

Fig. 2. Population Density (Base year ~ 1981)

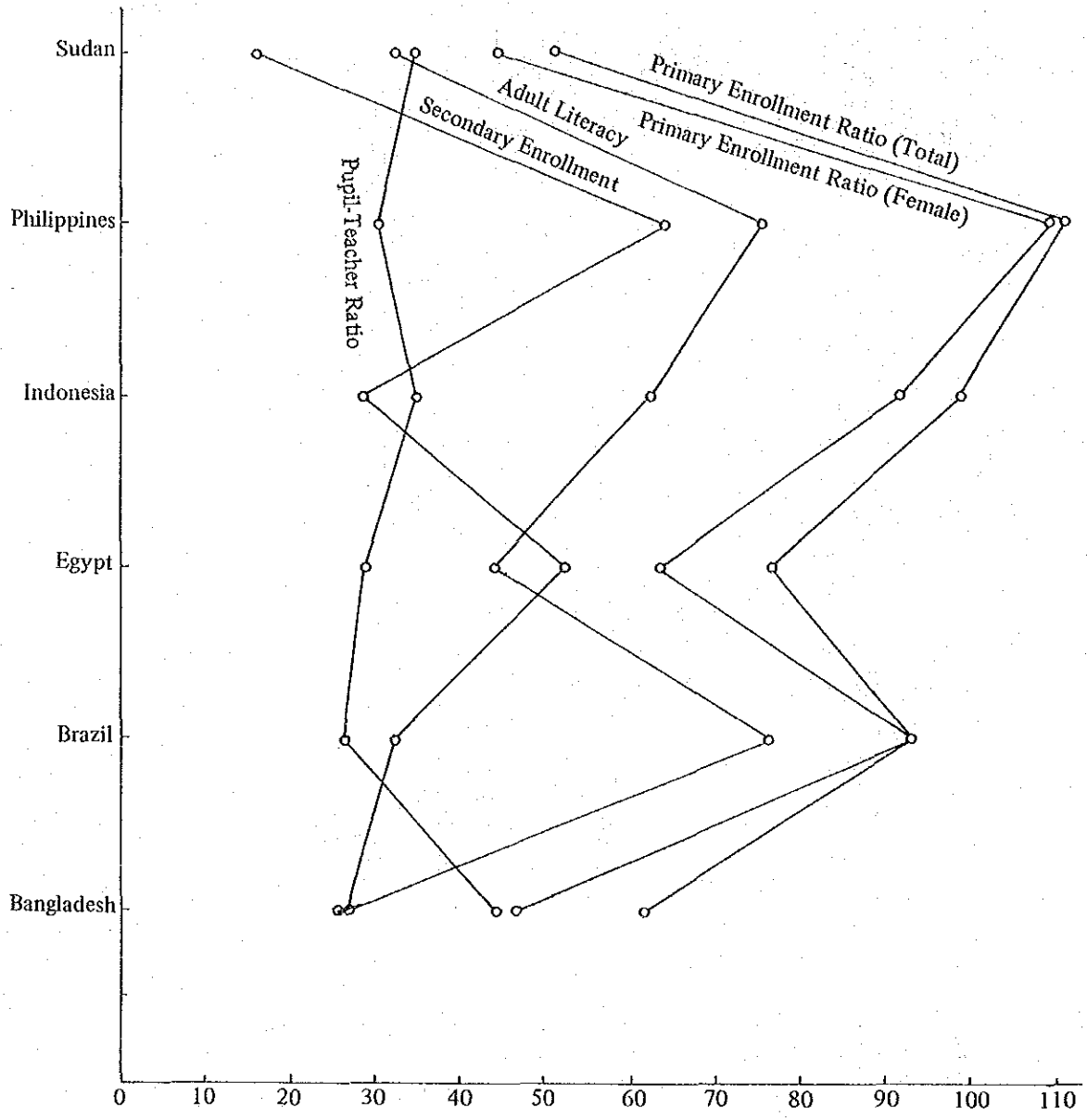


Fig. 3. Education Situation in the Countries

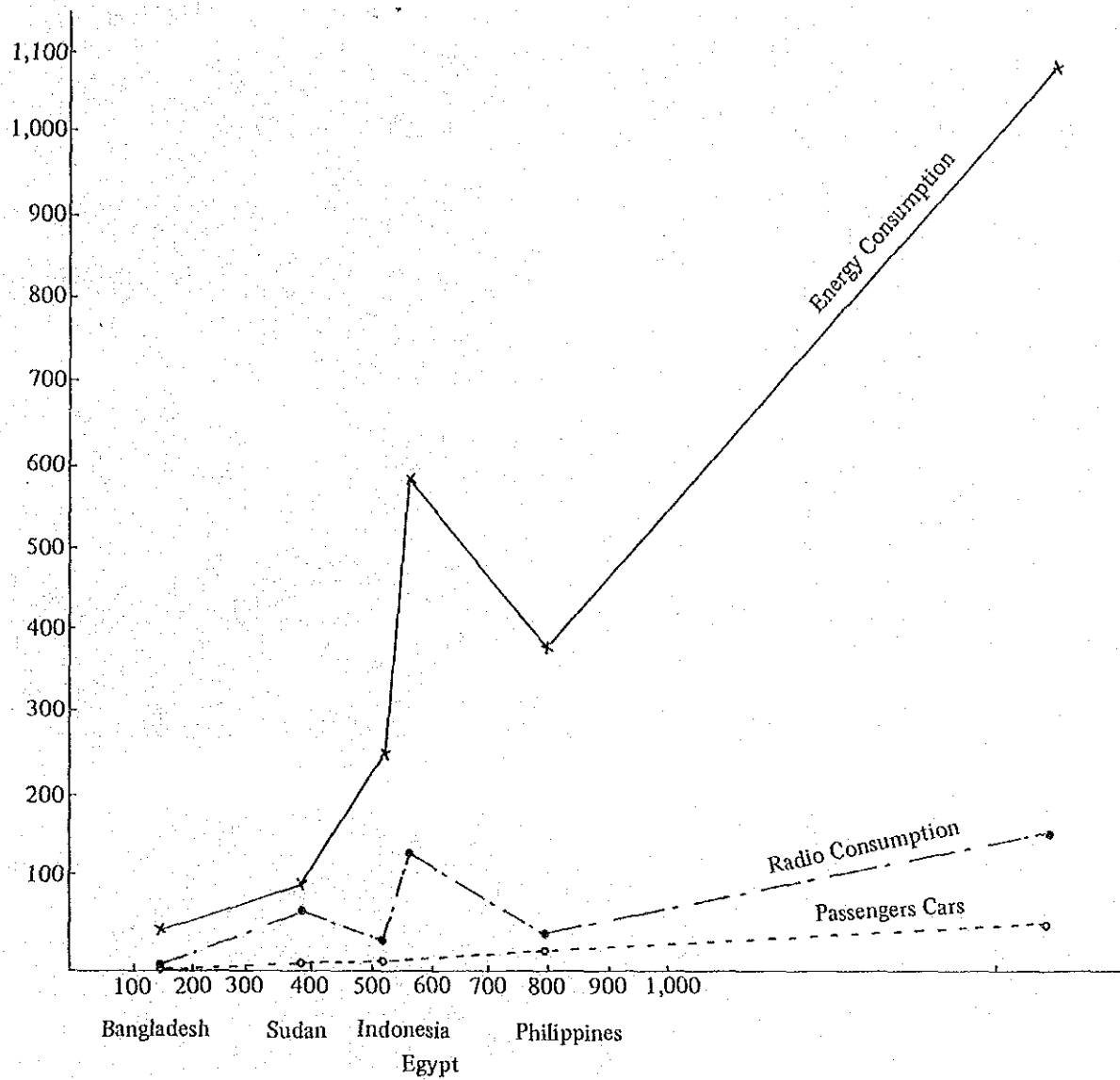


Fig. 4. Relation between GNP per Capita and Energy Consumption and Radio Receivers Consumption and Passenger Cars Consumption

