ibrahim Rasheed (Maldives)
Binod Prasad Acharya (Nepal)

1. Group Report

As we have been given opportunity to have on-the-spot study on relationships between Central and Local Governments, and welfare of local public service personnel, we went to MOHA on June 10, 1988.

In the morning session we were given instructions related to the under mentioned subjects by one senior official from MOHA:

1. Relationships between Central and Local Governments
2. Organization of prefectures, municipalities, cities, designated cities, towns and villages
3. Legislative and executive organs
4. Assemblies of local public entities
5. Proceedings of the assembly
6. Relationship between the chief executive and the assembly
7. History of local government system

In the afternoon we met two senior officials from MOHA and were given details about local public service personnel system and welfare system including appointment, promotion, demotion, transfer, training, working conditions, salary, compensation, mutual aid system, short term and long term benefits pension and welfare activities.

We are sure that the useful information we received from the on-the-spot study would be much beneficial for our countries.

We hope that the mutual understanding between Japan and the developing countries would last for ever.

2. Report by Sara Maria Donoso Richard (Chile)

On June 10th, I went to the Ministry of Home Affairs. In the morning I received a lecture given by an officer who spoke about the structure of the Local Government System.

The lecture was very clear explaining this matter, showing us a lot of knowledge of his theme.

The structure of the Local Government is some what different from the Chilean Local Government, especially in the system of appointment of the authorities. Anyway it was useful to learn the Japanese system on view to evaluate our system.

In the afternoon we received a lecture given by two specialist officials about the welfare of local public service personnel.

I was surprised because I thought that the system was similar to that of the national civil servants, but wasn't so.

The lecture had a very good knowledge of the matter, but unluckily the language carrier made it difficult to have a good communication between us.

3. Report by Ibrahim Rasheed (Maldives)

For the on-the-spot-study of relationship between Central and Local Governments, and welfare of local public service personnel, I went to the Ministry of Home Affairs on 10th June 1988 with Sara, and Binod. In the morning we were given information on relationship between Central and Local Governments, organization of Prefectures, municipalities Cities, designated Cities, Towns and Villages. In the afternoon we were given details on local public service personnel systems and welfare systems.

I hope the information given to us in the on-the-spot study would be very useful to our country.

4. Report by Binod Prasad Acharya (Nepal)

We were three participants including me who got the opportunity to visit Ministry of Home Affairs for our on-the-spot study on June 10, 1988. The subjects of our interest were firstly the relationship between Central and Local Governments and secondly the welfare of local public services personnel in Japan.

In the morning session we got information about the first subject by a senior official of MOHA. And the second subject was informed by two senior officials of the ministry in the afternoon. We exchanged our views in both sessions and got to the points that we wanted to know.

Although the time was short, I learned a lot. The lectures and discussions were nice. I am sure that I am benefited from this study. I hope that I can contribute something to my country from this experience.

I would like to express my thanks to the officials of the ministry who gave us their busy time and provided useful information.

ON-THE-SPOT STUDY OF DEFENSE AGENCY

Sharifah Zarah Bte Syed Ahmed
(Malaysia)

Observations and Impressions

Although at present I am attached with the Ministry of Defense, little did I know about Japan's self-defense forces. So, I took this golden opportunity to pay a visit to the Defense Agency of Japan and try to make some comparative study on the salary scale and types of allowances and other perquisites enjoyed by the Japanese defense forces with that of Malaysian armed forces.

Like in Malaysia, I was briefed that Japan's self-defense forces, whose duty is to ensure the nation's independence and peace, and maintain national security, are placed fully under the control of Prime Minister and the Director General of the Defense Agency who are civilians.

With regards to the salary and allowances of the defense forces of Japan, like civilians too, they enjoy quite the same rate of salary and perquisites. For those members who engaged in special work, they are eligible for certain allowances, such as parachute members allowance, explosive work allowance, and a like.

The other point that I would like to touch here is that in Japan, there is no such thing as "Volunteer Forces". They have the reservist, which is also not compulsory. I am wondering that Japanese people are not interested in their national defense - or may be their security is left to the Government (Defense Forces) alone. This is not the case in Malaysia, where "Total Defense" are given a create emphasis. Thus everybody - civilians and military have both an important role in meeting the defense needs of the nation.

Thank you very much for your cooperation.

ON-THE-SPOT STUDY OF NATIONAL PERSONNEL AUTHORITY (NPA)

Sara Maria Donoso Richard
(Chile)

Morteza Ebrahimian (Iran)

Sharifah Zarah Bte Syed Ahmed
(Malaysia)

Binod Prasad Acharya (Nepel)

Mohamed Ali Fadol (Sudan)

1. Group Report

The objective of our on-the-spot study was to learn personnel management and civil service system in Japan. As National Personnel Authority (NPA) is concerned about these matters, we were taken there on June 9, 1988.