Reports of Seminars



1



2

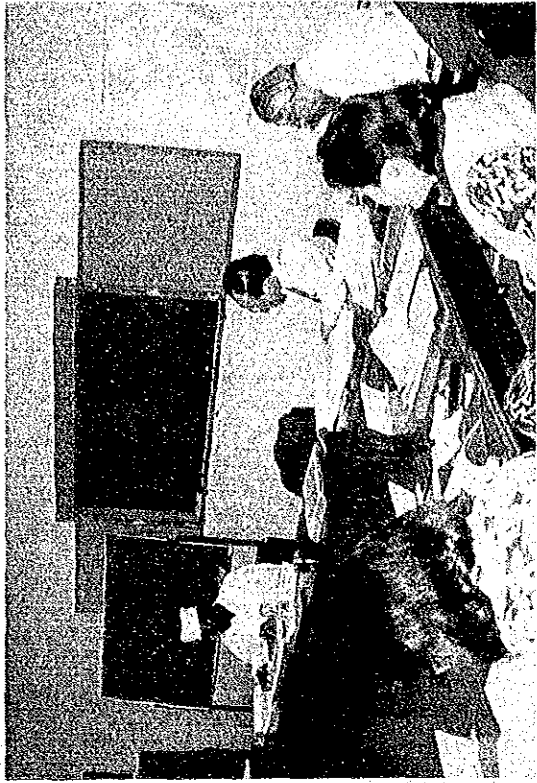


3

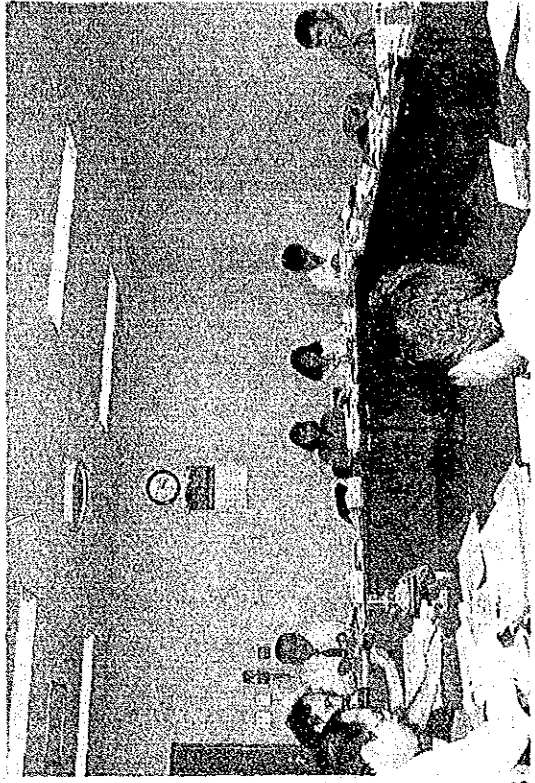


4

1-4 Lectures and Seminars



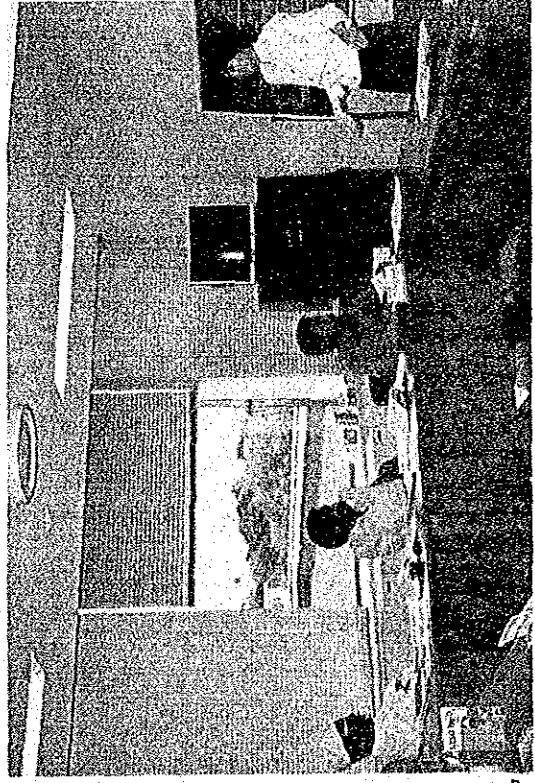
6



8

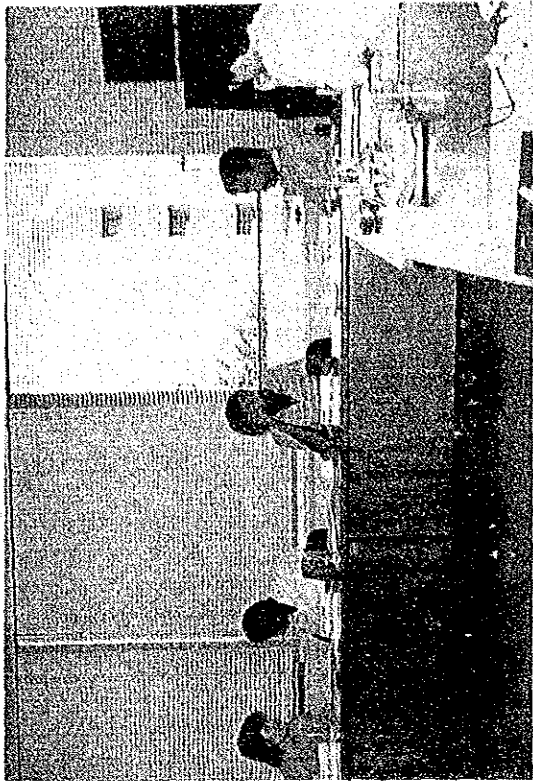


5



7

5-8 Lectures and Seminars



10



12



9



11

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 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
Management and Coordination Agency ----- (1) Administrative Management and Administrative Reforms in Japan (2) Administrative Inspection	Mrs. Siti Rahayu Hidayati Mr. Kartiko Purnomo Mrs. Dini Saraswati	Indonesia	June 22 - 23 (Mon) (Tue)
National Land Agency ----- Land Policies in Japan	Mr. A.T.M. Fazlul Karim	Bangladesh	23
Ministry of Foreign Affairs ----- (1) Diplomatic Policies in Japan (2) Economic Cooperation - its Planning and Implementa- tion - Technical Cooperation - Capital Grant Aid (3) Recruitment and Education of Diplomats	Mr. Paulo Fernando Toledo de Campos Mello Mrs. Abla Ahmed Marzouk Mr. Abraham Letsolakobo Iephoto	Brazil Egypt Lesotho	22 - 23
Ministry of Finance ----- Taxation System in Japan - Basic Ideas and Approaches	Miss Nyriam Susan O. Sedillo Mr. A.T.M. Fazlul Karim	Philippines Bangladesh	22 - 23 22

Meteorological Agency ----- Disaster Prevention - Earthquake Prediction Information System	Mr. Cesar Pena Machado	Peru	22 - 23
Ministry of Home Affairs ----- Functions of the Ministry of Home Affairs and Local Government, Relations between Central and Local Governments	Mr. James Ifeanyi Ezeoke	Nigeria	22 - 23
National Personnel Authority ----- (1) Civil Service System (2) Personnel Administration - Recruitment, Promotion - Training - Service, Discipline	Mr. Walter C. Jokoje Wilson Mr. Abubakr Abdalla Mohmed Ahmed	Sierra Leone Sudan	22 - 23

ON THE SPOT STUDY OF THE
"MANAGEMENT AND COORDINATION AGENCY"
(MCA)

As have been planned, on June 22 and 23, 1987, all participants are given an opportunity to have on-the-spot study of the administrative organs they want to visit so as to learn Japan's experience in a certain field.

The Management and Coordination Agency is chosen as the government institution where the participants from Indonesia have planned to have an attachment study, because their jobs have close relation with the operation of MCA.

The aim of the attachment study is to learn about the function of MCA, how the MCA ensures that Japan Government operations are efficient, well-coordinated and responsive to the social and economic changes, especially in the field of management of organization structure, management processes of ministries/agencies and administrative inspection.

We received explanation about the organization, function of the MCA in general, and the organization and function of the Administrative Management Bureau and the Administrative Inspection Bureau from officials of the two both bureaus.

We also found a new system which is not set-up yet in Indonesia, i.e. on line information system.

Although some of the system already set-up in Indonesia but is still lack of coordination system information such as on line information system of MCA.

Through we visited just only in short, it gave us new view how it is important information system like that.

We don't how well MCA coordinate for all principal information such as speech since 1969. We will face also the important information in

Indonesia though we have to make strong effort to apply that system.

Unfortunately our visit and listening and explanation at MCA just only a short time and we are aware that's impossible to catch up all and apply the knowledge as soon as I want.

In this occasion we from Indonesia would like to express great gratitude for the helpfulness from officials of MCA and the nice service especially from the Director and his staff.

We hope that the mutual understanding between the developed country such as Japan and developing country will continue and make more benefit to all developing countries.

Siti Rahayu Hidayati (Indonesia)

Kartico Purunomo (Indonesia)

Dini Saraswati (Indonesia)

VIEWS ON ON-THE-SPOT STUDY

22 - 23 JUNE 1987

Siti Rahayu Hidayati (Indonesia)

My decisions to choose on-the-spot-study as MCA (Management Coordination Agency) was quite right, according the problem I face in my office at the present time.

It was lucky for me that I could know more above the Management System in Government of Japan through NPA (National Personnel Authority). The lectures and explanation which was given us are very clear, even there was also explanation in Japanese language.

Really that all in Japan are well organized especially in Administration System and also information. I don't know how MCA make strong effort for it.

I found some System similar in our government though the operation might be different. I also found information system at MCA which is on-line information system. I admitted that information system play important role in coming years to operate all. It was pity that such system like on-line system information at MCA not established yet in Indonesia, even though some part of that system has been already set-up and used well in some departments or institutions.

Due to the limited time we have, not all could catch up for us.

That is the reason of my worries that the knowledge I got from on-the-spot-study I have at MCA can't apply in my office as well as I want.

On this occasion allow me to express my highest appreciation for the kind lecturer at MCA and the warm hospitality given to us, particularly from Mr. Tanaka and his staffs.

That visit reflects also the great interest of Government of Japan towards Developing Countries, which is presently engaged in development. And I admitted that the advanced countries such as Japan have the responsibility and the capacity to give an opportunity to the developing countries to make progress and my country is one of them.

Tokyo, 23 of June '87

ON-THE-SPOT STUDY IN THE OFFICE OF
MANAGEMENT AND COORDINATION AGENCY

Martiko Purnomo (Indonesia)

The role of MCA is very important in supporting the government operation, because the scope of responsibility of MCA cover almost government activities.

It is really hard work, how to ensure that government operations are efficient, well-coordinated and responsive to the social and economic changes.

After listening the explanation about the function of the Administrative Management Bureau and the Administrative Inspection Bureau, I am aware that only very long term studies (including attachment study) in the field of administrative reform in Japan (including philosophy of administrative reform, many factors that can influence the administrative reform) can result an accurate use and deep understanding of administrative reform for my professional purposes.

But anyway, I feel happy for having many information about the status of MCA, its responsibilities, its organisation and its function, especially in the Administrative Management Bureau and the Administrative Inspection Bureau.

In both the places officials were very intelligent, kind, warm and hospitable, and I am grateful to them for giving lunch for us.

VIEW ON-THE-SPOT STUDY

Dini Saraswati (Indonesia)

On the 22nd of June 1987 and 23rd of June 1987 we visited Management and Coordination Agency as part of On-the-Spot-Study.

In Management and Coordination Agency we were cordially received by the officials of the respective agency especially from Administrative Management Bureau and Administrative Inspection Bureau.

The officials who talked on various topics were very much learned and prepared and we gathered a lot of information from the discussions and lectures.

But unfortunately, we were confined to lectures and discussions only. They did not take us to the sections of the agency where people were actually performing their job. Anyway, it was good visit no doubt and moreover we are grateful to them for their kindness. We must thank them.

VIEWS ON "ON-THE-SPOT" STUDY

A.T.M. Fazlul Karim (Bangladesh)

As a part of our training we were sent to different ministries and offices to have on-the-spot study. On 22nd June, I visited Ministry of Finance and on 23rd June, I went to National Land Agency.

In the Ministry of Finance we were two participants - me and Nyriam from Philippines. In the morning session we met three officers from Tax Bureau. They handed over to us some pamphlets and one book describing outline of Japanese taxes. Our discussion was very much lively & we enjoyed it. I knew it before that Japan has got a progressive rates of taxes on the aggregate income but I did not have the idea about the actual rate. I was very much happy & amazed, when I got the figures. It is so fantastic that one can easily say "Japan is almost a socialist country!"

They discussed about the tax reform proposals and other relevant subjects. I could feel that all of them have a very detail & concrete idea about Japanese tax system and particularly about tax reforms. They realize the problems and know the solutions & echoes. The voice of the government in a concert - this is a lesson for me. They could answer satisfactorily to all our questions. Specially Mr. Aramaki was very good.

In the afternoon we went to the Budget Bureau. It was a short visit but fruitful one.

On the 23rd I visited National Land Agency. This visit is a memorable one. I was introduced to the Director General of the Land Bureau. He has got a charming personality. He was interested to know about my country & the difficulties we are facing. He spent his valuable time to give me a short briefing on the Agency. Eight officers met me one by one and all of them tried to explain to me about the Land Agency. They could give satisfactory answers to all my questions.

They gave me papers & booklets which were very much helpful for me. I was interested to know about cadastral survey and Mr. Kamaki discussed thoroughly with me. To my idea, digital information system which they are using now, will create a great impact on the survey system in the world.

In both the places our coordinators were particularly very good. They helped me a lot and I will remember them for many days. Officers of the Land Bureau offered lunch for me and I am grateful to them. On the whole, the study was fruitful & satisfactory.

At last, just one point I should mention here, the procedure followed in the course of "on-the-spot study" is different from my country. In my country, we usually take the trainee/participant officers to the actual working place. He can see the people working, he can observe the procedure personally, he can gain an idea about the working atmosphere, he can ask any question to anybody in the office. Maybe, it creates a little disturbance for at least that day's work. But in my experience, that system is better.

REPORT ON-THE-SPOT STUDY

Paulo Fernando Toledo de Campos
Mello (Brazil)

My program was held in the Ministry of Foreign Affairs on June 22, and was divided in three sessions; the first one from 11:00 am to 12:00 pm at the Policy Planning Division; the second one from 2:00 pm to 3:00 pm at a meeting room of the Bureau for Economic Cooperation and the last one from 3:00 pm to 4:00 pm at the First Latin America and Caribbean Division. The two first sessions I joined in a group with my colleagues Miss Abla Marzouk from Egypt and Mr. Abraham Lephoto from Lesotho.

In the morning session we were received by Mr. Sumio Kusaka, Assistant Director of the Policy Planning Division, Information Analysis, Research and Planning Bureau. Mr. Kusaka explained us: the basis of Japan's external policy; the most important facts she's confronting now; the government position facing the main conflicts throughout the world.

In the first session in the afternoon we were talked about the actual status of Japan's economic cooperation, especially Official Development Assistance (ODA). We received a book which shows all forms of cooperation Japan is involved to.

The last session was isolated for each participant, I was received by Mr. Nagashima Kouhei from the First Latin America and Caribbean Division, who talked about Japan's cooperation program to Brazil.

In my opinion it was an interesting experience to visit the Ministry of Foreign Affairs and listen to Japan's external policy. But I was expecting to discuss deeply technical cooperation regarding its structural, administrative, economic and coordination aspects. On the strength of the fact that we were 3 in a group representing 3 different countries with different interest and the sessions were made in form of lecture with a defined theme, it was impossible to go deep in my interest. Only in the

last session, I had free discussion and enjoyed very much. Mr. Kouhei lived in Brazil for a long time and he knows very well, not only how to speak Portuguese, but the country as a whole. We had a profitable discussion about Brazil/Japan relation and other things.