We were asked to submit questions related to the field of our study beforehand and were given the detailed explanations by Mr. Shimizu of Administrative Service Division, NPA during the session.

Sound discussions took place in the form of questions and answers. We received useful information regarding recruitment, transfer, promotion, retirement, salaries, working conditions, etc. We were also familiarized with the characteristics of Japanese public administration and the effective role of NPA. Of course, we learned a lot from the intelligent administrator Mr. Fujiwara.

We hope, this experience would be much beneficial to our countries.

2. Report by Sara Maria Donoso Richard (Chile)

The experience of the visit the officers of the National Personnel Authority (NPA), was very interesting for me because I was able to understand better the Japanese civil service system, especially relating to those aspects related with the recruitment of civil servants, their promotion, civilization, etc.

My work in Chile is in counsel relation with the tasks of the NPA. Because of that the knowledge acquired is very useful for me in order to compare with the civil service systems of my country so that I could, if possible and convenient, establish some answers to improve it.

The lecture was given by one officer who had a lot of knowledge of this matter, very clear in his explanations of the topics and with a good English, that allowed us to understand all he said.

3. Report by Morteza Ebrahimian (Iran)

In the name of God

According to my choice on-the-spot study in NPA I was eager to know about this section and its goals and main function. So we were requested to make a list of the items in advance which we would like to ask at that time. I and other participants wrote some questions for discussion, and I made five questions in the field of personnel administration, management, etc.

We went to NPA on June 9, 1988 accompanied by our coordinator and five participants. The officer of NPA, Mr. Fujiwara took part in this discussion, and we had an efficient system of question and answer. He was very skillful in this field and answered all of our questions, and at lunch break we were taken to one of the nice and quiet Japanese restaurants with its excellent food. In the afternoon we continued the discussion, so we could understand much information about NPA, and at last we learned the relationship between NPA and the personnel office of each ministry and each agency, the examination method, the discipline and disciplinary punishment,

the method of evaluation of personnel in various job, and the main functions and objectives of NPA's system of promotion, allowance, leaves, etc.

4. Report by Sharifah Zarah Bte Syed Ahmed (Malaysia)

Objective

To learn and study on the civil service system of Japan, particularly on the terms and working conditions of the public employees, their career development such as posting, promotions, transfers, training, discipline and other matters relating to employee welfare.

Observations and Impressions

I was delighted and indeed very happy to have an opportunity to visit the National Personnel Authority during the questions and answers session. I was briefed that in Japan, recruitment is made by each ministry, the responsibility on personnel matters are decentralized. To me, this is something different from the practice in my country where most of these are done by the central agency.

On-the-job training is also one of the important point, where it can be seen that the employers are obliged to give them training. The supervisor will teach the new employee, what to do, and how to manage. This is made more efficient by the ministries having an open space system, which, to me, is a very good on-job-training, ground, where the employees can share the idea and work as a team, and it's easier for the supervisor to check on them.

Job rotation, which is quite regular, makes the employee learn very fast, and gain more experience, where from here he can climb his career ladder.

Regarding the transfer system, it's very important to note that the authority to transfer not only rely on one person, but the three main authority -- the director of personnel, the director of present post, and the director of the new post -- to avoid any self interest.

There is no classification of job in Japan. The system of collective responsibility is given a great emphasis in Japan. A small span of control enables the supervisor to check on every employee under him, thus ensuring efficient administration and quality of work.

With regards to superannuation and beneficiaries, it's good to know that the government of Japan has a diligence allowance, twice a year, according to their level of performance. And what impressed me is that the bonus given is equal to that given in the public sector.

Anyway, I was quite surprised to know that, NPA does not keep the record of all officers/employees and their establishment. Personally, I feel that as a main and central body, NPA should keep all records of its staff/personnels.

Last but not least, I would like to express my appreciation to the officials of NPA for their kind hospitality as well as sharing their ideas throughout the sessions.

5. Report by Binod Prasad Acharya (Nepal)

As a part of training I got an opportunity to visit National Personnel Authority on June 9, 1988, along with other four participants of this course from Malaysia, Iran, Sudan and Chile. We were interested to know the personnel management and civil service system in Japan. We were asked questions and given details by Mr. Fujiwara, Director of Administrative Service Division, NPA in both the morning and the afternoon sessions of that day. We were well informed by him and shared experience with each other.

Actually lectures or explanations delivered by Mr. Fujiwara, was very attractive and influential. I enjoyed it very much and had a good impression upon him.

The duration of study was very short. It might not be possible to get through each and every aspect of administration in that single day. But we were able to learn fundamental principles and practices in this field in Japan. I hope that this experience with Japan would be very much beneficial to my country, Nepal.

I would like to extend my sincere thanks to Mr. Fujiwara and other NPA officers to whom I got chances to meet in a nice lunch they provided.