To finalize I'd like only to point out the kind way I was distinguished by all Ministry of Foreign Affairs personnel I had opportunity to meet.

MY VIEW ON ON-THE-SPOT STUDY

Abla A. Marzouk (Egypt)

Theme: Diplomatic Policies and Economic Cooperation in Japan

On the 22nd of June 1987, along with two of my course mates from Lesotho and Brazil, we went over to the Ministry of Foreign Affairs guided by Ms. Noguchi, JICA's coordinator. When we reached the ministry we were cordially received by Mr. Masahiro Obata, assistant director of the Technical Cooperation Division, who started explaining the broad lines of the policy of Japan. He explained how Japan was keen to sustain good international relations with other countries, the effective role it plays in trying to find political peace solutions to most of the existing problems in the world, its efforts to achieve peace and stability and how it contributes in the world economy. I was glad to hear that although Japan had the means and money it has no intention to become a military power, this is mainly the wish of the people who prefer to progress, build their country and live in peace and stability.

During the lunch break we were invited for lunch and three officials in the ministry accompanied us to a nice and quite Japanese restaurant where we enjoyed very much the meal and company.

In the afternoon we had a lecture on planning and implementation of Technical Cooperation and Capital Grant Aid. The lecturer was kind enough to give us valuable book "A Guide to Japan's Aid". I was very pleased to know that Egypt was the only lucky African country receiving official development assistance (ODA) from Japan in form of grants, loans and technical cooperation.

At 3:00 pm we split and I went to meet Mr. Nozomu Takaoka from the Middle Eastern African Affairs Bureau. On my arrival to the meeting room I found that iced coffee was waiting for me, again Japanese hospitality. To say the truth, that was the part I enjoyed most in the program, because the discussion which took place was about soft loans and grants - how to apply

for it, the interest rate and procedures followed in the Japanese Government.

Although time was short, I felt satisfied with the information and books I got. This will help me to clear some of the vague ideas I had before visiting Japan.

To conclude I'd like to extend my hearty and sincere thanks to all the people who contributed in making our stay and study in Japan agreeable.

ON-THE-SPOT STUDY REPORT

Abraham L. Lephoto (Lesotho)

Contents:

1. Introduction
2. Japanese Diplomatic Policy
3. Planning and Implementing Economic Cooperation
4. Recruitment & Training of Foreign Personnel
5. Observation
6. Conclusion

1. Introduction

The National Government Administration participants were divided into groups to various Ministries according to their individual interest of study. My group comprises of three participants - Paulo san from Brazil, Abla san from Egypt and Abraham san from Lesotho. The group was attached to the Ministry of Foreign Affairs to study the following - Japanese Diplomatic Policy, Planning & Implementing Economic Cooperation and Recruitment & Training of Diplomatic Personnel. The two participants from Brazil and Egypt were doing the first two topics, so their on-the-spot study lasted for a day.

The group was assigned a coordinator Miss Noguchi, on Monday 22nd. She accompanied us from T.I.C at 9:30 am to N.P.A, then from N.P.A to the Ministry of Foreign Affairs. At the Ministry the following people played a great role to make or help me in collecting enough data for my knowledge & Report writing, so I would like to thank very much.

- | | |
|----------------|------------------|
| 1. Mr. Kanzaki | 5. Mr. Hiramatsu |
| 2. Mr. Kusaka | 6. Mr. Ueda |
| 3. Mr. Obata | 7. Mr. Eguchi |
| 4. Mr. Numata | 8. Miss Noguchi |

2. Japanese Diplomatic Policy

In General the Diplomatic Policy of Japan is to play a constructive role in trying to see and implement that co-operation of stability, peace, and sound economic development is maintained in the whole world. To this effect it was pointed out that Japan is a member of free democratic society. The members share freedom & democracy, for example Japan and U.S. have a bilateral security co-operation which started in fifties and was revised in 1960. Japan as a member of Asian countries is playing a constructive role of seeing that peace and economy development is kept regionally, though there are some problems to mention few, Japan and USSR relations can be termed not good not bad for they have a settlement outstanding of the north territory island.

Some of the task of the Japanese Foreign Policy are:

1. Efforts of peace and stability of the world - Japan is believing in the bilateral talks and considers them as factors of peace and stability.
2. Regional Problems - International conferences are encouraged in solving the regional problems and the misunderstanding of respective countries. Japan now is engaged in influencing Iraq and Iran to hold meaningful talks that will stop their war.
3. Sound economic development in the world - Japan as one of the economic leading powers is engaged in contributing in the development of economy by direct investments overseas, international trade, cooperation of peace and stability and sound economy in developing countries.

Note:

After a delicious Japanese lunch offered to us the afternoon study started at 2:00 pm.

3. Planning and Implementing Economic Cooperation

"A Guide to Japan's Aid" book was given to us as a weapon to our study. Japan is assisting the developing countries in the effort of development by supplying them with technological know how and capital, it is labelled as economic cooperation. Japan economic cooperation is classified in three types ODA, OOF, and PF. ODA is termed into three types - Grant Aid, Technical Cooperation and Loan Aid. Among the Japan's economic cooperations ODA is considered best by the Government. The Grant Aid is characterized into two forms - Economic Development Assistance and Aid for increased food production and food. Technical Cooperation is basically directed to transfer of technology and it is specified on the developing countries. Loan Aid is long term and with a low interest rate. The bodies involved in planning and implementing the economic cooperation are Ministry of Foreign Affairs, Finance, International Trade and Industry, Planning Agency and JICA.

Japan is granting Lesotho food amounting to 100 million yen and in 1986 Lesotho was given fertilizer amounting to 200 million yen and Japan is intending to increase the Grant Aid.

4. Recruitment

The recruitment in the foreign service is of three categories - higher examination, specialist officer examination and clerical and supportive staff examination. The first two categories the candidates forward their application to the Ministry of Foreign Affairs, which set date and time of the examination. The examination takes place in June and July and the results are known in July and August respectively. The recruitment is based on age factor e.g. from 20 - 28 years and 20 - 27 years. The education requirement is not compelling one to have a university degree in order to enter the foreign service. The third category the Ministry recruits the supportive staff who has passed the National Public Service Examination conducted by National Personnel Authority. The Ministry of Foreign Affairs has a career system and the term of service of diplomats normally rank between 2 and 3 years.

5. Training

The Ministry has an institute which prepares and trains the foreign affairs staff for the Headquarters and diplomatic service.

The training can be labelled into about 3 sections:

1. Initial training - It is for newly recruits who have passed 3 categories examinations and after completing the institute training some are sent abroad to learn different languages for about 2 to 3 years.
2. Training for mid-career officers - This kind of training is conducted for employees of other Ministries and Agencies posted overseas as attachés and for officers of the Ministry of Foreign Affairs who are to join the diplomatic service soon as also to senior officers stationed abroad when they are on leave.
3. Training of wives of diplomatic service officers - The wives of diplomats are given training e.g. on language, culture and behaviours nationally.

6. Observation

The diplomatic policy of Japan is meaningful especially on the budget matters. In many countries, developed or developing most, of their budget goes to the military section but in Japan it is different. The budget is concentrated on other things and to my observation that is why Japan ranks tops in economic matters. The economic cooperation given to developing countries should be increased.

Lesotho like Japan though it is developing has joined societies to mention few, it is a member of non-aligned movement, therefore Lesotho is also playing an active role in maintaining peace & stability through the whole world. Lesotho like other developing countries is working towards development.

The training programme is very intensive in that an employee goes under many examination to become a foreign staff member. The recruitment and selection of newly employee is a tough process on the side of the candidates. This can be shown by the statistics of 1985 and 1986. In 1985 the applicants were 1,148 and 29 passed, in 1986 applicants were 1,128 and 28 passed, this is for higher examination.

In Lesotho the Ministry of Foreign Affairs does not have a career system, it is only now the Government is thinking of having a career system.

The recruitment of the newly employee either senior or supportive is done by the Ministry by selecting from the applications of candidates, the qualified candidates in terms of education, experience if it is a promotional post, and the screening process is done by Public Service Personnel and Public Service Commission. The age factor does not apply in Lesotho. In Lesotho we do not have a training institute. The newly employees are intensively trained on the job, then two kinds of training are conducted to them - training on acquainting the newly employees on government rules and regulations and procedure. This kind of training is also conducted to the serving officers - the foreign service diplomacy training. It is mostly conducted in the foreign countries e.g. London and Germany. The training of diplomats' spouses is not conducted in Lesotho.

7. Conclusion

The coordinator assigned was very helpful in most matters:

- I find the diplomatic policy of Japan very good and can be adaptable to many countries which are conscious of human relation politically, economically or otherwise.
- The economic cooperation granted to various countries by Japan is welcomed and many countries can be willing that the grant be increased, but I think as a developed country the soft-loan interest is rather killing to developing countries and should be

reduced to meaningful percent.

- The recruitment process of newly employees is very difficult in that candidate after struggling to obtain their education one also has to struggle to get a job by writhing examination. This is shown by the decline of candidates for the two years 1985 and 1986.
- The training programme is very good and it is worth noting especially that one of diplomats' spouses.

"ON-THE-SPOT TRAINING" AT THE MINISTRY OF FINANCE

Nyriam Susan O. Sedillo
(Philippines)

Objective:

To learn and compare the general principles and basic concepts of the Japanese system of taxation with those of the Philippines.

Methodology:

Participant was afforded audience with tax authorities and experts from the Ministry of Finance's National Tax Administration and Tax Bureau, whereby the former threw questions for the latter to answer. The question and-answer session lasted for one-and-a-half (1 1/2) days.

Discussion:

During the question-and-answer session, the following points were discussed;

1. Generally, Japanese taxation system is based from the U.S. system.
2. Both individuals and corporations pay local and national taxes, as follows:
 - I. Individual
 - a. Local
 - i) income tax or residence tax; base is income.
 - ii) immovable property tax.

b. National

- i) income tax

II. Corporation

a. Local

- i) residence tax - with slight character of a poll tax.
- ii) immovable property tax

b. National

- i) corporate income tax - the name concept with individual
- ii) indirect taxes.
 - a) specific - e.g. liquor tax
 - b) percentage - e.g. commodity

It was learned that 40% of the revenue of the national government comes from individual income taxation.

3. Japan is adopting a self-assessment system wherein a taxpayer, whether individual or corporation will be given forms to accomplish and submit on specified dates.
4. Upon the filing of a final return, all taxes due must be fully paid. It however, allows advance payment during the months of July and November before a given deadline (usually March 15 of the given fiscal year), wherein a taxpayer may pay one-third (1/3) of the amount of his last year's taxes.
5. In cases where a taxpayer erroneously pays more than the amount of taxes due him, a refund is to be made immediately. Tax credit is not available to either an individual or a corporation.

6. Where a taxpayer erroneously pays less than the amount of taxes due him, or fails to file his final return or tries to evade from taxation, the Ministry through either the Direct or Indirect Taxation Department informs him of the same and advise him to do the necessary payment either through mail or by telephone. If both fails, a visit is then made, and where evidence(s) is (are) available, seizure of property may be made.
7. Individuals are more heavily taxed. In comparison with the U.S., Japanese individuals are taxed as much as 2. times more than U.S. citizens.
8. Whenever the Japanese Government deems the necessity of increasing its tax revenue, the move is to increase corporate taxes gradually and leave others constant since the latter are already heavily taxed.
9. Japan, like developing countries, also faces problems of tax evasion (very minimal though). On record, the following are the ratio and percentages of additional collection of taxes vis-a-vis corrected/adjusted taxes, to wit -

Individual	-	22%
Small/Medium Corps	-	12%
Large Corps.	-	3%

In absolute value, however, the percentage shares are as follows;

Individual	-	2%
Small/Medium Corps.	-	4%
Large Corps.	-	94%

a corporation is classified by the size of capitalization, i.e. -

less than ¥0.1 B	-	small/medium
more than ¥0.1 B	-	large

10. The Ministry of Finance is proposing a Tax Reform with the following features -

- a. reduction and rationalization of individual income tax;
- b. review of corporate income tax;
- c. reform of the indirect tax system; and
- d. review of tax-exempt saving system.

At present, the distribution of direct and indirect taxes to national tax revenue is at 70:30 in favor of direct taxation. With the implementation of the abovementioned Tax Reform, it is envisioned and estimated that after 3 years, the distribution share will be at the vicinity of 65:35.

Analysis/Observation/Conclusion;

Although the Japanese system of taxation is basically American in nature and concept like that of the Philippines, yet there are glaring differences in the systems, i.e. imposition of poll tax, payment scheme distribution of taxes and tax exemptions, refund and credits, to mention just a few.

In the Philippines, as 18-year old resident is required to pay a residence or poll tax whether he/she is working/earning or not. The amount is uniform for every individual (P1.00). In Japan, corporation and not individuals are imposed a tax of this nature.

As aforementioned, in Japan, an individual may apt to pay his tax on an installment basis. These installments are, however, made before taxes become due, and are based from the previous year's. In the Philippines in practice, when an individual files his final return, that's the only time when he gets to pay his taxes and he may defer his payments by paying at least half of the taxes due him and pay the balance on or before a specified date. In effect, in Japan, installment basis is available only for advance payments while in the Philippines it is available for deferral of payments.

Moreover, tax credits are available in the Philippines especially to corporations. Refunds invariably partake nature of tax credits.

Furthermore, local governments get specific predetermined percentage share from national taxes, which shares are automatically released to them without need of legislations.

REPORT ON-THE-SPOT STUDY

Cesar Pena Machado (Peru)

The study at Japan Meteorological Agency has been extremely useful for me since I can make good use of knowledge and experience gained there for the benefit of my institution, that is, National Committee of Civil Defence of Peru. The information about the prevention systems for natural disasters like Tsunamis, Typhoons, Volcanoes and Earthquakes, which often occur in my country, will be of great use to plan and organize more appropriate systems for us and to minimize the effects of these disasters. The information systems in Japan will also serve as an inspiration source so that we can adopt them some day. I congratulate the Japanese Government on having such good research and prevention systems for natural disasters. I'd like to say many thanks for giving me the opportunity to observe them and at the same time I must thank the Japanese Government for the aid to our National Committee of Civil Defence in carrying out projects and constructions to protect our people from the disasters.

Finally I'd like to thank the executives and professionals of Japan Meteorological Agency for giving me instructions and answers to my questions, but only one thing that I lament is that the time is too short, so I recommend that this phase of the course should be at least five days.

ON-THE-SPOT STUDY
MINISTRY OF HOME AFFAIRS

James Ifeanyi Ezeoke (Nigeria)

Objective:

To learn about the functions of the Ministry of Home Affairs and Local Government and relations between the Central (National) and Local Governments with emphasis on the following areas: Local administration, local finance, local tax and fire defence systems.

Method of Study:

I visited the Home Affairs Ministry for two days and received detailed explanations on the above-named subject matters on the 22nd and 23rd of June, 1987.

Observation:

The decentralized nature of the governmental structure of Japan made a deep impression on me. I was able to see how responsibilities are passed on to the local government levels in almost all spheres of human activity. This is quite different as is being practised in Nigeria where the National Government has a large share of responsibility in the execution of those projects as spelt out in the Development Plans. The common factor which appear similar to both countries is the dependency of the local governments to the national government for the greater share of their revenues.

Conclusion:

The importance of the local government system in modern government administration cannot be over emphasized. It aims at bringing development to the grass-root level.

I have to express my appreciation to the officials of the Home Affairs Ministry for their kind hospitality as well as sharing their ideas with mine throughout the duration of this study and also to the Co-ordinator, Mrs. C. Sato for a job well done.