6. Report by Mohamed Ali Fadol (Sudan)

According to the daily schedule for the group training course in National Government Administration for fiscal 1988, I have chosen the National Personnel Authority to have an on-the-spot-study. Before our visit, I had to write some questions for the discussion.

On 9th of June, 1988, we were accompanied by Mrs. Saito, the coordinator of the course. Our group consisted of the following five persons: Miss Sara Maria Donoso Richard from Chile, Mr. Morteza Ebrahimian from Iran, Mrs. Sharifah Zarah Bte Syed Ahmed from Malaysia, Mr. Binod Prasad Acharya from Nepal, Mr. Mohamed Ali Fadol from Sudan.

From the first step I knew that every participant had written many questions in the field of NPA. There were about 31 questions. These questions covered the following subjects.

1. Recruitment and separation procedure
2. Compensation in public service
3. Relations between NPA and the personnel office of each ministry and agency

4. Promote system of civil servants and periodical system of evolution of their job
5. Incentives of the civil servants
6. The lowest and highest salary in Japan
7. What are the criterion used by NPA in reviewing the salary and allowances for public employees.
8. Rewards and punishments
Authority - appeals process
9. The creation of the posts
10. The connection between NPA and the Ministry of Finance (Budget section)

When we reached NPA they gave us 'the Annual Report Fiscal 1986'. One of the officials of NPA began to explain all about our questions, and we obtained more useful answers. We looked at the Annual Reports and found answers to all our questions.

From the discussion I understand that there is no connection between NPA and the ministry of Finance. I think that these two agencies are very close to each other and it is very important to coordinate both of them in relation with budget. As for the general list of the employees in every sector, I think it important for NPA to have one list in order to know the number of the posts and to create the posts inside NPA, not to leave that for the agencies.

Generally speaking, the discussion was very fruitful.

V. OBSERVATION AND STUDY TOURS

Observations:

- (1) Kanagawa Prefecture Agricultural Research Institute
- (2) Kanagawa Prefectural Fisheries Experiment Station
- (3) Kunitachi City Hall
- (4) Railway Transportation Research Institute

Observation Tours:

- (1) Saitama Prefecture

Institute of Public Administration, N.P.A.
Nissan Motor Co., Ltd., Murayama Plant

- (2) Chugoku and Kansai Districts

N.P.A. Regional Bureau Hiroshima
Hiroshima City Hall
Hiroshima Peace Memorial Museum
Cultural Properties in Kansai