ON-THE-SPOT TRAINING

Messrs A. Ahmed (Sudan) &
W.C.J. Wilson (Sierra Leone)

Place - National Personnel Authority.
Date - June 22/23, 1987.
Theme - Recruitment & Administration.

We assembled at the National Personnel Authority on Monday 22nd June, 1987 and were assigned to Co-ordinators who took us to our various areas of interest.

We (Ahmed & Walter) met with Mr. Masahilo of the Legal Affairs Division whose rank was Legal Affairs Officer. He gave a broad outline on the Civil Service system in Japan and handed us some hand-outs to support his explanation. At the end of this questions were asked and a general discussion with reference to our two countries as compared to that in Japan ended the morning session.

After lunch break, we continued the session with discussion and on the spot visit to the examination preparation division where several issues were discussed with the head of division.

On Tuesday 23rd June, Mr. Kuniharu Mae, Training Planner, Office of Training & Development National Personnel Authority welcomed us and gave a brief on the Training aspect of the National Personnel Authority. Later we went on a conducted tour of that division where we exchanged views with the Acting head of the division. This brought in the question of Acting Allowances and other forms of allowances. This subject occupied most of the period of our discussion.

Lunch break was observed and the afternoon session took us to the division of Employment where we were given an insight into how problems of discipline devotion to duty was fully covered.

It was seen that the system of equity is aimed not only at guaranteeing employees status, but also at maintaining fairness in personnel administration thus ensuring efficient administration of Public Officers.

In conclusion we have been able to see and compare our various systems and proved that there are some areas which cannot fit into our societies. For example we have been use to being paid acting allowances for performing duties of posts higher to our substantive posts in the absence of such officers where in Japan there is a system of collective responsibility thereby allowing the next senior officer to step in and act without any acting allowance.

We were able to seen the difference between the Politician and the bureaucrats in the discharge of their duties. It was proved from our spot tour that decision making starts from bottom to top. We were able to confirm the idea that every government employee is a servant of the people and must work in the interest of development of the nation, this we proved forms a fundamental principle in the Public Service Law.

It will be remiss if we end this report without reference to the lunch break which will remain vivid in our minds. Especially the last of our two days which gave us an opportunity of seeing Tokyo from the top of the first skyscraper in Tokyo. In closing we extend sincere thanks to the entire staff who of NPA especially those who directly made our stay at NPA a success. Last but not least our thanks go to our co-ordinator Ms. Toshiko Sakai who did the job a translator in most of the places we visited.

V. OBSERVATION AND STUDY TOURS

Observation:

- (1) National Diet
- (2) NHK (Japan Broadcasting Corporation)
- (3) Tokyo Fire Department, Fire Academy
- (4) Central Japan Railway Company (Shinkansen)

Observation Tour:

- (1) Saitama Prefecture

Iruma City Office

Institute of Public Administration, N.P.A.

Nissan Motor Co., Ltd., Murayama Plant

- (2) Kansai District

Ministry of Finance, Mint Bureau

N.P.A. Regional Bureau Kinki

Kobe Port and Port Island

Suntry Ltd., Yamazaki Distillery

Kyocera Corporation Shiga, Gamo Plant

Kyoto City (Nijo-Castle, Old Imperial Palace, etc.)

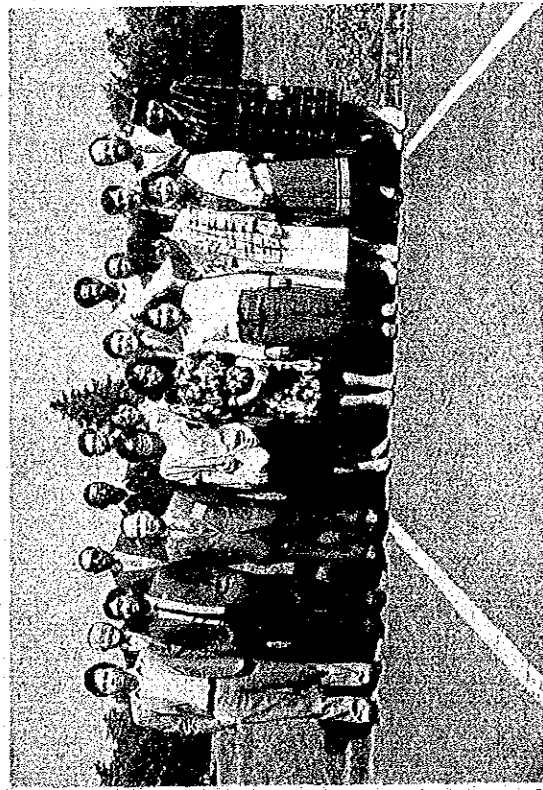
Observation and Study Tours



1



2



3



4

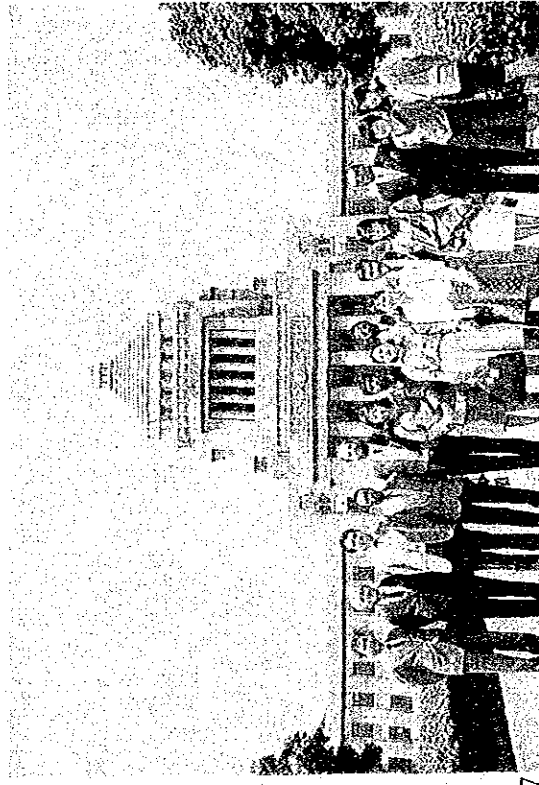
1-2 Iruma City Office
3-4 Institute of Public Administration



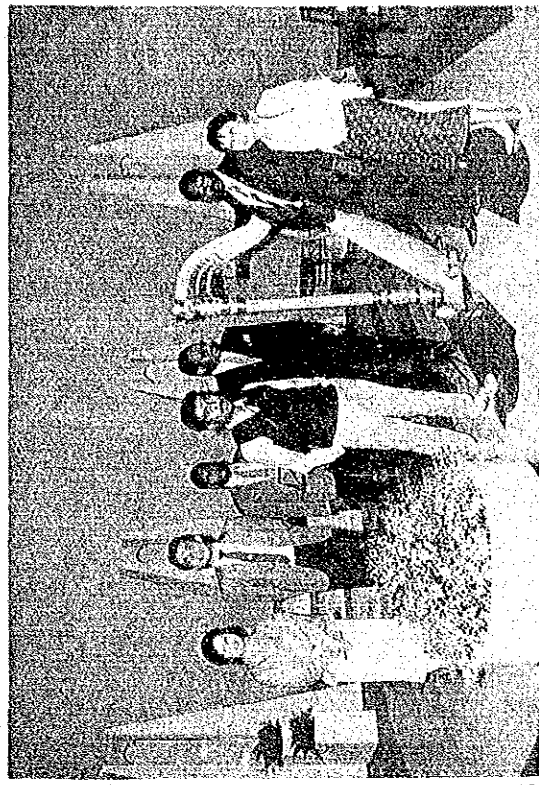
5



6



7



8

5 Institute of Public Administration
6 Nissan Motor Co., Ltd. — Murayama Plant

7 National Diet
8 NHK (Japan Broadcasting Corporation)



9



10

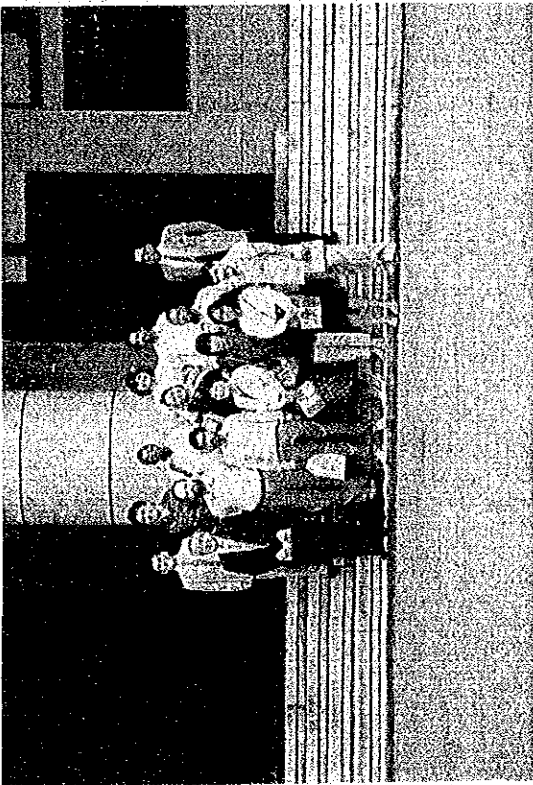


11

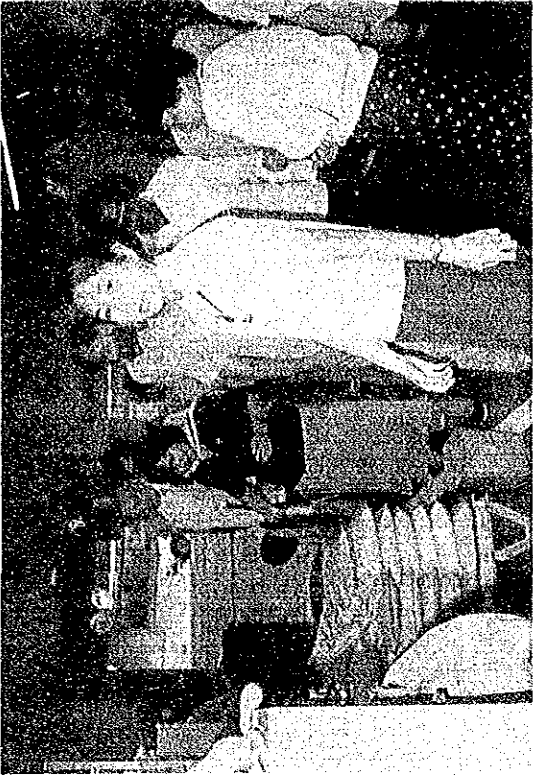
9-10 Tokyo Fire Department, Fire Academy