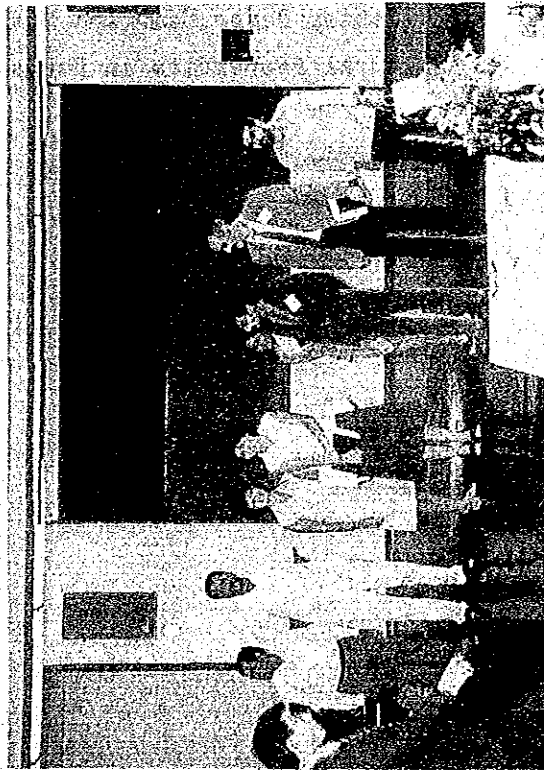
Observation and Study Tours



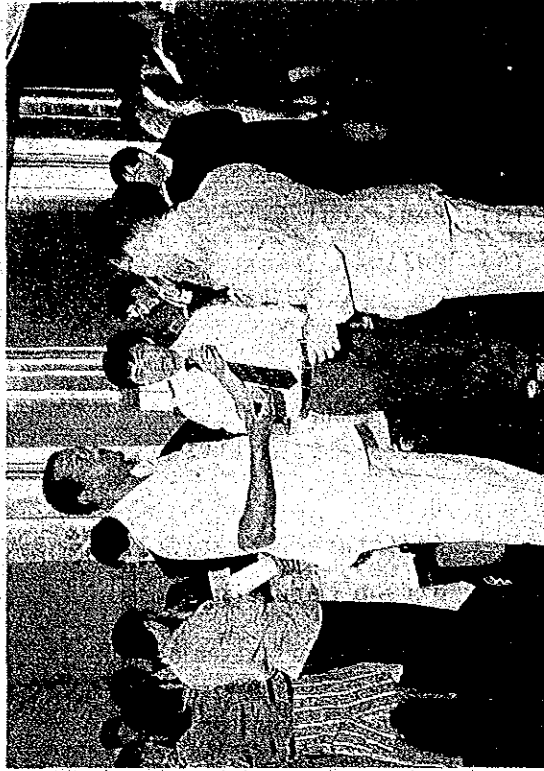
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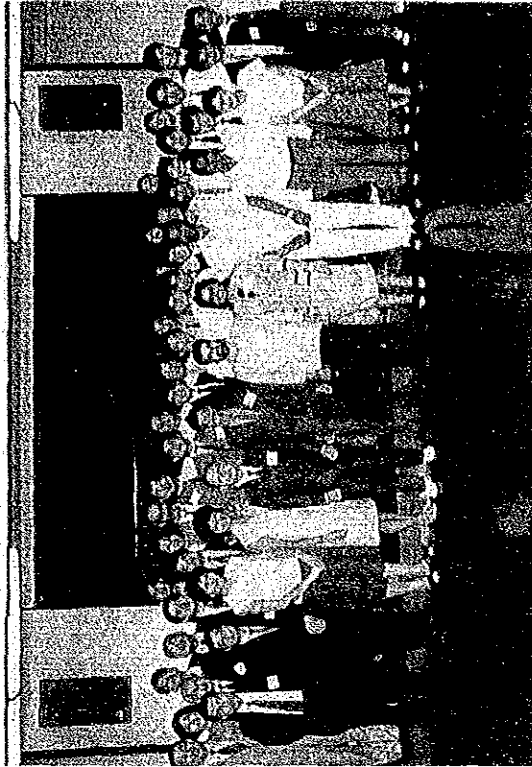


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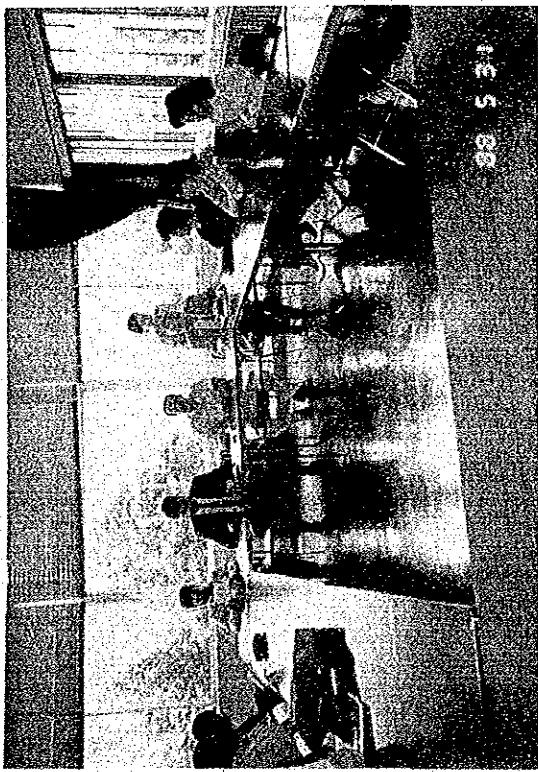


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5-6 Institute of Public Administration
7-8 Nissan Motor Co., Ltd. - Murayama Plant



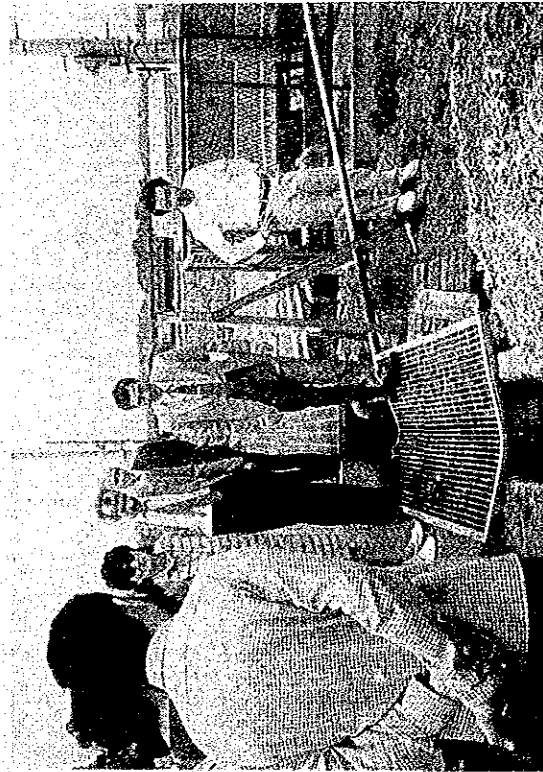
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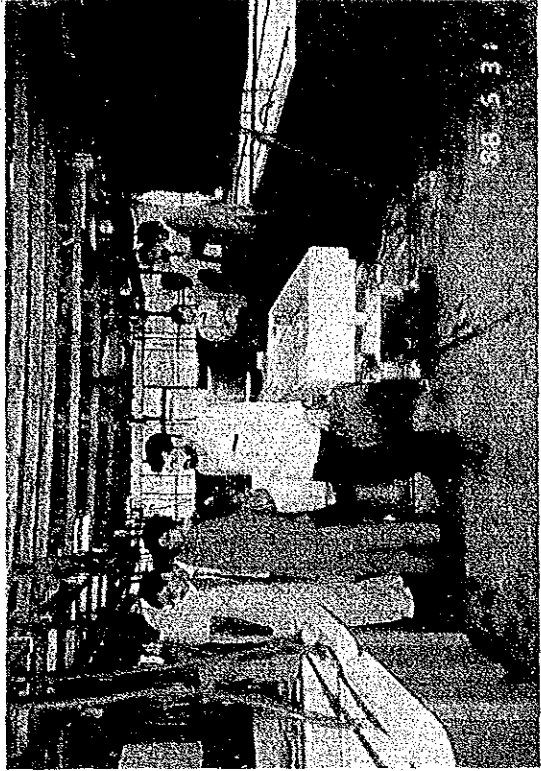


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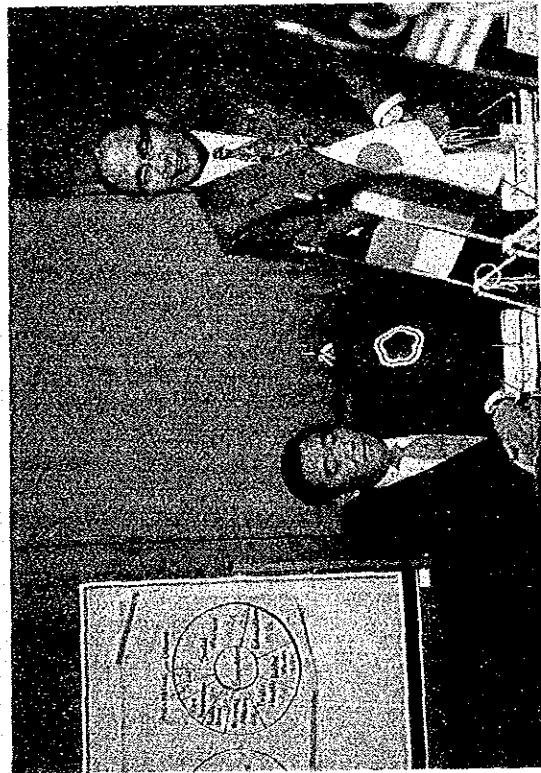
9-12 Kanagawa Prefecture Agricultural Research Institute



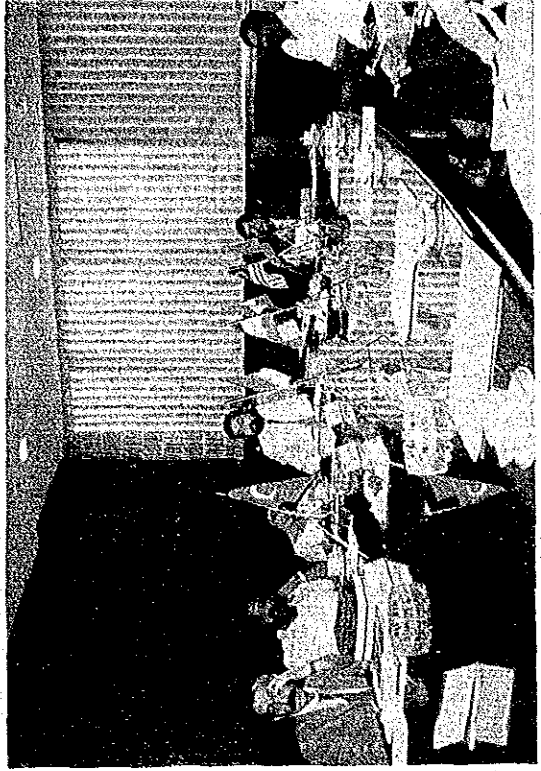
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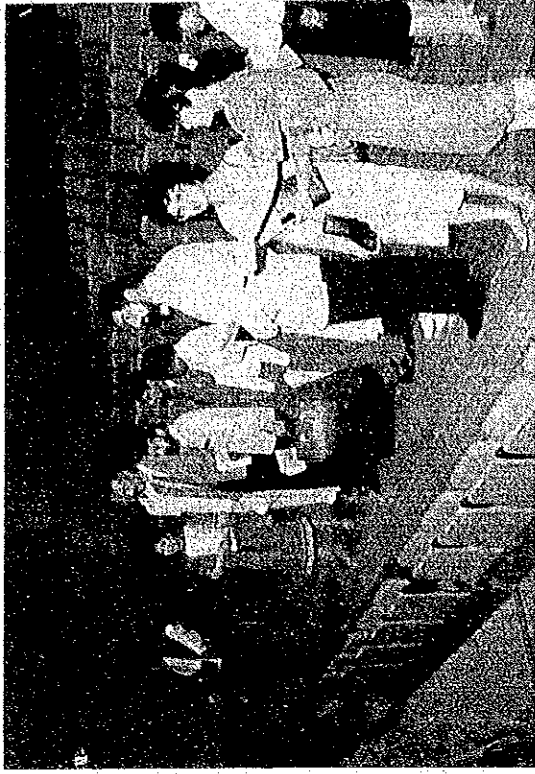