12



13



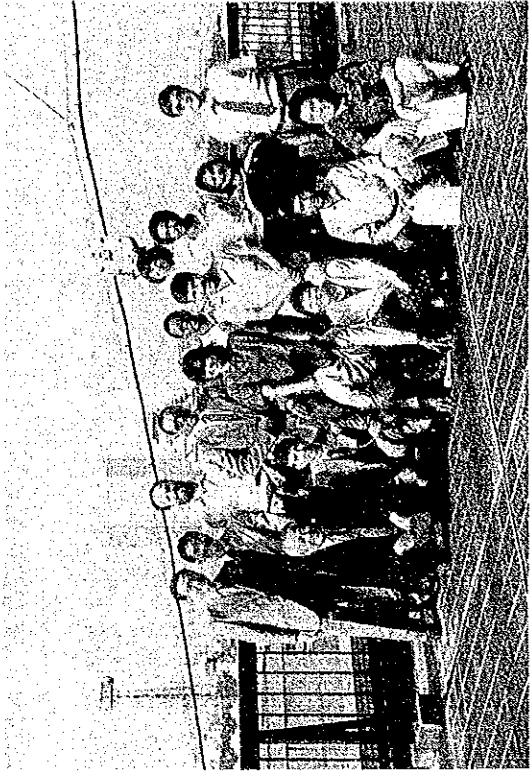
14



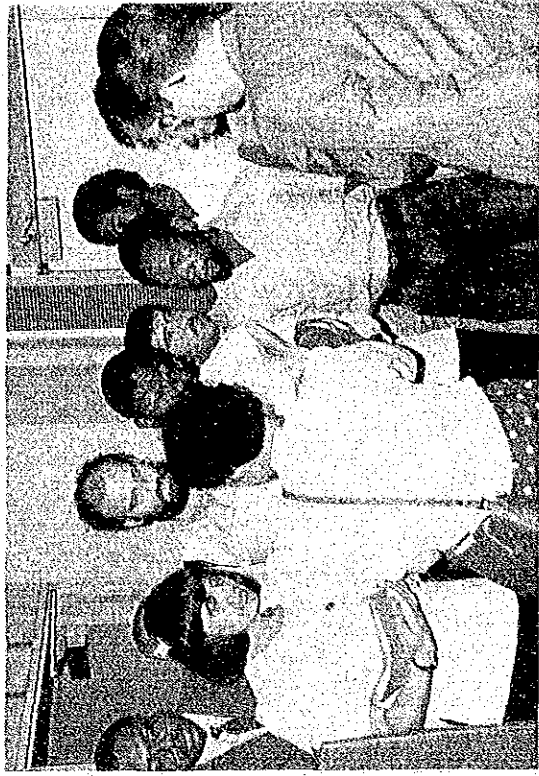
15

13-15 Ministry of Finance - Mint Bureau

16 N.P.A. - Regional Bureau Kinki



16



18



20



17

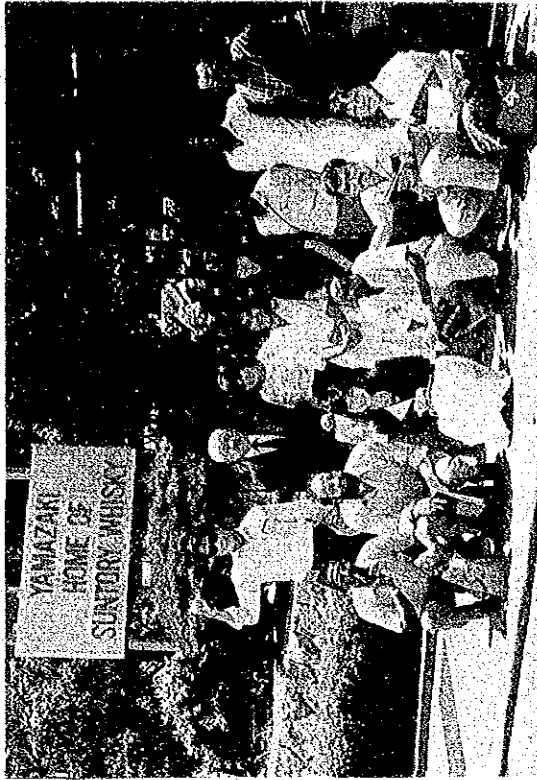


19

17-18 N.P.A. - Regional Bureau Kinki
19-20 Kobe Port



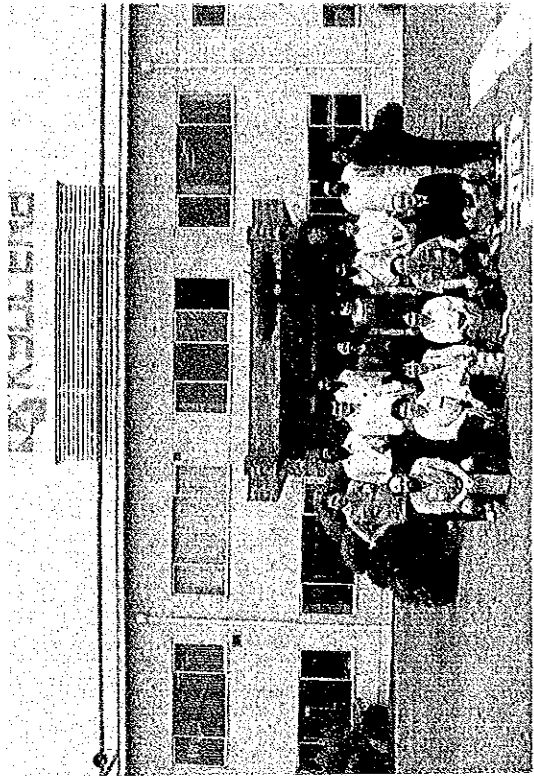
21



22

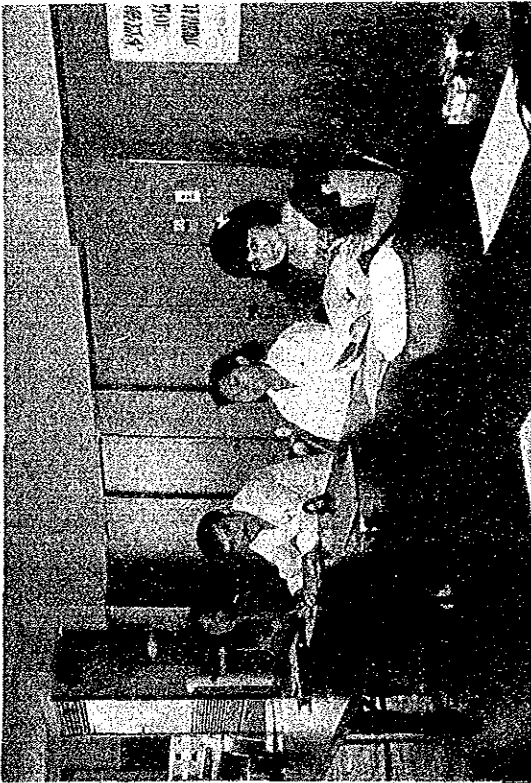


23



24

- 21 Kobe City Office
- 22-23 Suntry Ltd. — Yamazaki Distillery
- 24 Kyocera Corporation — Shiga Gamo Plant



25



26

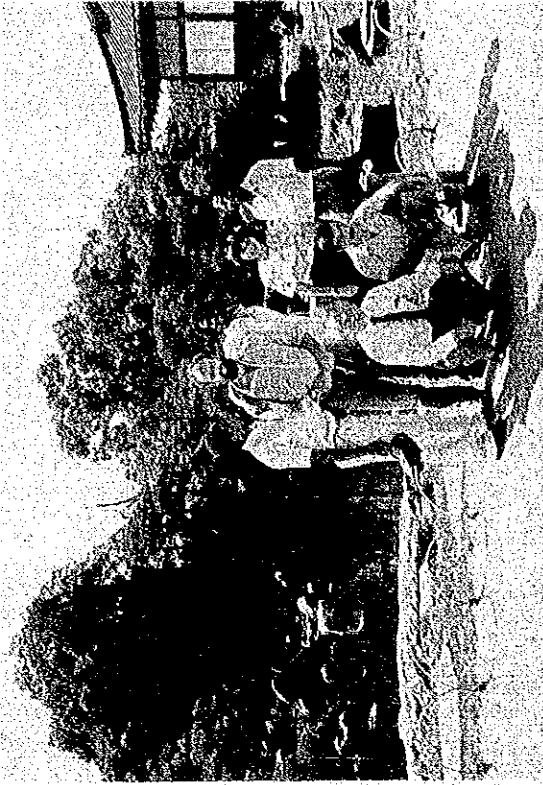


27

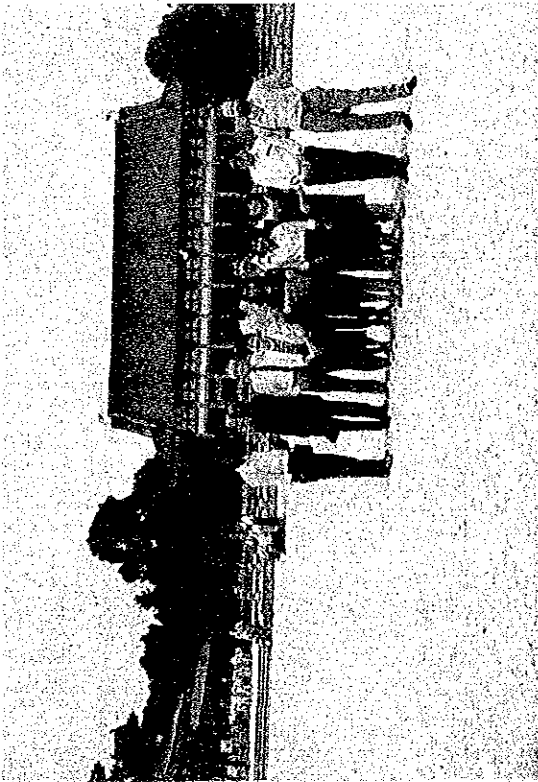
25 Kyocera Corporation - Shiga Gamo Plant

26 Nijo Castle

27--18 Old Imperial Palace



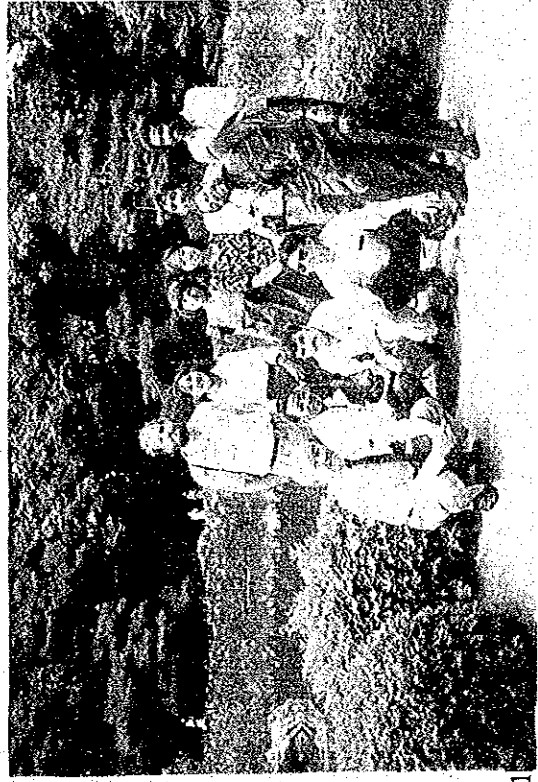
28



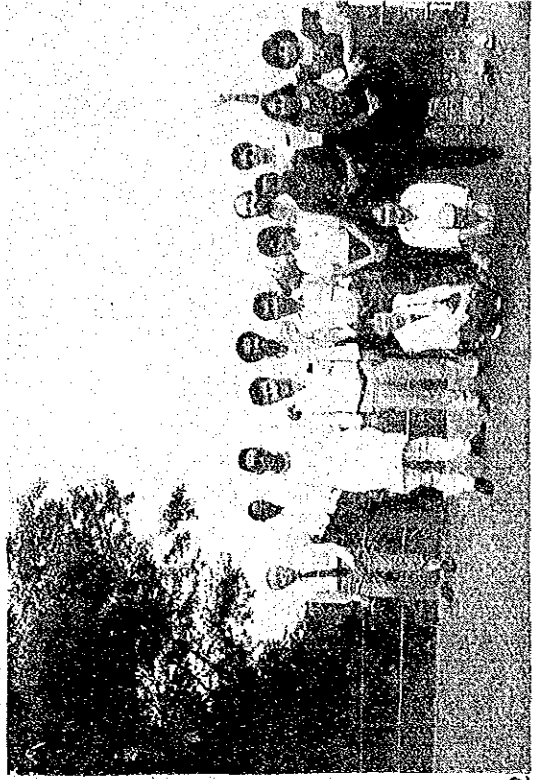
29



30



31



32

29-31 Heian Shrine
32 Kyoto East Mountain