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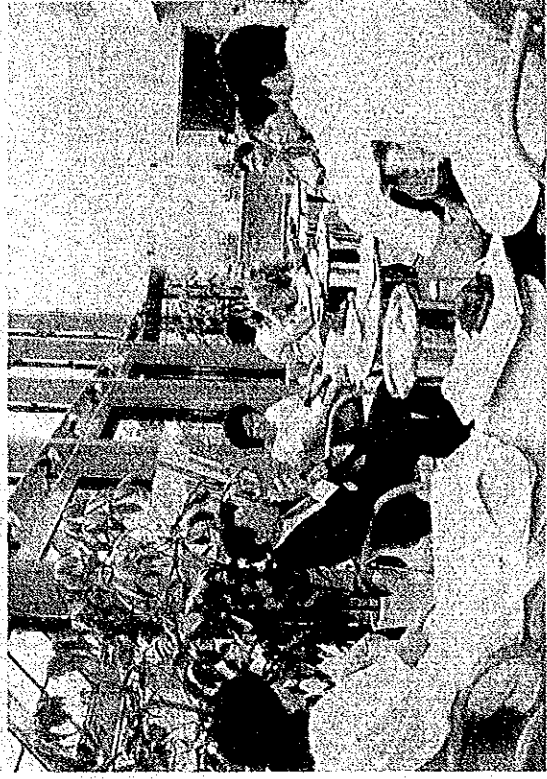


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13-14 Kanagawa Prefectural Fisheries Experiment Station
15-16 Kunitachi City Hall



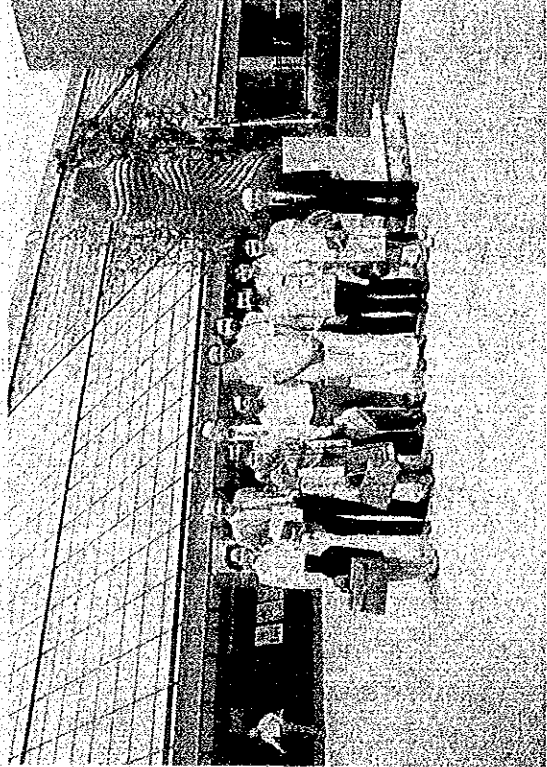
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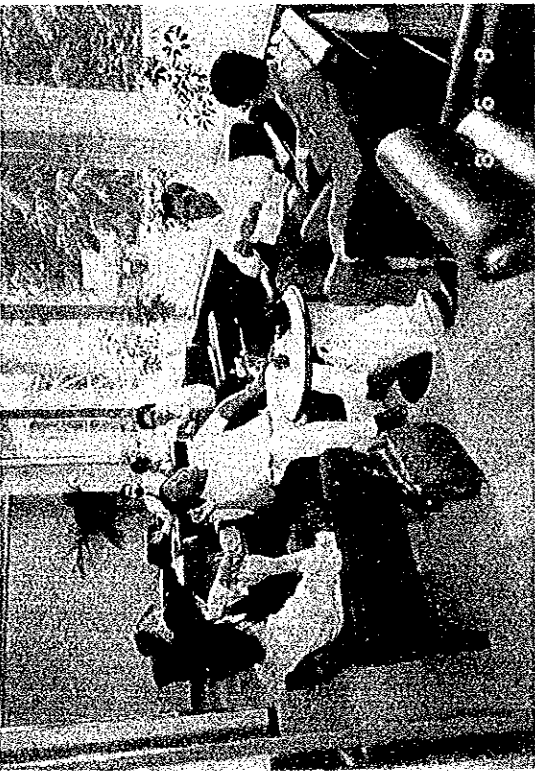
17-20 Kunitachi City Hall



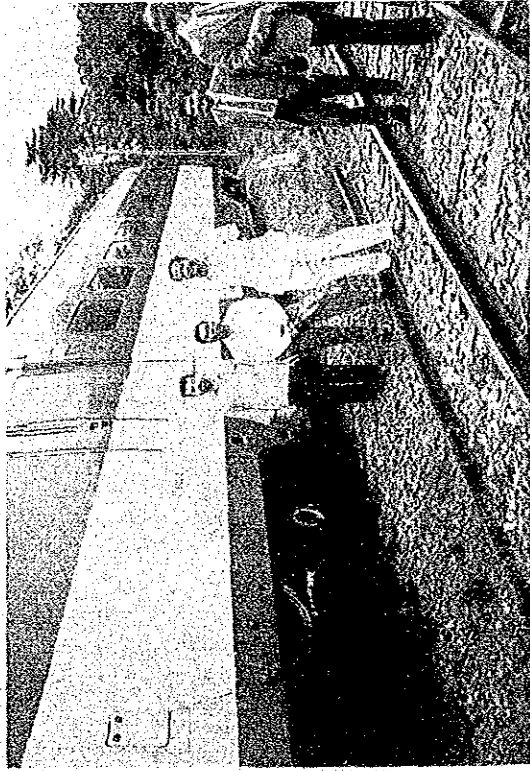
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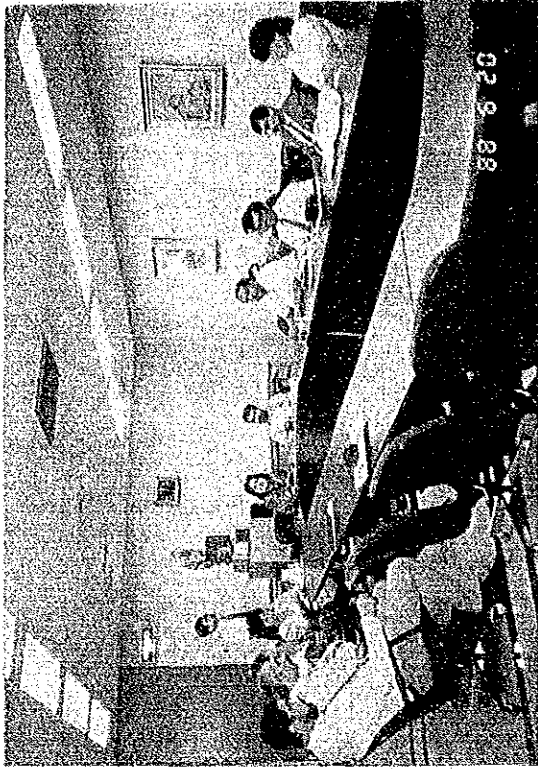


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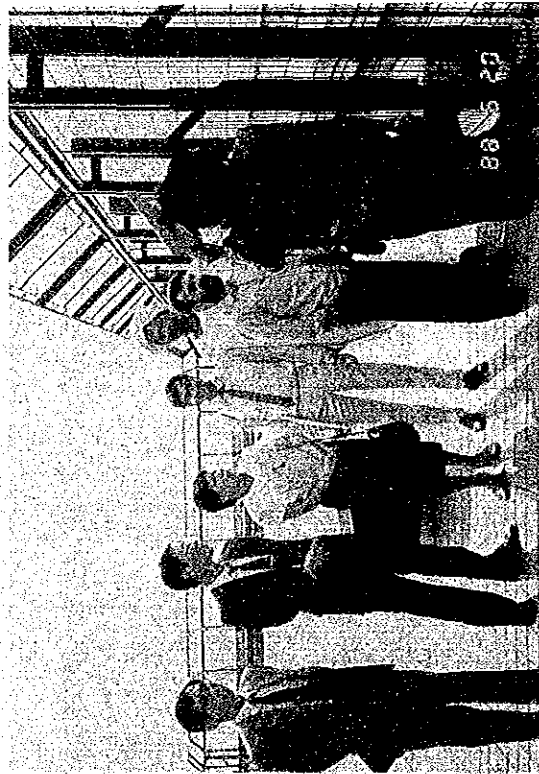
21-24 Railway Transportation Research Institute



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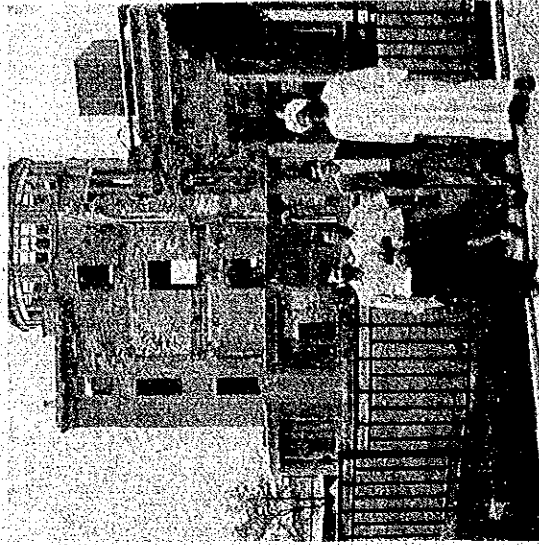


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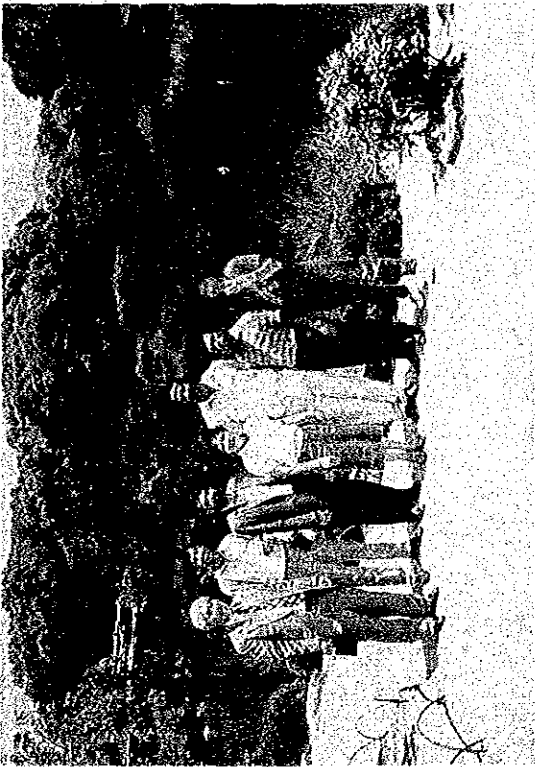
25 Hiroshima Peace Memorial Museum

26-27 Hiroshima City Hall

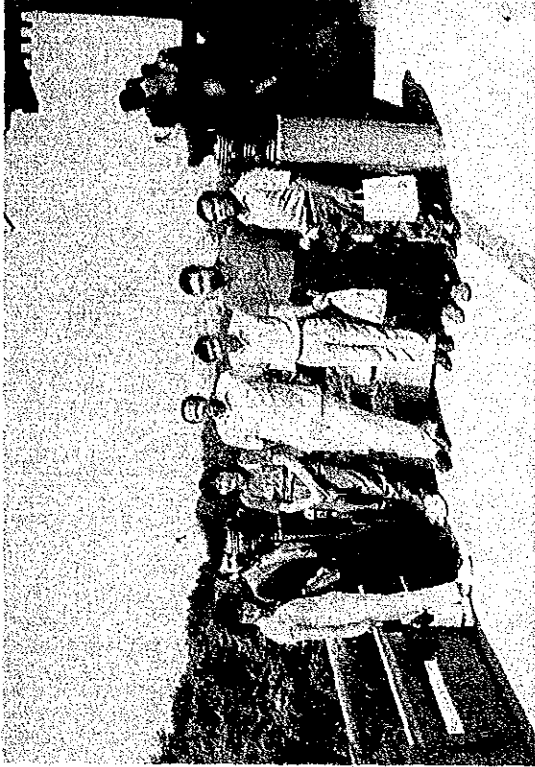
28 Hiroshima A-Bomb Dome



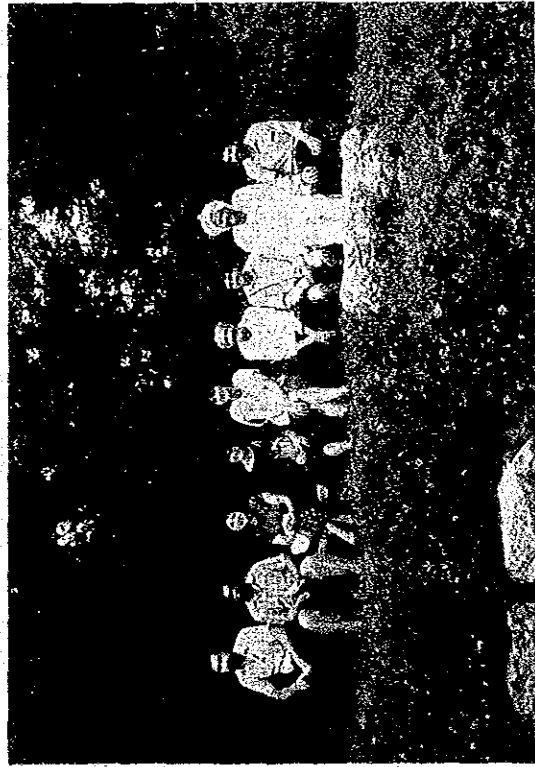
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- 29 Heian Surine
- 30 Kiyomizu Temple
- 31 Kyoto Arashiyama

